

## **Northwest TN Workforce Board American Job Center (AJC) Committee**

**August 1, 2024 – 10:00 a.m.**

Milan Chamber of Commerce, 1069 Main St., Milan, TN or Zoom

### **Minutes**

**Committee Members Attending In-Person:** Ted Piazza, Janet James, Janna Hellums, Sabra Bledsoe, Melinda Goode; **via**

**Zoom:** Lori Burdine, Jimmy Williamson, Kristy Mercer, Rita Alexander

**Staff and Contractors Attending In-Person:** Jennifer Bane, LeAnn Lundberg, Ginger Powell, Ariel McGahey, Ashley Mayton (OSO); **via Zoom:** Lana Burchfiel, Laura Speer, James Starnes (OSO), Connie Stewart (CSP), Erica Nance (OSO)

**Review and Approval of Minutes of 5/2/24 Meeting:** Lori Burdine called the meeting to order and asked the group for comments regarding the prior meeting's minutes.

- **MOTION: Ted Piazza moved to approve the 5/2/24 minutes as presented, and Janet James seconded the motion. All were in favor and the motion carried.**

**American Job Center Services Report:** One-Stop Operator (OSO), Erica Nance and Ashley Mayton (OSO Assistant), presented the attached AJC Services Report for April-June 2024 which details AJC traffic counts, visit reasons, customer survey results, and estimated results for the quarterly Key Performance Indicator (KPI) goals. Erica mentioned the new Veteran (JVSG) staff member has started and enrollments are expected to increase. SNAP E&T was unable to fund training for a time, which negatively affected their enrollments, but since the program has regained funding, the enrollments are expected to increase. Two new access points have been added, located at JSCC's Trenton campus and the Martin Public Library, and training for these organizations will be in August. Erica also reported that AJC staff are increasing their partnership with Vocational Rehabilitation (VR). Several AJC staff are now serving on VR's boards.

- **Workforce Services Report:** Sabra Bledsoe, NW TDLWD Business & Workforce Director, reported the Dyersburg AJC is developing some new computer classes. The Huntingdon AJC is hosting Pre-K teacher orientation next week. A marketing push is coming up from the state to cover AJC services, the Business Engagement Plan, and Apprenticeship development. There is also a continued focus on sector-based strategies.

**Career & Training Services Report:** Connie Stewart presented the attached Training Services Report detailing cumulative enrollments as of June by service type and county, a breakdown of Individual Training Account (ITA) enrollments by sector and provider, and total ITA investments by provider for all participants this program year. Healthcare is still the leading training sector with most participants still attending a TCAT and most funding being spent at private providers. Connie mentioned her reporting for the year is showing them slightly off on Adult and Dislocated Worker enrollments, but above the Youth enrollment goal. OJT enrollments picked up in the second half of the year, which helped Title I enrollments increase overall. Title I Youth Enrollments were also boosted by the TN Youth Employment Program.

**Business Services Report:** Ginger Powell, Deputy Director, presented the attached Business Services Report detailing the cumulative On-the-Job Training (OJT) contracts and enrollments as of June, the completion rate, and the breakdown of number trained by sector. OJT referrals are up, as is the average cost per participant due to higher wages. Manufacturing is still the highest sector trained. The next Virtually Speaking webinar will be held September 5<sup>th</sup> on updates to the Unemployment Insurance system. The Apprenticeship grant closed out on June 30<sup>th</sup> and all funds were expended. We proposed to train 35 apprentices and ended up training 37. The Consolidated Business Grant (CBG) wrapped up on June 30<sup>th</sup> and all funds were expended as well. OJT was used to fully expend any funds that were de-obligated from Incumbent Worker Training (IWT) contracts. Eighteen employers participated in IWT, and 222 individuals were trained through those contracts. One employer used CBG funds for OJT and trained two individuals.

**Adult and Dislocated Worker Eligibility Policy Changes:** Jennifer Bane reviewed the attached Adult and Dislocated Worker Eligibility policy with the proposed change indicated in red. The proposed change removes a bank account as an acceptable document to prove residency in the local area.

**MOTION: Janet James moved to approve the proposed change to the Adult & DW Eligibility policy as presented and Melinda Goode seconded the motion. All were in favor and the motion carried.**

**In-Demand Occupations for ITAs (Individual Training Accounts):** Jennifer Bane reviewed the attached proposed In-Demand Criteria and Occupations list for ITAs for 2024-2027. Staff have utilized similar procedures for identifying in-demand occupations for several years, but Jennifer is now recommending this process be formalized by the Board to ensure consistency and assist Career Advisors in communicating to customers what occupations / training programs are approved by the Board for ITA funding, and the number approved. Jennifer reviewed the proposed new criteria and explained that while we have not done this much narrowing down in the past, as our resources are tighter and educational training has changed, we are trying to ensure we are focusing on jobs that are most needed in our area, and that will result in participants being work-ready at the completion of training. The proposed criteria would remove any occupations that require higher training than a bachelor's degree, have less than 10 positions in the local area, are projected to have less than four new jobs in the four-year strategic planning period, have median wages less than \$14.48 (the self-sufficiency threshold), do not align with our regional priority sectors, and do not have related post-secondary training opportunities in the area. The handout of occupations shows the proposed number of ITAs to be funded per year in the blue column, which is the growth over the four-year period divided by four. Also included in the handouts are the occupations that were removed due to not meeting the proposed criteria. Jennifer mentioned that we have typically funded a few teachers each year, but these would no longer be on the list due to not aligning with regional sectors. The demand for LPNs also indicated a much lower number to fund per year than what we have typically funded, and we have seen great success with those funded.

Ted Piazza suggested we not make it an official policy since it will remove flexibility and is not something we are required to do by policy or regulations. The committee asked if there is a way to adopt this as a guideline and target without making it an official policy. Jennifer explained that we could, but having an approved list would ensure that the decisions regarding demand are not being made on an individual basis. We also have an ITA appeal process in place and if an individual wanted to appeal an occupation not being on the list, or the number of allowable ITAs for an occupation, they could do so, but we would need to ensure consistency in evaluating appeals as well. Ted asked how often this is questioned to begin with, and if it will be worse to have to start dealing with appeals. Connie Stewart stated she thinks that it would be nicer to not have to limit some of these occupations, but it can be difficult for her and her staff to have to explain what is considered in-demand or not to customer, and she expressed concern that this could also be an issue with training providers, which has recently occurred in the Southwest area. Connie also stated she thinks that we need to make sure we only show programs on the Eligible Training Provider List (ETPL) in which the occupations are truly in demand. Melinda Goode asked if it would be more helpful to align this policy for both areas and if we are going to publish the sector worksheet in any way or if these would be internal documents. If we need to align the policies with both regions, then she feels like a policy would be the way to handle it. Jennifer said that we do try to be consistent between areas, and that we could either add this to the ITA policy or just add it to the website as a standalone document for the scholarship information. Ted stated that the focus should be on people going to work and asked how many people have gone to work from the training providers in Southwest that have expressed concerns. Jennifer stated that one provider we funded 16 and maybe one had gone to work in the field. We have funded four at the other provider, one has completed but we are not sure if he has entered employment yet. Two others are still in training and the fourth individual passed away. Jennifer expressed that it is unfortunately difficult to use employment data when making decisions on what is funded because the data from Jobs4TN is not reliable for all students served. Another option could be to narrow the list down and take out the number per year, but that still creates uncertainty around how many should be approved per program. Ted mentioned amendments can be made along the way, but if we need this tool in place, he's supportive of it. Connie asked how other areas such as Memphis handle this. Jennifer said at one time Memphis was only performance-based, but she believes it's now tiered-based with higher level credentials receiving more funding. Sabra Bledsoe pointed out that since we are a smaller area with less funding, we must make sure our money is spent wisely. The committee also discussed if this would be adopted as a 4-year term and Jennifer stated that she did suggest using a 4-year term to align with the strategic planning period, 2024-2027, but that it could be updated periodically throughout that period if needed. It was also discussed how an approved appeal would affect the numbers available to serve and Ginger Powell mentioned there is more listed than we could ever fund, so it would not really affect the total numbers. It was noted that the appeal process needs to be streamlined if we expect more and that the applicant must provide additional data to support the need. Ted also expressed that it should be a standalone document and the committee agreed.

- o **MOTION: Melinda Goode moved to approve the In-Demand Occupations List for ITAs for 2024 – 2027 as presented and Ted Piazza seconded the motion. All were in favor and the motion carried.**

**Labor Force Participation Rate (LFPR) Strategic Priorities—Organizational Culture:** Jennifer Bane requested feedback on effective and innovative strategies and what the Board and AJCs can / should do to assist employers regarding organizational culture. The attached handout describes what is meant by 'organizational culture' as it relates to high quality jobs according to the QUEST National Dislocated Worker Grant (DWG) and U.S Department of Commerce. Members mentioned developing effective recognition programs such as leadership training, recognition on social media for work anniversaries, birthdays, etc., direct communication with senior leadership, meeting with employees individually and asking the right questions to gather feedback, giving employees the opportunity to be innovative and make 'good mistakes', offering employee resource programs, and learning what your employees want via surveys. It was also noted that it's important to analyze the data and implement change based on results, and that utilizing a third party can help staff feel more comfortable sharing their opinions and can bring a fresh perspective to recommend changes. Jennifer Bane mentioned this might also be a topic for our future Virtual Speaking webinar.

**Future Meeting Dates & Upcoming Events:** Future meeting dates and upcoming events were listed on the agenda. We did have to move the Board meeting to September 12<sup>th</sup> and the next committee meeting to November 6<sup>th</sup>.

**Other Business:** With no additional business, Ted Piazza motioned to adjourn, and Janet James seconded.

*Respectfully Submitted,*

*Lana Burchfiel*

*Public Information Special*

Northwest TN Workforce Board  
**American Job Center (AJC) Committee**

Thursday, August 1, 2024 – 10:00 a.m.

