

Northwest TN Workforce Board American Job Center (AJC) Committee

November 6, 2024 – 10:00 a.m.

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

Minutes

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

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

Others Attending via Zoom: Tessa Kyle (ECD)

Welcome and Call to Order/Public Comment / Review and Approval of Minutes 8/1/24 Meeting: Lori Burdine called the meeting to order and asked if there were any public comments to be presented. Hearing no public comments, Lori presented the minutes from the last meeting and asked the group for any feedback or changes.

- o **MOTION: Ted Piazza moved to approve the 8/1/24 minutes as presented, and Jimmy Williamson 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 July-September 2024 which details AJC traffic counts, visit reasons, customer survey results, and estimated results for the quarterly Key Performance Indicator (KPI) goals. There were corrections for the AJC traffic numbers- Carroll County had 953 visitors, Dyer had 990 visitors, and Weakley County had 282 visitors, for a region total of 2,225 visitors. Weakley County traffic counts have been much higher this program year and are already halfway to their total visits for the year last program year. The increase in foot traffic has been due to an increase in customers coming for assistance with Unemployment Insurance. Erica explained that we have three KPI measures this program year- total Title I enrollments, Title I and Title III co-enrollments, and total Title III enrollments, including Veterans. The Title I and Title III Co-Enrollment KPI is new this year and the State has offered multiple training sessions for staff. There is also a strategy meeting scheduled for November 13th for the OSOs, Title III Team Leads, and other state staff to look at ways to increase co-enrollment. One access point was added during the quarter at the Martin Library. The OSO team is currently working on adding the Humboldt Library as an access point.

- o **Workforce Services Report:** Sabra Bledsoe, NW TDLWD Business & Workforce Director, reported that the Title III team is continuing with outreach events for the community. The State marketing campaign for the AJCs, Business Services, and Apprenticeship launched last month. She is also working with the Business Services Team (BST) to reimagine how we provide services to employers. The BST is working on a needs assessment for employers to gauge workforce needs and developing outreach strategies by sector. The State Special Projects Director is also working on training for Title III staff to help them be better prepared to assist with large projects such as Blue Oval City.

Career & Training Services Report: Connie Stewart presented the attached Training Services Report detailing cumulative enrollments as of September 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 & Social Assistance is still the leading training sector with most participants still attending a TCAT and most funding being spent at community colleges. The committee noted that Gibson County had seven enrollments for the quarter and asked if it was typical for enrollments to be low there at this point in the program year. Connie explained that most of their fall term enrollments were for healthcare programs located in other counties. Jennifer Bane reviewed the enrollment numbers for the first quarter of last program year, and enrollment numbers were similar in Gibson County, except there were more in-school youth (ISY) enrollments last year, most of which were for incentives. Jennifer noted that we have purposely slowed some of the incentives due to limited youth funding.

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 September, the completion rate, and the breakdown of number trained by sector. There were 28 OJT enrollments during the first quarter with three non-completions and three completions with an average cost per participant of about \$2,060. Manufacturing and Skilled Trades, such as HVAC and electrical, were the highest sectors trained. The next Virtually Speaking webinar will be held December 5th and will focus on AI in the Workplace. Ginger shared that we received our Apprenticeship grant funding in October, and her team is working on planning for the year, so there will be enrollments and expenditures for that grant soon. There are enough existing apprentices eligible for funding that were enrolled last program year to completely expend all funds, but there are several new apprenticeship programs that we want to assist, so her team is looking at ways to serve existing apprentices and new programs. We may lower the amount we assist with per apprentice to allow the funds to go farther and assist more employers. Staff also continue to produce Lightcast reports for employers with 17 reports produced in the first quarter.

In-Demand Occupations for ITAs (Individual Training Accounts): Jennifer Bane reviewed the attached In-Demand Criteria and Occupations list for ITAs for 2024-2027 that was approved by the board during the September 12th meeting. Since we have some new board members and there were some sound issues for Zoom attendees at the board meeting, staff wanted to ensure all board members were clear on what is included in these documents. Both documents are also posted on our website so anyone can access and review them.

Per WIOA law, ITAs must be tied to in-demand occupations. Staff have utilized similar procedures for identifying in-demand occupations for several years, but the board has now formalized this process to ensure consistency and assist Career Advisors in communicating to customers what occupations / training are approved by the Board for ITA funding, and the number approved. The In-Demand Occupation Criteria handout details the criteria used to come up with the list of approved in-demand occupations. The criteria removes 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. These criteria will also be used to assess any new program applications for the Eligible Training Provider List (ETPL) to ensure consistency for all training providers and programs. The handout of approved in-demand occupations shows the number of ITAs to be funded per year in the blue column. Jennifer stated that the approved in-demand occupations list is not exhaustive of every occupation that may be considered in-demand or have a need, but since we have limited funding, we need to make sure we are focusing on occupations that have the highest demand and need in our area. Jennifer informed the AJC committee members that the Outreach & Opportunities Committee would be using the In-Demand Criteria to review the current NW ETPL to ensure that all programs on the ETPL align with the requirements, further ensuring consistency and clarity. If all ITA slots for a particular occupation are met, participants that do not receive ITAs will still have access to all other applicable supportive services such as transportation assistance, books, uniforms, etc.

Individual Training Account Policy Change – Appeals Process: Jennifer reviewed the proposed ITA Appeal Policy changes. Our previous policy lacked detail on how a participant could appeal for an ITA based on demand and / or above the approved number on the In-Demand Occupation list, so detail has been added on what will be reviewed during an appeal process. Appeals will need to show documentation to support the need for the occupation, such as active job postings, benefits, evidence of workforce shortages, such as sign on bonuses, and employer statements of need. All board approved policies are on our website and this policy will be included in the participant policy manual if approved by the full board.