Milan Chamber of Commerce  
1069 S. Main Street  
Milan, TN

Chair - Lori Burdine

[Join Zoom Meeting](#)

Meeting ID: 836 4761 5244

Passcode: 021334

Vice Chair – Rita Alexander

**Agenda**

1. Welcome and Call to Order Lori Burdine
2. Review and Approval of Minutes of 5/2/2024 meeting **(Vote Required)** Lori Burdine
3. American Job Center Services Report Erica Nance, One-Stop Operator
  - a. Workforce Services Report Sabra Bledsoe, NW TDLWD Regional Director
4. Career & Training Services Report Connie Stewart, CSP Executive Director
5. Business Services Report Ginger Powell, Deputy Director
6. Adult and Dislocated Worker Eligibility Policy Change **(Vote Required)** Jennifer Bane, Executive Director
7. In-Demand Occupations for ITAs-Individual Training Accounts **(Vote Required)** Jennifer Bane
8. LFPR Strategic Priorities – Organizational Culture Jennifer Bane
  - a. Effective and innovative strategies?
  - b. Specific opportunities for target populations / underserved communities?
  - c. What can / should the Board and AJCs do to assist with these items?
9. Other Business All
10. Opportunity for Public Comment

**Future Meeting Dates & Upcoming Events**

| Meeting / Event                                                | Date and Time                                             | Location                                |
|----------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------|
| Virtually Speaking Webinar – Updates on Unemployment Insurance | September 5 <sup>th</sup> , 9:00 am                       | Zoom                                    |
| State Board Meeting                                            | September 6 <sup>th</sup> , 8:30 am – 12 pm               | Nashville / YouTube                     |
| Joint Northwest / Southwest Tennessee Workforce Board Meeting  | September 12 <sup>th</sup> , 11:30 am<br>(lunch provided) | Greater Jackson Chamber / Zoom          |
| Remaining 2024 Committee Meetings                              | November 6 <sup>th</sup> , 10:00 am                       | Milan Chamber of Commerce / Zoom        |
| Remaining 2024 Board Meetings                                  | December 3 <sup>rd</sup> , 10:00 am                       | TBD / Zoom<br>NW HRA / DD (Martin)/Zoom |
| Future Virtually Speaking Webinar                              | December 5 <sup>th</sup> , 9:00 am                        | Zoom                                    |

## Northwest TN Workforce Board American Job Center (AJC) Committee

Tuesday, May 2, 2024 – 10:00 a.m.

Milan Chamber of Commerce, 1069 Main St., Milan, TN or Zoom

### Minutes

**Committee Members Attending In-Person:** Ted Piazza, Lori Burdine, Monica Heath, Kristy Mercer; **via Zoom:** Jimmy Williamson, Melinda Goode, Janna Hellums, Janet James, Sabra Bledsoe

**Staff and Contractors Attending In-Person:** Jennifer Bane, LeAnn Lundberg, Ginger Powell, Laura Speer, Erica Nance (OSO), Ashley Mayton (OSO); **via Zoom:** Lana Burchfiel, James Starnes (OSO), Connie Stewart (CSP)

**Guests Attending:** Tessa Kyle

**Review and Approval of Minutes of 2/1/24 Meeting:** Lori Burdine called the meeting to order and asked the group for comments regarding the prior meeting's minutes.

- o **MOTION:** Ted Piazza moved to approve the 2/1/24 minutes as presented and Kristy Mercer seconded the motion. All were in favor and the motion carried.

**American Job Center Services Report:** One-Stop Operator (OSO), Erica Nance, presented the attached AJC Services Report for January-March 2024 which details AJC traffic counts, visit reasons, customer survey results, and estimated results for the quarterly Key Performance Indicator (KPI) goals. She reminded everyone that Weakley County is a specialized center and is not open 5 days a week, so visit numbers will always be lower. We are approaching our Adult/Dislocated Worker and meeting our Youth, Wagner Peyser, and Justice-Involved goals KPI goals. Off-target measures include Veterans, but a new Veteran Representative was just hired, SNAP, which has not had funding available for tuition, RESEA, since most individuals go back into the workforce and don't want to be co-enrolled, and TAA since we don't have any new TAA enrollments. Erica also distributed an updated list of Access Points with 15 so far and a couple more pending. Erica also noted that training will be held next April for all library directors in the area to allow all libraries to serve as access points. A new monthly newsletter will also be shared.

Melinda Goode inquired about the status of the GROWWTH grant and the number of enrollments in Northwest to date. Jennifer Bane reported there have been about 70 enrollments so far in Northwest and 40 in Southwest towards the goal of 375 in each area over the entire three-year grant period. In total about 650 individuals have been enrolled across West TN. A no-cost extension has been requested since the grant start date was delayed significantly. Jennifer also reported that one of the biggest barriers for enrollments has been the required randomization component that was not known until after grants were awarded. Individuals are hesitant to complete the enrollment process if they may be randomly selected not to receive full services. Randomization will end after 750 enrollments and outreach and marketing will increase significantly at that time.

- **Workforce Services Report:** Sabra Bledsoe, NW TDLWD Business & Workforce Director, reported the AJC in Dyersburg had a successful hiring event on April 17<sup>th</sup> with 30 jobseekers attending, 10 of which were high school seniors. The AJCs also continue to work with Ceko Doors for a hiring event tour. AJC staff also held Mock interviews for several area high schools, and Senior Solutions is using the Dyersburg and Huntingdon AJCs on a weekly basis for onboarding.

**Career & Training Services Report:** Connie Stewart presented the attached Training Services Report detailing cumulative enrollments as of March by service type and county, a breakdown of Individual Training Account (ITA) enrollments by sector and provider, and total ITA investments by provider for all participants this program year. Healthcare is still the leading training sector with most participants still attending a TCAT and most funding being spent at private providers. We are currently down two Career Advisors for Dyersburg. Work Experience is still going strong. We are low on formula funding, but currently offsetting the cost of that with State Youth Employment Program (YEP) money. There have been a lot of referrals for the YEP. Several individuals received incentives for Work Experience. Crockett County still has the lowest number of enrollments, so Connie is going to reach out to the high school to try to increase participation. On-the-Job Training (OJT) enrollments have increased over the past quarter.

**Business Services Report:** Ginger Powell, Deputy Director, presented the attached Business Services Report detailing the cumulative OJT contracts and enrollments as of March, the completion rate, and the breakdown of number trained by sector. OJT referrals are up, as is the average cost per participant due to higher wages. Manufacturing is still the highest sector trained. The next Virtually Speaking webinar will be held June 6<sup>th</sup> on Workers' Compensation. Apprenticeship enrollments still need to be keyed and submitted, but all funds will be fully expended. Most all of the incumbent worker contracts ended April 30<sup>th</sup> with 317 individuals proposed to be trained. Any de-obligations will be repurposed if possible before the grant ends June 30<sup>th</sup>.

**Individual Training Account (ITA) Policy Changes:** Jennifer reviewed the attached ITA policy with the proposed changes indicated in red. The proposed changes provide more detail and clarification surrounding the use of ITAs and eligibility requirements. There was some discussion on how to best ensure ITAs are directly tied to in-demand occupations and how we prioritize what we fund if funding is limited. Ted mentioned the importance of hard data to back up what is approved for funding. The committee discussed considering growth in occupations as well as openings due to high turnover / replacement for certain occupations and whether the existing available workforce can meet the need. It was also noted that an appeal process for exceptions should be addressed. Jennifer Bane will work on a proposed list for the Board to review.

- **MOTION: Ted Piazza moved to approve the proposed changes to the ITA policy as presented and Kristy Mercer seconded the motion. All were in favor and the motion carried.**

**Labor Force Participation Rate (LFPR) Strategic Priorities—Recruitment & Hiring:** Jennifer Bane requested feedback on effective and innovative strategies and what the Board and AJCs can / should do to assist employers regarding recruitment and hiring. A major concern noted by several committee members is applicants and existing employees failing drug screens. Vaping was noted as a particular concern since individuals may not realize it can cause a failed drug screen. A webinar for jobseekers and possibly high school students was noted as a possible way to educate individuals on this issue. The committee also discussed specific outreach occurring for veterans and the need for education on financial abuse / scamming of elders. Melinda Goode shared information an upcoming conference on elder abuse.

**Future Meeting Dates & Upcoming Events:** Future meeting dates and upcoming events were listed on the agenda.

**Other Business:** With no additional business, Ted Piazza motioned to adjourn, and Kristy Mercer seconded.

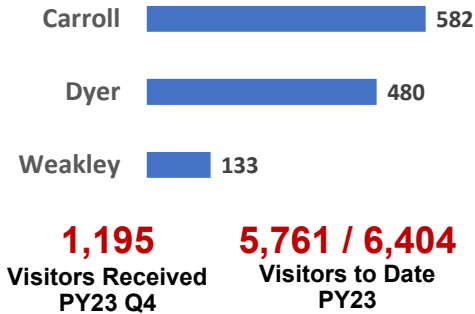
*Respectfully Submitted,*

*Lana Burchfiel*

*Public Information Special*

# American Job Center Services

## Customer Visits



**AmericanJobCenter**  
TENNESSEE

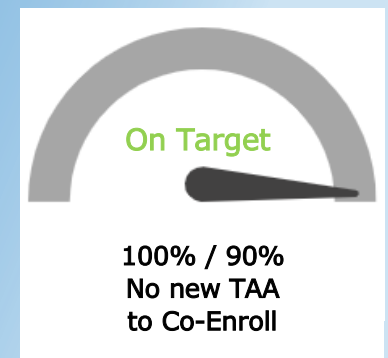
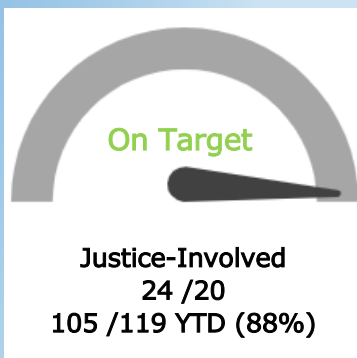
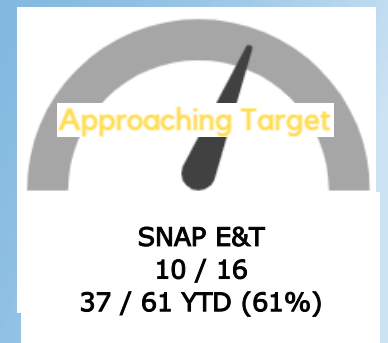
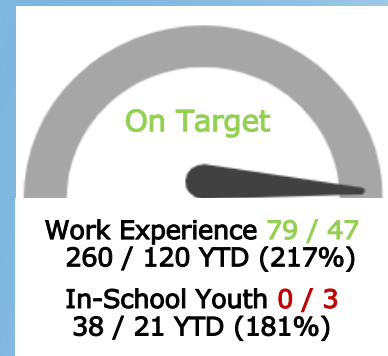
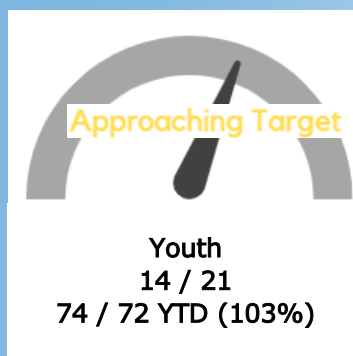


## TOP 5 REASONS FOR VISIT

1. Job Search/Resource Room
2. Unemployment
3. Networking Events
4. Job Search Assistance
5. Title I Career Coaching

**2,316** Services Provided

## Key Performance Indicator Results



# Training Services

## Total Enrollments by Service

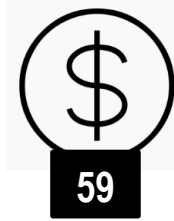
Individual Training Accounts (ITAs)



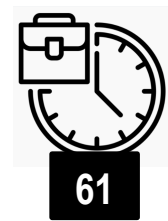
Work Experience



Youth Incentives



On-the-Job Training



Pre-Apprenticeship (REAP)



National Dislocated Worker Grant

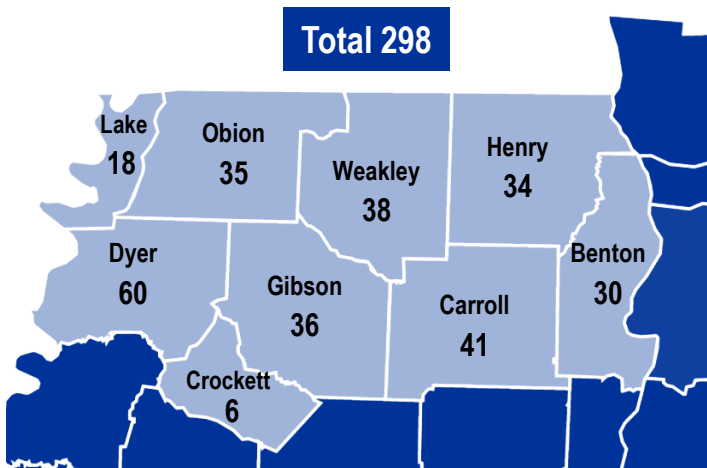


48 / 100 Enrolled

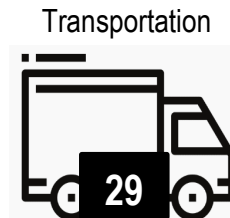
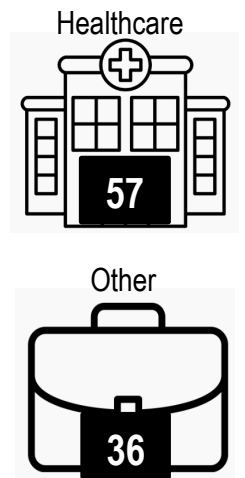
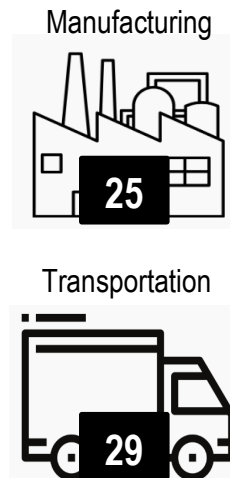


\$168,991.19 of \$615,977.62 Expended

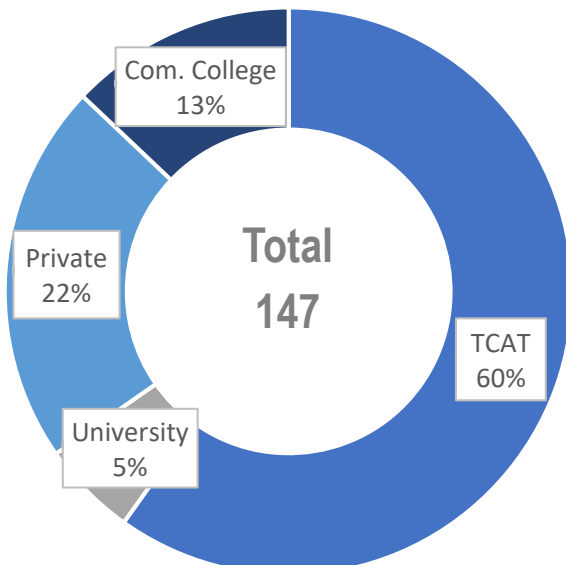
## Total Enrollments by County



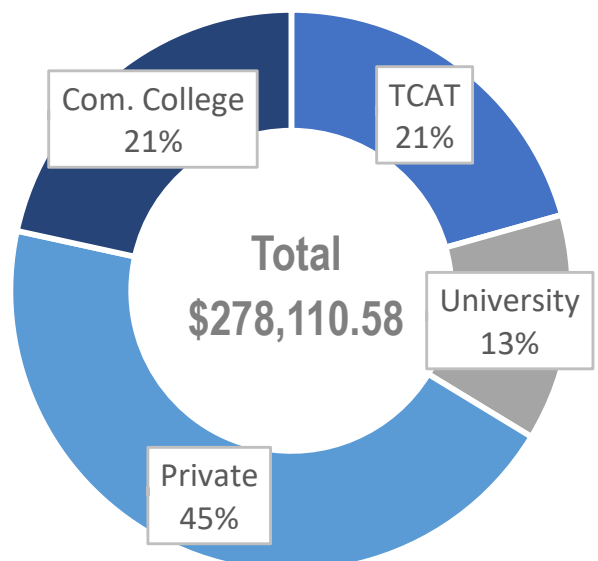
## ITAs By Sector



## New ITAs By Provider



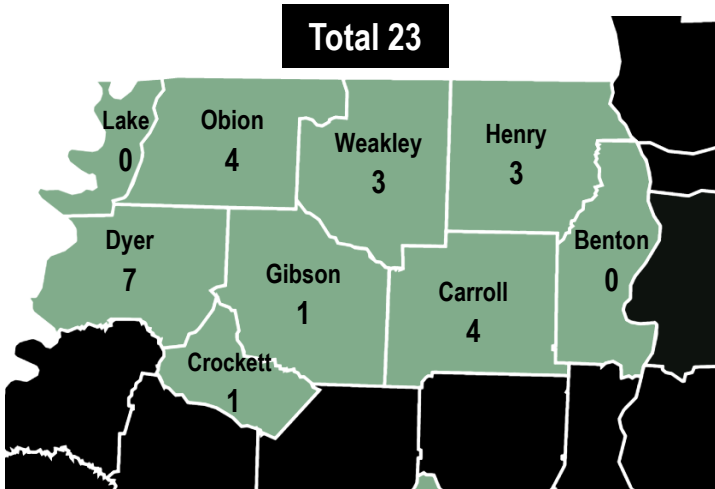
## Total ITA Investment by Provider



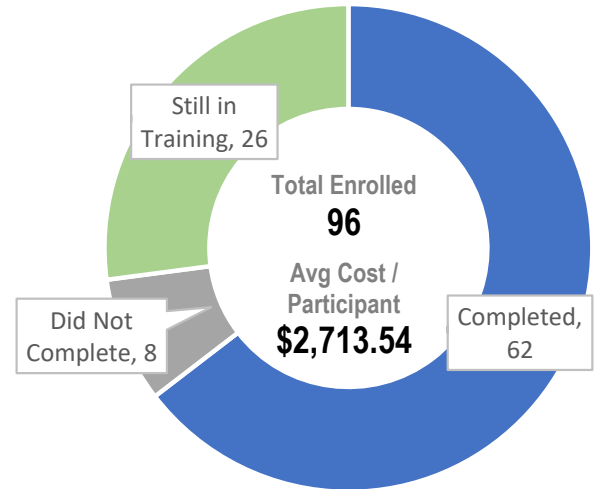


# Business Services

## OJT Employers by County



## On-the-Job Training Participants



## Trained by Sector



## Virtually Speaking Webinars

**VIRTUALLY SPEAKING**

Workforce Webinar Series for West TN Workforce Boards & their Special Guests

- ✓ Strengthening Your Talent Pipeline Using the GROWTH Program Graduates
- ✓ Work Opportunity Tax Credit: What it is and How Employers Benefit
- ✓ Funding & Training Resources for Your Business
- ✓ Workers' Compensation in 2024: What Employers Need to Know

All webinars are recorded, and may be found when you Scan the QR code or visit our YouTube page at @NWSWTNAJC

**83 Reports Produced**

|                   |                    |
|-------------------|--------------------|
| Economy Overviews | Industry Reports   |
| Education Reports | Occupation Reports |

## Apprenticeship Grant

**37 / 35 Apprentices**

**\$92,449 of \$92,449 Expended**

Apprenticeship TN

## Consolidated Business Grant

|                                 |                                 |
|---------------------------------|---------------------------------|
| <b>18 IWT,</b>                  | <b>222 IWT,</b>                 |
| <b>1 OJT</b>                    | <b>2 OJT</b>                    |
| <b>Employers Participating</b>  | <b>Proposed Number to Train</b> |
| <b>\$339,323</b>                |                                 |
| <b>Expenditures / \$339,323</b> |                                 |

### Requirement for Area Residency

All customers receiving Basic Career Services (registering in Jobs4TN.gov, workshops, job search, resume development, basic skills assessment, filing or certifying for UI, etc.) are not required to live in the service area to receive services. All participants being enrolled in Occupational Skills Training are required to live in the service area to receive training funds. On-the-Job Training (OJT) and Incumbent Worker Training (IWT) participants are not required to live in the service area since this is an employer service and the employer may hire employees outside of our service area.

Examples of acceptable documents to establish residency include a Driver's License with an address that matches the WIOA application address, a lease, utility bill, ~~bank account information~~, or documentation of address from another state agency (SNAP, TANF, car registration, voter registration card, etc.)

## **In-Demand Occupations Criteria**

**1. Typically requires no higher than a Bachelor's degree.**

- \* WIOA Title I does not count anything above a bachelor's degree as a credential in federal performance measures.
- \* Individuals must be able to immediately enter the workforce.

**2. Has a minimum of 10 positions in the local area.**

**3. Has positive growth of at least 4 in the planning period (2024-2027), or 1 per year.**

**4. Has median hourly wages above the self-sufficiency threshold (\$14.48).**

**5. Typically requires no work experience at entry.**

**6. Aligns with regional priority sectors:**

- a. Healthcare & Social Assistance
- b. Manufacturing
- c. Transportation & Skilled Trades
- d. Information
- e. Professional, Scientific, & Technical Services

**7. Related to postsecondary training opportunities.**

**Approved number to fund per year determined based on change between 2024 - 2027 divided by four years.**

*All criteria can be appealed through the ITA appeals process.*

| Sector                         | SOC     | Description                                                                                          | 2024 Jobs | 2027 Jobs | 2024 - 2027 Change | Approved per Year (AVG) | Median Hourly Earnings | Median Annual Earnings | Avg. Annual Openings | Annual Replacement Jobs | Typical Entry Level Education     | Typical On-The-Job Training       | Work Experience Required |
|--------------------------------|---------|------------------------------------------------------------------------------------------------------|-----------|-----------|--------------------|-------------------------|------------------------|------------------------|----------------------|-------------------------|-----------------------------------|-----------------------------------|--------------------------|
| Skilled Trades                 | 53-3032 | Heavy and Tractor-Trailer Truck Drivers                                                              | 2,005     | 2,099     | 95                 | 24                      | \$23.05                | \$47,949.34            | 247                  | 212                     | Postsecondary nondegree award     | Short-term on-the-job training    | None                     |
| Skilled Trades                 | 49-9071 | Maintenance and Repair Workers, General                                                              | 1,302     | 1,381     | 79                 | 20                      | \$22.04                | \$45,835.82            | 146                  | 120                     | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Healthcare & Social Assistance | 29-1141 | Registered Nurses                                                                                    | 1,235     | 1,313     | 78                 | 19                      | \$31.52                | \$65,557.50            | 99                   | 68                      | Bachelor's degree                 | None                              | None                     |
| Skilled Trades                 | 49-9041 | Industrial Machinery Mechanics                                                                       | 387       | 438       | 51                 | 13                      | \$29.29                | \$60,928.52            | 48                   | 31                      | High school diploma or equivalent | Long-term on-the-job training     | None                     |
| Skilled Trades                 | 47-2061 | Construction Laborers                                                                                | 1,035     | 1,084     | 48                 | 12                      | \$17.10                | \$35,565.80            | 108                  | 90                      | No formal educational credential  | Short-term on-the-job training    | None                     |
| Healthcare & Social Assistance | 31-1131 | Nursing Assistants                                                                                   | 1,080     | 1,122     | 42                 | 11                      | \$15.46                | \$32,146.56            | 173                  | 155                     | Postsecondary nondegree award     | None                              | None                     |
| Manufacturing                  | 51-4121 | Welders, Cutters, Solderers, and Brazers                                                             | 678       | 720       | 41                 | 10                      | \$20.47                | \$42,576.86            | 81                   | 67                      | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Manufacturing                  | 51-9199 | Production Workers, All Other                                                                        | 1,064     | 1,103     | 39                 | 10                      | \$17.22                | \$35,808.78            | 130                  | 115                     | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Information                    | 15-1252 | Software Developers                                                                                  | 158       | 195       | 37                 | 9                       | \$47.46                | \$98,708.11            | 21                   | 9                       | Bachelor's degree                 | None                              | None                     |
| Professional & Technical       | 13-2011 | Accountants and Auditors                                                                             | 470       | 506       | 35                 | 9                       | \$31.89                | \$66,338.46            | 49                   | 37                      | Bachelor's degree                 | None                              | None                     |
| Manufacturing                  | 51-4041 | Machinists                                                                                           | 360       | 393       | 33                 | 8                       | \$23.06                | \$47,964.66            | 47                   | 36                      | High school diploma or equivalent | Long-term on-the-job training     | None                     |
| Professional & Technical       | 43-9061 | Office Clerks, General                                                                               | 1,746     | 1,779     | 33                 | 8                       | \$15.27                | \$31,756.79            | 221                  | 209                     | High school diploma or equivalent | Short-term on-the-job training    | None                     |
| Professional & Technical       | 13-1082 | Project Management Specialists                                                                       | 264       | 293       | 29                 | 7                       | \$36.85                | \$76,646.72            | 28                   | 19                      | Bachelor's degree                 | None                              | None                     |
| Healthcare & Social Assistance | 29-2061 | Licensed Practical and Licensed Vocational Nurses                                                    | 908       | 934       | 26                 | 7                       | \$22.57                | \$46,947.19            | 81                   | 70                      | Postsecondary nondegree award     | None                              | None                     |
| Professional & Technical       | 17-2112 | Industrial Engineers                                                                                 | 212       | 237       | 25                 | 6                       | \$40.13                | \$83,470.10            | 20                   | 12                      | Bachelor's degree                 | None                              | None                     |
| Skilled Trades                 | 47-2031 | Carpenters                                                                                           | 614       | 638       | 24                 | 6                       | \$20.02                | \$41,631.22            | 62                   | 51                      | High school diploma or equivalent | Apprenticeship                    | None                     |
| Healthcare & Social Assistance | 21-1018 | Substance Abuse, Behavioral Disorder, and Mental Health Counselors                                   | 215       | 239       | 24                 | 6                       | \$19.77                | \$41,114.57            | 26                   | 18                      | Bachelor's degree                 | None                              | None                     |
| Manufacturing                  | 51-2028 | Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers | 193       | 217       | 24                 | 6                       | \$16.52                | \$34,363.63            | 30                   | 21                      | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Professional & Technical       | 13-1199 | Business Operations Specialists, All Other                                                           | 210       | 233       | 23                 | 6                       | \$25.23                | \$52,472.61            | 26                   | 19                      | Bachelor's degree                 | None                              | None                     |
| Professional & Technical       | 13-1161 | Market Research Analysts and Marketing Specialists                                                   | 185       | 208       | 23                 | 6                       | \$26.58                | \$55,290.14            | 25                   | 17                      | Bachelor's degree                 | None                              | None                     |
| Professional & Technical       | 43-3031 | Bookkeeping, Accounting, and Auditing Clerks                                                         | 1,068     | 1,090     | 22                 | 6                       | \$19.48                | \$40,521.90            | 132                  | 125                     | Some college, no degree           | Moderate-term on-the-job training | None                     |
| Professional & Technical       | 13-1071 | Human Resources Specialists                                                                          | 342       | 364       | 22                 | 5                       | \$28.09                | \$58,418.05            | 36                   | 29                      | Bachelor's degree                 | None                              | None                     |
| Skilled Trades                 | 47-2073 | Operating Engineers and Other Construction Equipment Operators                                       | 362       | 379       | 17                 | 4                       | \$21.09                | \$43,871.23            | 37                   | 31                      | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Skilled Trades                 | 11-9021 | Construction Managers                                                                                | 350       | 367       | 17                 | 4                       | \$29.13                | \$60,583.20            | 31                   | 25                      | Bachelor's degree                 | Moderate-term on-the-job training | None                     |
| Professional & Technical       | 17-2141 | Mechanical Engineers                                                                                 | 87        | 104       | 16                 | 4                       | \$44.96                | \$93,512.95            | 11                   | 5                       | Bachelor's degree                 | None                              | None                     |
| Skilled Trades                 | 49-3023 | Automotive Service Technicians and Mechanics                                                         | 699       | 715       | 16                 | 4                       | \$20.05                | \$41,694.24            | 67                   | 59                      | Postsecondary nondegree award     | Short-term on-the-job training    | None                     |
| Skilled Trades                 | 49-9051 | Electrical Power-Line Installers and Repairers                                                       | 158       | 174       | 15                 | 4                       | \$30.95                | \$64,366.92            | 18                   | 12                      | High school diploma or equivalent | Long-term on-the-job training     | None                     |
| Healthcare & Social Assistance | 31-9092 | Medical Assistants                                                                                   | 388       | 403       | 15                 | 4                       | \$15.61                | \$32,460.47            | 56                   | 50                      | Postsecondary nondegree award     | None                              | None                     |
| Information                    | 15-1232 | Computer User Support Specialists                                                                    | 181       | 196       | 15                 | 4                       | \$23.54                | \$48,965.45            | 17                   | 12                      | Some college, no degree           | None                              | None                     |
| Skilled Trades                 | 49-3041 | Farm Equipment Mechanics and Service Technicians                                                     | 157       | 172       | 15                 | 4                       | \$22.88                | \$47,581.27            | 18                   | 13                      | High school diploma or equivalent | Long-term on-the-job training     | None                     |
| Professional & Technical       | 43-6013 | Medical Secretaries and Administrative Assistants                                                    | 451       | 466       | 15                 | 4                       | \$15.77                | \$32,792.89            | 54                   | 48                      | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Healthcare & Social Assistance | 21-1093 | Social and Human Service Assistants                                                                  | 130       | 144       | 14                 | 4                       | \$17.18                | \$35,737.37            | 18                   | 14                      | High school diploma or equivalent | Short-term on-the-job training    | None                     |
| Manufacturing                  | 51-9161 | Computer Numerically Controlled Tool Operators                                                       | 147       | 161       | 14                 | 4                       | \$23.78                | \$49,465.23            | 18                   | 14                      | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Healthcare & Social Assistance | 31-2021 | Physical Therapist Assistants                                                                        | 140       | 152       | 13                 | 3                       | \$27.24                | \$56,656.63            | 24                   | 20                      | Associate's degree                | None                              | None                     |
| Skilled Trades                 | 49-9043 | Maintenance Workers, Machinery                                                                       | 166       | 179       | 13                 | 3                       | \$39.00                | \$81,127.25            | 20                   | 16                      | High school diploma or equivalent | Long-term on-the-job training     | None                     |
| Healthcare & Social Assistance | 29-2052 | Pharmacy Technicians                                                                                 | 330       | 343       | 12                 | 3                       | \$17.35                | \$36,095.05            | 34                   | 30                      | High school diploma or equivalent | Moderate-term on-the-job training | None                     |
| Healthcare & Social Assistance | 21-1021 | Child, Family, and School Social Workers                                                             | 198       | 209       | 12                 | 3                       | \$24.53                | \$51,016.94            | 19                   | 15                      | Bachelor's degree                 | None                              | None                     |
| Skilled Trades                 | 49-3031 | Bus and Truck Mechanics and Diesel Engine Specialists                                                | 209       | 221       | 12                 | 3                       | \$22.18                | \$46,138.37            | 21                   | 17                      | High school diploma or equivalent | Long-term on-the-job training     | None                     |
| Skilled Trades                 | 49-9021 | Heating, Air Conditioning, and Refrigeration Mechanics and Installers                                | 283       | 294       | 11                 | 3                       | \$18.94                | \$39,398.18            | 29                   | 24                      | Postsecondary nondegree award     | Long-term on-the-job training     | None                     |
| Professional & Technical       | 17-3026 | Industrial Engineering Technologists and Technicians                                                 | 166       | 176       | 11                 | 3                       | \$24.27                | \$50,488.43            | 19                   | 15                      | Associate's degree                | None                              | None                     |
| Healthcare & Social Assistance | 31-9091 | Dental Assistants                                                                                    | 149       | 160       | 11                 | 3                       | \$18.46                | \$38,388.31            | 25                   | 21                      | Postsecondary nondegree award     | None                              | None                     |
| Information                    | 15-1299 | Computer Occupations, All Other                                                                      | 119       | 129       | 10                 | 3                       | \$26.27                | \$54,634.91            | 11                   | 8                       | Bachelor's degree                 | None                              | None                     |
| Information                    | 15-1211 | Computer Systems Analysts                                                                            | 94        | 104       | 10                 | 2                       | \$43.40                | \$90,276.47            | 9                    | 6                       | Bachelor's degree                 | None                              | None                     |
| Manufacturing                  | 51-4111 | Tool and Die Makers                                                                                  | 163       | 173       | 9                  | 2                       | \$24.51                | \$50,970.45            | 21                   | 17                      | Postsecondary nondegree award     | Long-term on-the-job training     | None                     |
| Professional & Technical       | 13-1081 | Logisticians                                                                                         | 71        | 81        | 9                  | 2                       | \$28.18                | \$58,618.47            | 9                    | 6                       | Bachelor's degree                 | None                              | None                     |

|                                |         |                                                                                 |       |       |   |   |         |             |     |            |                                   |                                   |      |
|--------------------------------|---------|---------------------------------------------------------------------------------|-------|-------|---|---|---------|-------------|-----|------------|-----------------------------------|-----------------------------------|------|
| Healthcare & Social Assistance | 29-1292 | Dental Hygienists                                                               | 133   | 142   | 9 | 2 | \$33.95 | \$70,610.28 | 12  | 9          | Associate's degree                | None                              | None |
| Professional & Technical       | 17-2051 | Civil Engineers                                                                 | 81    | 89    | 8 | 2 | \$38.70 | \$80,504.63 | 8   | 5          | Bachelor's degree                 | None                              | None |
| Professional & Technical       | 19-5011 | Occupational Health and Safety Specialists                                      | 62    | 70    | 8 | 2 | \$37.59 | \$78,181.68 | 9   | 7          | Bachelor's degree                 | None                              | None |
| Healthcare & Social Assistance | 29-2042 | Emergency Medical Technicians                                                   | 125   | 132   | 7 | 2 | \$15.74 | \$32,742.32 | 12  | 9          | Postsecondary nondegree award     | None                              | None |
| Skilled Trades                 | 49-9099 | Installation, Maintenance, and Repair Workers, All Other                        | 143   | 150   | 7 | 2 | \$19.63 | \$40,836.33 | 16  | 14         | High school diploma or equivalent | Moderate-term on-the-job training | None |
| Professional & Technical       | 17-3022 | Civil Engineering Technologists and Technicians                                 | 138   | 145   | 7 | 2 | \$21.05 | \$43,776.12 | 15  | 13         | Associate's degree                | None                              | None |
| Skilled Trades                 | 47-2152 | Plumbers, Pipefitters, and Steamfitters                                         | 272   | 279   | 7 | 2 | \$20.79 | \$43,237.07 | 28  | 23         | High school diploma or equivalent | Apprenticeship                    | None |
| Healthcare & Social Assistance | 21-1092 | Probation Officers and Correctional Treatment Specialists                       | 95    | 102   | 7 | 2 | \$25.35 | \$52,720.36 | 10  | 7          | Bachelor's degree                 | Short-term on-the-job training    | None |
| Healthcare & Social Assistance | 29-1126 | Respiratory Therapists                                                          | 80    | 87    | 7 | 2 | \$28.12 | \$58,482.28 | 7   | 4          | Associate's degree                | None                              | None |
| Professional & Technical       | 17-2071 | Electrical Engineers                                                            | 65    | 71    | 6 | 2 | \$46.43 | \$96,569.01 | 6   | 4          | Bachelor's degree                 | None                              | None |
| Skilled Trades                 | 47-2111 | Electricians                                                                    | 506   | 513   | 6 | 2 | \$25.23 | \$52,485.69 | 49  | 44         | High school diploma or equivalent | Apprenticeship                    | None |
| Skilled Trades                 | 49-3042 | Mobile Heavy Equipment Mechanics, Except Engines                                | 66    | 73    | 6 | 2 | \$23.47 | \$48,823.11 | 8   | 6          | High school diploma or equivalent | Long-term on-the-job training     | None |
| Professional & Technical       | 17-3023 | Electrical and Electronic Engineering Technologists and Technicians             | 104   | 110   | 6 | 1 | \$25.58 | \$53,204.19 | 12  | 10         | Associate's degree                | None                              | None |
| Healthcare & Social Assistance | 29-2043 | Paramedics                                                                      | 161   | 166   | 6 | 1 | \$21.51 | \$44,746.35 | 10  | 7          | Postsecondary nondegree award     | None                              | None |
| Professional & Technical       | 13-2052 | Personal Financial Advisors                                                     | 59    | 65    | 5 | 1 | \$32.84 | \$68,314.00 | 6   | 4          | Bachelor's degree                 | Long-term on-the-job training     | None |
| Skilled Trades                 | 49-9052 | Telecommunications Line Installers and Repairers                                | 67    | 72    | 5 | 1 | \$26.46 | \$55,036.55 | 8   | 6          | High school diploma or equivalent | Long-term on-the-job training     | None |
| Healthcare & Social Assistance | 29-2018 | Clinical Laboratory Technologists and Technicians                               | 101   | 106   | 5 | 1 | \$28.20 | \$58,652.07 | 9   | 7          | Bachelor's degree                 | None                              | None |
| Professional & Technical       | 17-2199 | Engineers, All Other                                                            | 51    | 56    | 5 | 1 | \$37.78 | \$78,579.98 | 5   | Insf. Data | Bachelor's degree                 | None                              | None |
| Professional & Technical       | 19-4031 | Chemical Technicians                                                            | 64    | 69    | 5 | 1 | \$26.55 | \$55,231.10 | 9   | 8          | Associate's degree                | Moderate-term on-the-job training | None |
| Professional & Technical       | 13-2051 | Financial and Investment Analysts                                               | 40    | 44    | 5 | 1 | \$39.56 | \$82,280.41 | 4   | Insf. Data | Bachelor's degree                 | None                              | None |
| Information                    | 15-2031 | Operations Research Analysts                                                    | 43    | 47    | 4 | 1 | \$31.09 | \$64,675.48 | 4   | Insf. Data | Bachelor's degree                 | None                              | None |
| Professional & Technical       | 17-1011 | Architects, Except Landscape and Naval                                          | 32    | 36    | 4 | 1 | \$35.40 | \$73,640.86 | 3   | Insf. Data | Bachelor's degree                 | Internship/residency              | None |
| Healthcare & Social Assistance | 31-2011 | Occupational Therapy Assistants                                                 | 44    | 48    | 4 | 1 | \$30.19 | \$62,786.71 | 8   | 6          | Associate's degree                | None                              | None |
| Manufacturing                  | 51-9162 | Computer Numerically Controlled Tool Programmers                                | 16    | 20    | 4 | 1 | \$26.61 | \$55,340.95 | 3   | Insf. Data | Postsecondary nondegree award     | Moderate-term on-the-job training | None |
| Professional & Technical       | 13-1121 | Meeting, Convention, and Event Planners                                         | 64    | 68    | 4 | 1 | \$15.25 | \$31,722.50 | 8   | 7          | Bachelor's degree                 | None                              | None |
| Information                    | 15-2051 | Data Scientists                                                                 | 30    | 34    | 4 | 1 | \$40.33 | \$83,896.29 | 3   | Insf. Data | Bachelor's degree                 | None                              | None |
| Healthcare & Social Assistance | 31-1133 | Psychiatric Aides                                                               | 22    | 26    | 4 | 1 | \$14.86 | \$30,912.57 | 5   | 3          | High school diploma or equivalent | Short-term on-the-job training    | None |
| Healthcare & Social Assistance | 29-2034 | Radiologic Technologists and Technicians                                        | 132   | 136   | 4 | 1 | \$24.14 | \$50,220.82 | 10  | 7          | Associate's degree                | None                              | None |
| Professional & Technical       | 43-6014 | Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | 1,151 | 1,156 | 4 | 1 | \$17.52 | \$36,433.11 | 132 | 128        | High school diploma or equivalent | Short-term on-the-job training    | None |
| Healthcare & Social Assistance | 29-2072 | Medical Records Specialists                                                     | 62    | 66    | 4 | 1 | \$19.07 | \$39,657.18 | 6   | 4          | Postsecondary nondegree award     | None                              | None |
| Professional & Technical       | 17-3011 | Architectural and Civil Drafters                                                | 24    | 27    | 4 | 1 | \$25.05 | \$52,101.61 | 3   | Insf. Data | Associate's degree                | None                              | None |

# Occupations Not Meeting In-Demand Criteria

| Removed in Lightcast prior to export:                                                                | No or negative growth                                                                          | Positive growth of less than 4 in the planning period (2024-2027, or 1 per year) | Median hourly wages below the self-sufficiency threshold (\$14.48)                        | Requires Work Experience at Entry                             | Not a Target Sector                                                                                              | Not Related to Postsecondary Training Opportunities                                              |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Typically requires higher than a Bachelor's degree.<br><br>Less than 10 positions in the local area. | Aerospace Engineering and Operations Technologists and Technicians                             | Education and Childcare Administrators, Preschool and Daycare                    | Financial Clerks, All Other                                                               | Substitute Teachers, Short-Term                               | First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers                                  | Merchandise Displayers and Window Trimmers                                                       |
|                                                                                                      | Geological Technicians, Except Hydrologic Technicians                                          | Library Technicians                                                              | Gas Plant Operators                                                                       | Ushers, Lobby Attendants, and Ticket Takers                   | Locomotive Engineers                                                                                             | Musicians and Singers                                                                            |
|                                                                                                      | Hydrologic Technicians                                                                         | Statistical Assistants                                                           | Animal Control Workers                                                                    | First-Line Supervisors of Correctional Officers               | Correctional Officers and Jailers                                                                                | Cost Estimators                                                                                  |
|                                                                                                      | Nuclear Technicians                                                                            | Life, Physical, and Social Science Technicians, All Other                        | Sailors and Marine Oilers                                                                 | Food Processing Workers, All Other                            | Police and Sheriff's Patrol Officers                                                                             | Miscellaneous Assemblers and Fabricators                                                         |
|                                                                                                      | Mathematical Science Occupations, All Other                                                    | Computer Programmers                                                             | Floor Sanders and Finishers                                                               | Graders and Sorters, Agricultural Products                    | Chefs and Head Cooks                                                                                             | Butchers and Meat Cutters                                                                        |
|                                                                                                      | Agricultural Engineers                                                                         | Property Appraisers and Assessors                                                | Traffic Technicians                                                                       | Substitute Teachers, Short-Term                               | First-Line Supervisors of Construction Trades and Extraction Workers                                             | Pest Control Workers                                                                             |
|                                                                                                      | Geographers                                                                                    | Fire Inspectors and Investigators                                                | Transit and Railroad Police                                                               | Manicurists and Pedicurists                                   | Transportation, Storage, and Distribution Managers                                                               | Landscaping and Groundskeeping Workers                                                           |
|                                                                                                      | Career/Technical Education Teachers, Middle School                                             | Personal Service Managers, All Other                                             | Control and Valve Installers and Repairers, Except Mechanical Door                        | Teaching Assistants, Except Postsecondary                     | First-Line Supervisors of Food Preparation and Serving Workers                                                   | Tree Trimmers and Pruners                                                                        |
|                                                                                                      | Educational Instruction and Library Workers, All Other                                         | Education Administrators, All Other                                              | Entertainment Attendants and Related Workers, All Other                                   | Psychiatric Technicians                                       | First-Line Supervisors of Retail Sales Workers                                                                   | Exercise Trainers and Group Fitness Instructors                                                  |
|                                                                                                      | Biological Technicians                                                                         | Electro-Mechanical and Mechatronics Technologists and Technicians                | Mechanical Door Repairers                                                                 | Barenders                                                     | Property, Real Estate, and Community Association Managers                                                        | Counter and Rental Clerks                                                                        |
|                                                                                                      | Airline Pilots, Copilots, and Flight Engineers                                                 | Credit Analysts                                                                  | Logging Workers, All Other                                                                | Amusement and Recreation Attendants                           | Food Service Managers                                                                                            | Insurance Sales Agents                                                                           |
|                                                                                                      | Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors | Court Reporters and Simultaneous Captioners                                      | Pipelayers                                                                                | Hosts and Hostesses, Restaurant Lounge, and Coffee Shop       | First-Line Supervisors of Mechanics, Installers, and Repairers                                                   | Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel |
|                                                                                                      | Interviewers, Except Eligibility and Loan                                                      | Magnetic Resonance Imaging Technologists                                         | Stationary Engineers and Boiler Operators                                                 | Walters and Waitresses                                        | First-Line Supervisors of Farming, Fishing, and Forestry Workers                                                 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products     |
|                                                                                                      | Hearing Aid Specialists                                                                        | Funeral Home Managers                                                            | Lodging Managers                                                                          | Dining Room and Cafeteria Attendants and Bartender Helpers    | First-Line Supervisors of Office and Administrative Support Workers                                              | Real Estate Sales Agents                                                                         |
|                                                                                                      | Locker Room, Costroom, and Dressing Room Attendants                                            | Mechanical Engineering Technologists and Technicians                             | Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters                               | Cashiers                                                      | First-Line Supervisors of Non-Retail Sales Workers                                                               | Agricultural Equipment Operators                                                                 |
|                                                                                                      | Crematory Operators                                                                            | Legislators                                                                      | Earth Drillers, Except Oil and Gas                                                        | Laundry and Dry-Cleaning Workers                              | First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors | Clergy                                                                                           |
|                                                                                                      | Telephone Operators                                                                            | Exercise Physiologists                                                           | First-Line Supervisors of Security Workers                                                | Dishwashers                                                   | First-Line Supervisors of Production and Operating Workers                                                       | Religious Workers, All Other                                                                     |
|                                                                                                      | Correspondence Clerks                                                                          | Forest and Conservation Technicians                                              | Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers | Farmworkers, Farm, Ranch, and Aquacultural Animals            | General and Operations Managers                                                                                  | Preschool Teachers, Except Special Education                                                     |
|                                                                                                      | Terrazzo Workers and Finishers                                                                 | Proofreaders and Copy Markers                                                    | Jewelers and Precious Stone and Metal Workers                                             | Food Preparation Workers                                      | Industrial Production Managers                                                                                   | Elementary School Teachers, Except Special Education                                             |
|                                                                                                      | Pile Driver Operators                                                                          | Budget Analysts                                                                  | Logging Equipment Operators                                                               | Ushers, Lobby Attendants, and Ticket Takers                   | Human Resources Managers                                                                                         | Middle School Teachers, Except Special and Career/Technical Education                            |
|                                                                                                      | Roof Bolters, Mining                                                                           | Emergency Management Directors                                                   | Parking Attendants                                                                        | Slaughtering and Meat Packers                                 | Computer and Information Systems Managers                                                                        | Secondary School Teachers, Except Special and Career/Technical Education                         |
|                                                                                                      | Extraction Workers, All Other                                                                  | Medical Transcriptionists                                                        | Fence Erectors                                                                            | Fast Food and Counter Workers                                 | Financial Managers                                                                                               | Graphic Designers                                                                                |
|                                                                                                      | Electronic Equipment Installers and Repairers, Motor Vehicles                                  | Computer, Automated Teller, and Office Machine Repairers                         | Mail Clerks and Mail Machine Operators, Except Postal Service                             | Food Servers, Nonrestaurant                                   | Marketing Managers                                                                                               | Coaches and Scouts                                                                               |
|                                                                                                      | Refractory Materials Repairers, Except Brickmasons                                             | Agricultural Technicians                                                         | Etchers and Engravers                                                                     | Home Health and Personal Care Aides                           | Architectural and Engineering Managers                                                                           | Public Relations Specialists                                                                     |
|                                                                                                      | Camera and Photographic Equipment Repairers                                                    | Interior Designers                                                               | Cooks, All Other                                                                          | Residential Advisors                                          | Training and Development Specialists                                                                             | Writers and Authors                                                                              |
|                                                                                                      | Timing Device Assemblers and Adjusters                                                         | Public Relations Managers                                                        | Paper Goods Machine Setters, Operators, and Tenders                                       | Animal Caretakers                                             | Managers, All Other                                                                                              | Firefighters                                                                                     |
|                                                                                                      | Model Makers, Metal and Plastic                                                                | Surgical Assistants                                                              | Log Graders and Scalers                                                                   | Cooks, Institution and Cafeteria                              | Directors, Religious Activities and Education                                                                    | Skincare Specialists                                                                             |
|                                                                                                      | Patternmakers, Metal and Plastic                                                               | Chemical Engineers                                                               | Subway and Streetcar Operators                                                            | Agricultural Workers, All Other                               | Loan Officers                                                                                                    | Securities, Commodities, and Financial Services Sales Agents                                     |
|                                                                                                      | Shoe Machine Operators and Tenders                                                             | Electrical and Electronics Repairers, Powerhouse, Substation, and Relay          | Painters, Construction and Maintenance                                                    | Self-Enrichment Teachers                                      | Social and Community Service Managers                                                                            | Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products            |
|                                                                                                      | Fabric and Apparel Patternmakers                                                               | Database Administrators                                                          | Textile Cutting Machine Setters, Operators, and Tenders                                   | Retail Salespersons                                           | Medical and Health Services Managers                                                                             | Molders, Shapers, and Casters, Except Metal and Plastic                                          |
|                                                                                                      | Nuclear Power Reactor Operators                                                                | Health Information Technologists and Medical Registrars                          | Precision Instrument and Equipment Repairers, All Other                                   | Parts Salespersons                                            | Administrative Services Managers                                                                                 | Helpers—Production Workers                                                                       |
|                                                                                                      | Aircraft Cargo Handling Supervisors                                                            | Advertising and Promotions Managers                                              | Brickmasons and Blockmasons                                                               | Couriers and Messengers                                       | Management Analysts                                                                                              | Billing and Posting Clerks                                                                       |
|                                                                                                      | Flight Attendants                                                                              | Paralegals and Legal Assistants                                                  | Funeral Attendants                                                                        | Farmworkers and Laborers, Crop, Nursery, and Greenhouse       | Information Security Analysts                                                                                    | Court, Municipal, and License Clerks                                                             |
|                                                                                                      | Executive Secretaries and Executive Administrative Assistants                                  | Captains, Mates, and Pilots of Water Vessels                                     | Commercial Pilots                                                                         | Food Processing Workers, All Other                            | Sales Managers                                                                                                   | Customer Service Representatives                                                                 |
|                                                                                                      | Structural Metal Fabricators and Fitters                                                       | Electrical and Electronics Drafters                                              | Metal-Refining Furnace Operators and Tenders                                              | Tire Repairers and Changers                                   | Facilities Managers                                                                                              | Eligibility Interviewers, Government Programs                                                    |
|                                                                                                      | School Bus Monitors                                                                            | Web Developers                                                                   | Animal Trainers                                                                           | Janitors and Cleaners, Except Maids and Housekeeping Cleaners |                                                                                                                  | Cargo and Freight Agents                                                                         |
|                                                                                                      | Title Examiners, Abstractors, and Searchers                                                    | Tutors                                                                           | Helpers—Carpenters                                                                        | Receptionists and Information Clerks                          |                                                                                                                  | Dispatchers, Except Police, Fire, and Ambulance                                                  |
|                                                                                                      | Library Assistants, Clerical                                                                   | Teachers and Instructors, All Other                                              | Orderlies                                                                                 | Driver/Sales Workers                                          |                                                                                                                  | Production, Planning, and Expediting Clerks                                                      |
|                                                                                                      | Coil Winders, Tapers, and Finishers                                                            | Natural Sciences Managers                                                        | Stonemasons                                                                               | Graders and Sorters, Agricultural Products                    |                                                                                                                  | Shipping, Receiving, and Inventory Clerks                                                        |
|                                                                                                      | Water and Wastewater Treatment Plant and System Operators                                      | Actors                                                                           | Textile, Apparel, and Furnishings Workers, All Other                                      | Recreation Workers                                            |                                                                                                                  | Drywall and Ceiling Tile Installers                                                              |
|                                                                                                      | Payroll and Timekeeping Clerks                                                                 | Kindergarten Teachers, Except Special Education                                  | Solar Photovoltaic Installers                                                             | Cooks, Restaurant                                             |                                                                                                                  | Glaziers                                                                                         |
|                                                                                                      | Pharmacy Aides                                                                                 | Health Education Specialists                                                     | Motor Vehicle Operators, All Other                                                        |                                                               |                                                                                                                  | Sheet Metal Workers                                                                              |
|                                                                                                      | Forging Machine Setters, Operators, and Tenders, Metal and Plastic                             | Editors                                                                          | Transportation Inspectors                                                                 |                                                               |                                                                                                                  | Structural Iron and Steel Workers                                                                |
|                                                                                                      | Office and Administrative Support Workers, All Other                                           | Human Resources Assistants, Except Payroll and Timekeeping                       | Opticians, Dispensing                                                                     |                                                               |                                                                                                                  | Hazardous Materials Removal Workers                                                              |
|                                                                                                      | Postal Service Mail Sorters, Processors, and Processing Machine Operators                      | Morticians, Undertakers, and Funeral Arrangers                                   | Transportation Workers, All Other                                                         |                                                               |                                                                                                                  | Highway Maintenance Workers                                                                      |
|                                                                                                      | Legal Secretaries and Administrative Assistants                                                | Career/Technical Education Teachers, Secondary School                            | Conveyor Operators and Tenders                                                            |                                                               |                                                                                                                  | Septic Tank Servicers and Sewer Pipe Cleaners                                                    |
|                                                                                                      | Automotive Glass Installers and Repairers                                                      | Motorcycle Mechanics                                                             | Media and Communication Workers, All Other                                                |                                                               |                                                                                                                  | Light Truck Drivers                                                                              |
|                                                                                                      | Postmasters and Mail Superintendents                                                           | Special Education Teachers, Middle School                                        | Foundry Mold and Coremakers                                                               |                                                               |                                                                                                                  | Bus Drivers, School                                                                              |
|                                                                                                      | Farmers, Ranchers, and Other Agricultural Managers                                             | Surgical Technologists                                                           | Power Plant Operators                                                                     |                                                               |                                                                                                                  | Shuttle Drivers and Chauffeurs                                                                   |
|                                                                                                      | Postal Service Mail Carriers                                                                   | Financial Risk Specialists                                                       | Pressers, Textile, Garment, and Related Materials                                         |                                                               |                                                                                                                  | Railroad Conductors and Yardmasters                                                              |
|                                                                                                      | Postal Service Clerks                                                                          | Sales Engineers                                                                  | Petroleum Pump System Operators, Refinery Operators, and Gaugers                          |                                                               |                                                                                                                  | Cleaners of Vehicles and Equipment                                                               |
|                                                                                                      | New Accounts Clerks                                                                            | First-Line Supervisors of Firefighting and Prevention Workers                    | Fallers                                                                                   |                                                               |                                                                                                                  | Laborers and Freight, Stock, and Material Movers, Hand                                           |
|                                                                                                      | Automotive Body and Related Repairers                                                          | Conservation Scientists                                                          | Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic       |                                                               |                                                                                                                  | Machine Feeders and Offbearers                                                                   |
|                                                                                                      | Meter Readers, Utilities                                                                       | Environmental Engineers                                                          | Procurement Clerks                                                                        |                                                               |                                                                                                                  | Packers and Packagers, Hand                                                                      |
|                                                                                                      | Tellers                                                                                        | Healthcare Practitioners and Technical Workers, All Other                        | Musical Instrument Repairers and Tuners                                                   |                                                               |                                                                                                                  | Stockers and Order Fillers                                                                       |
|                                                                                                      | Data Entry Keyers                                                                              | Social Workers, All Other                                                        | Recreational Vehicle Service Technicians                                                  |                                                               |                                                                                                                  | Massage Therapists                                                                               |
|                                                                                                      | Childcare Workers                                                                              | Broadcast Technicians                                                            | Rail-Track Laying and Maintenance Equipment Operators                                     |                                                               |                                                                                                                  | Veterinary Assistants and Laboratory Animal Caretakers                                           |
|                                                                                                      |                                                                                                |                                                                                  |                                                                                           |                                                               |                                                                                                                  | Veterinary Technologists and Technicians                                                         |

|                                                                          |                                                                               |                                                                                          |  |  |  |                                                                          |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--|--|--|--------------------------------------------------------------------------|
| Excavating and Loading Machine and Dragline Operators, Surface Mining    | Web and Digital Interface Designers                                           | Adhesive Bonding Machine Operators and Tenders                                           |  |  |  | Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic |
| File Clerks                                                              | Financial Specialists, All Other                                              | Hotel, Motel, and Resort Desk Clerks                                                     |  |  |  | Industrial Truck and Tractor Operators                                   |
| Home Appliance Repairers                                                 | Aircraft Mechanics and Service Technicians                                    | Medical Equipment Preparers                                                              |  |  |  |                                                                          |
| Helpers—Electricians                                                     | Designers, All Other                                                          | Rail Car Repairers                                                                       |  |  |  |                                                                          |
| Word Processors and Typists                                              | Audio and Video Technicians                                                   | Print Binding and Finishing Workers                                                      |  |  |  |                                                                          |
| Floral Designers                                                         | Athletic Trainers                                                             | Pesticide Handlers, Sprayers, and Applicators, Vegetation                                |  |  |  |                                                                          |
| Elevator and Escalator Installers and Repairers                          | Interpreters and Translators                                                  | Craft Artists                                                                            |  |  |  |                                                                          |
| Unclassified Occupation                                                  | Food Science Technicians                                                      | Grounds Maintenance Workers, All Other                                                   |  |  |  |                                                                          |
| Military-only occupations                                                | Labor Relations Specialists                                                   | Loan Interviewers and Clerks                                                             |  |  |  |                                                                          |
| Gambling Change Persons and Booth Cashiers                               | Cardiovascular Technologists and Technicians                                  | Refuse and Recyclable Material Collectors                                                |  |  |  |                                                                          |
| Helpers—Painters, Paperhangers, Plasterers, and Stucco Masons            | Engineering Technologists and Technicians, Except Drafters, All Other         | Bill and Account Collectors                                                              |  |  |  |                                                                          |
| Loading and Moving Machine Operators, Underground Mining                 | Music Directors and Composers                                                 | Automotive and Watercraft Service Attendants                                             |  |  |  |                                                                          |
| Cooks, Short Order                                                       | Order Clerks                                                                  | Insurance Claims and Policy Processing Clerks                                            |  |  |  |                                                                          |
| Roofers                                                                  | Computer Network Support Specialists                                          | Ophthalmic Laboratory Technicians                                                        |  |  |  |                                                                          |
| Maids and Housekeeping Cleaners                                          | Fundraisers                                                                   | Electric Motor, Power Tool, and Related Repairers                                        |  |  |  |                                                                          |
| Door-to-Door Sales Workers, News and Street Vendors, and Related Workers | Teaching Assistants, Postsecondary                                            | Metal Workers and Plastic Workers, All Other                                             |  |  |  |                                                                          |
| Cooks, Fast Food                                                         | Agricultural Inspectors                                                       | Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic           |  |  |  |                                                                          |
| Tailors, Dressmakers, and Custom Sewers                                  | News Analysts, Reporters, and Journalists                                     | Information and Record Clerks, All Other                                                 |  |  |  |                                                                          |
| Medical Dosimetrists                                                     | Special Education Teachers, Secondary School                                  | Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders                  |  |  |  |                                                                          |
| Ophthalmic Medical Technicians                                           | Surveyors                                                                     | Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders                             |  |  |  |                                                                          |
| Barbers                                                                  | Phlebotomists                                                                 | Railroad Brake, Signal, and Switch Operators and Locomotive Firers                       |  |  |  |                                                                          |
|                                                                          | Diagnostic Medical Sonographers                                               | Aircraft Service Attendants                                                              |  |  |  |                                                                          |
|                                                                          | Chief Executives                                                              | Paving, Surfacing, and Tamping Equipment Operators                                       |  |  |  |                                                                          |
|                                                                          | Art Directors                                                                 | Photographers                                                                            |  |  |  |                                                                          |
|                                                                          | Financial Examiners                                                           | Telemarketers                                                                            |  |  |  |                                                                          |
|                                                                          | Telecommunications Equipment Installers and Repairers, Except Line Installers | Material Moving Workers, All Other                                                       |  |  |  |                                                                          |
|                                                                          | Purchasing Managers                                                           | Plating Machine Setters, Operators, and Tenders, Metal and Plastic                       |  |  |  |                                                                          |
|                                                                          | Dietitians and Nutritionists                                                  | Community Health Workers                                                                 |  |  |  |                                                                          |
|                                                                          | Commercial and Industrial Designers                                           | Protective Service Workers, All Other                                                    |  |  |  |                                                                          |
|                                                                          | Therapists, All Other                                                         | Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic        |  |  |  |                                                                          |
|                                                                          | Chemists                                                                      | Tour and Travel Guides                                                                   |  |  |  |                                                                          |
|                                                                          | Health Technologists and Technicians, All Other                               | Personal Care and Service Workers, All Other                                             |  |  |  |                                                                          |
|                                                                          | Compensation, Benefits, and Job Analysis Specialists                          | Private Detectives and Investigators                                                     |  |  |  |                                                                          |
|                                                                          | Dietetic Technicians                                                          | Floor Layers, Except Carpet, Wood, and Hard Tiles                                        |  |  |  |                                                                          |
|                                                                          | Medical Equipment Repairers                                                   | Fiberglass Laminators and Fabricators                                                    |  |  |  |                                                                          |
|                                                                          | Recreational Therapists                                                       | Construction and Building Inspectors                                                     |  |  |  |                                                                          |
|                                                                          | Electrical and Electronics Repairers, Commercial and Industrial Equipment     | Tile and Stone Setters                                                                   |  |  |  |                                                                          |
|                                                                          | Environmental Scientists and Specialists, Including Health                    | Advertising Sales Agents                                                                 |  |  |  |                                                                          |
|                                                                          | Electronics Engineers, Except Computer                                        | Physical Therapist Aides                                                                 |  |  |  |                                                                          |
|                                                                          | Software Quality Assurance Analysts and Testers                               | Detectives and Criminal Investigators                                                    |  |  |  |                                                                          |
|                                                                          | Mechanical Drafters                                                           | Miscellaneous Construction and Related Workers                                           |  |  |  |                                                                          |
|                                                                          | Producers and Directors                                                       | Food Cooking Machine Operators and Tenders                                               |  |  |  |                                                                          |
|                                                                          | Special Education Teachers, Kindergarten and Elementary School                | Public Safety Telecommunicators                                                          |  |  |  |                                                                          |
|                                                                          | Community and Social Service Specialists, All Other                           | Outdoor Power Equipment and Other Small Engine Mechanics                                 |  |  |  |                                                                          |
|                                                                          | Fish and Game Wardens                                                         | Weighers, Measurers, Checkers, and Samplers, Recordkeeping                               |  |  |  |                                                                          |
|                                                                          | Network and Computer Systems Administrators                                   | Claims Adjusters, Examiners, and Investigators                                           |  |  |  |                                                                          |
|                                                                          | Fine Artists, Including Painters, Sculptors, and Illustrators                 | Taxi Drivers                                                                             |  |  |  |                                                                          |
|                                                                          | Computer Network Architects                                                   | Sales and Related Workers, All Other                                                     |  |  |  |                                                                          |
|                                                                          | Hairdressers, Hairstylists, and Cosmetologists                                | Millerights                                                                              |  |  |  |                                                                          |
|                                                                          |                                                                               | Food Preparation and Serving Related Workers, All Other                                  |  |  |  |                                                                          |
|                                                                          |                                                                               | Crane and Tower Operators                                                                |  |  |  |                                                                          |
|                                                                          |                                                                               | Forest and Conservation Workers                                                          |  |  |  |                                                                          |
|                                                                          |                                                                               | Reinforcing Iron and Rebar Workers                                                       |  |  |  |                                                                          |
|                                                                          |                                                                               | Upholsterers                                                                             |  |  |  |                                                                          |
|                                                                          |                                                                               | Cement Masons and Concrete Finishers                                                     |  |  |  |                                                                          |
|                                                                          |                                                                               | Sawing Machine Setters, Operators, and Tenders, Wood                                     |  |  |  |                                                                          |
|                                                                          |                                                                               | First-Line Supervisors of Personal Service Workers                                       |  |  |  |                                                                          |
|                                                                          |                                                                               | Tax Preparers                                                                            |  |  |  |                                                                          |
|                                                                          |                                                                               | Crossing Guards and Flaggers                                                             |  |  |  |                                                                          |
|                                                                          |                                                                               | Surveying and Mapping Technicians                                                        |  |  |  |                                                                          |
|                                                                          |                                                                               | Engine and Other Machine Assemblers                                                      |  |  |  |                                                                          |
|                                                                          |                                                                               | Security and Fire Alarm Systems Installers                                               |  |  |  |                                                                          |
|                                                                          |                                                                               | First-Line Supervisors of Police and Detectives                                          |  |  |  |                                                                          |
|                                                                          |                                                                               | First-Line Supervisors of Entertainment and Recreation Workers, Except Gambling Services |  |  |  |                                                                          |
|                                                                          |                                                                               | Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers                |  |  |  |                                                                          |
|                                                                          |                                                                               | Insulation Workers, Floor, Ceiling, and Wall                                             |  |  |  |                                                                          |
|                                                                          |                                                                               | Tire Builders                                                                            |  |  |  |                                                                          |
|                                                                          |                                                                               | First-Line Supervisors of Housekeeping and Janitorial Workers                            |  |  |  |                                                                          |
|                                                                          |                                                                               | Bakers                                                                                   |  |  |  |                                                                          |
|                                                                          |                                                                               | Sewing Machine Operators                                                                 |  |  |  |                                                                          |
|                                                                          |                                                                               | Healthcare Support Workers, All Other                                                    |  |  |  |                                                                          |
|                                                                          |                                                                               | Helpers—Installation, Maintenance, and Repair Workers                                    |  |  |  |                                                                          |



## Organizational Culture

Demonstrate through explicit behaviors and norms of leadership that all workers belong, are valued, and contribute meaningfully to the organization. Assess workers' engagement and feelings of respect.

### Strategies and Actions

**Infuse the workplace with respect and trust—show how your organization values workers.**

- Be explicit about values and behaviors that demonstrate respect and trust in your organization. Make leaders role models and accountable for those values.
- Foster open communication, high performance, worker safety, and a workforce engagement.
- Identify unhealthy behaviors and demonstrate accountability for those actions, as well.
- Lead by example. Leaders should demonstrate the importance of work-life balance by taking paid leave, sick time, self-care, etc. Incorporate accountability by having these actions included in leadership evaluations.

**Be intentional and strategic about improving the workplace climate.**

- Annually assess your workplace climate, including workforce health, safety, security, and accessibility.
- Measure workplace climate performance/improvement goals.

**Share tracked results for workforce engagement, satisfaction, and commitment to the organization's work.**

- Recognize the difference between worker satisfaction and engagement. For engagement, track results related to safety, absenteeism, turnover, satisfaction, and complaints (grievances), as well as data on employer-provided training and the results of worker empowerment and representation initiatives.

**Ensure that the workforce reflects the community and the organization.**

- Recruit, hire, and onboard a workforce that represents the diversity of ideas, cultures, and thinking in your organization's hiring and customer communities.
- Ensure the inclusion of new workforce members within your organizational culture.

**Make leaders accountable for workplace culture.**

- Track multiple culture indicators, including perceptions of leaders' communication and ethical behavior.





- Track and act on results of oversight or audits.
- Connect management performance ratings to improving job quality, worker engagement, and satisfaction metrics.

### **Actively manage change.**

- Prepare for and manage any periods of workforce growth or downsizing.
- Prepare your workforce for changes in organizational structure, workplaces, work systems, and technology, as needed.

### **Sample Resources**

- [Baldrige Excellence Framework: 1.1 Senior Leadership](#)
- [Baldrige Excellence Framework: 5 Workforce](#)
- [Harvard Business Review – Real Mentorship Starts with Company Culture, Not Formal Programs](#)