- o **MOTION: Jimmy Williamson moved to approve the proposed change to the Individual Training Account policy as presented and Ted Piazza seconded the motion. All were in favor and the motion carried.**

Labor Force Participation Rate (LFPR) Strategic Priorities—Skills & Career Advancement: Jennifer Bane requested feedback on effective and innovative strategies and what the Board and AJCs can / should do to assist

employers regarding skills and career advancement. The attached handout describes what is meant by 'career & skills advancement' as it relates to high quality jobs according to the QUEST National Dislocated Worker Grant (DWG) and U.S Department of Commerce. Committee members said partnering with Upskill Midsouth for training has been successful but noted that lack of space can be a hinderance for offering training for employees. Jennifer said the Incumbent Worker Training (IWT) program can assist with costs of training existing employees; however, we typically use State CBG funding for IWT and those funds are often limited and only available at certain times. The State has also indicated that they will most likely not have funding available for CBG grants this year. There is a DRA grant that we are looking at applying for that can assist with technical and credentialed training. Proposals for this grant are due in December and letters of support will be needed, so if employers have specific training needs, they can let the board staff know.

Other Business: Jennifer reminded the committee that annual Conflict of Interest forms are due by 12-31-2024. Forms will be emailed with the next board meeting packets and paper copies will be available at the December 3rd board meeting.

Future Meeting Dates & Upcoming Events: Future meeting dates and upcoming events were listed on the agenda. The proposed dates for 2025 committee and board meetings are also included. It is proposed to move the AJC committee meeting to 9AM starting on the 2-11-2025 meeting.

Respectfully Submitted, Ariel McGahey, Director of Operations

Northwest TN Workforce Board
American Job Center (AJC) Committee
Wednesday, November 6, 2024 – 10:00 a.m.

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

[Join Zoom Meeting](#)
Meeting ID: 836 4761 5244
Passcode: 021334

Chair - Lori Burdine

Vice Chair – Rita Alexander

Agenda

1. Welcome and Call to Order Lori Burdine
 - a. Opportunity for Public Comment (limit of three minutes per speaker)
2. Review and Approval of Minutes of 8/1/2024 meeting **(Vote Required)** Lori Burdine
3. American Job Center Services Report Erica Nance, One-Stop Operator
 - a. Workforce Services Report Sabra Bledsoe, West TN Business & Workforce Director
4. Career & Training Services Report Connie Stewart, CSP Executive Director
5. Business Services Report Ginger Powell, Deputy Director
6. Review of In-Demand Occupations List & Criteria Jennifer Bane, Executive Director
7. Individual Training Account Policy Change – Appeals Process **(Vote Required)** Jennifer Bane
8. LFPR Strategic Priorities – Skills & Career Advancement Jennifer Bane

Provide opportunities and tools for workers' self-realization and advancement in their current jobs, within the organization, and outside it.

 - 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
 - a. Annual Conflict of Interest Forms – Due 12/31/24
 - b. Proposed 2025 Committee Meeting Schedule: **9:00 am** on Tuesday, February 11th, May 6th, August 5th, November 4th (Milan Chamber of Commerce)

Future Meeting Dates & Upcoming Events

Meeting / Event	Date and Time	Location
State Board Meeting	November 8 th , 8:30am – 12pm	Nashville / YouTube
Northwest TN Workforce Board Meeting	December 3 rd , 10:00 am	NW HRA / DD (Martin)/Zoom
Virtually Speaking Webinar – Artificial Intelligence (AI) in the Workplace	December 5 th , 9:00 am	Zoom
Tentative 2025 Board Meeting Dates	10:00 am on Tuesday, March 11 th June 10 th Sept. 9 th (Annual Meeting) Dec. 2 nd (with Southwest)	NW HRA / DD (Martin)/Zoom TBD / Zoom

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 5th on updates to the Unemployment Insurance system. The Apprenticeship grant closed out on June 30th 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 30th 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 12th and the next committee meeting to November 6th.

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

Respectfully Submitted,

Lana Burchfiel

Public Information Special

American Job Center Services

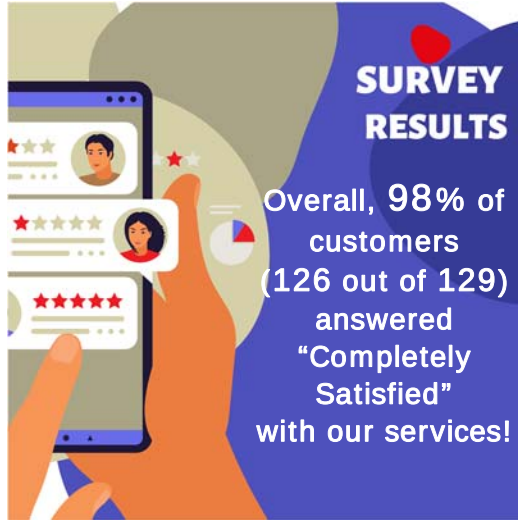
Customer Visits



2,225
Visitors Received
PY24 Q1

2,225 / 6,744
Visitors to Date
PY24

AmericanJobCenter
TENNESSEE



TOP 5 REASONS FOR VISIT

1. Job Search/Resource Room
2. Networking Events
3. Job Search Assistance
4. Unemployment
5. Job Fair

4,701 Services Provided

Key Performance Indicator Results

Title I Adult / Dislocated Worker (DW) Youth Enrollments

PY24 Q1

85 / 85
100%
On Target

Year to Date PY24

85 / 280 YTD (30%)

Title I / Title III Co-Enrollments

PY24 Q1

9% / 40%
22.5%
Off Target

Year to Date PY24

9% / 90% YTD (10%)

Title III Wagner Peyser New Enrollments

PY24 Q1

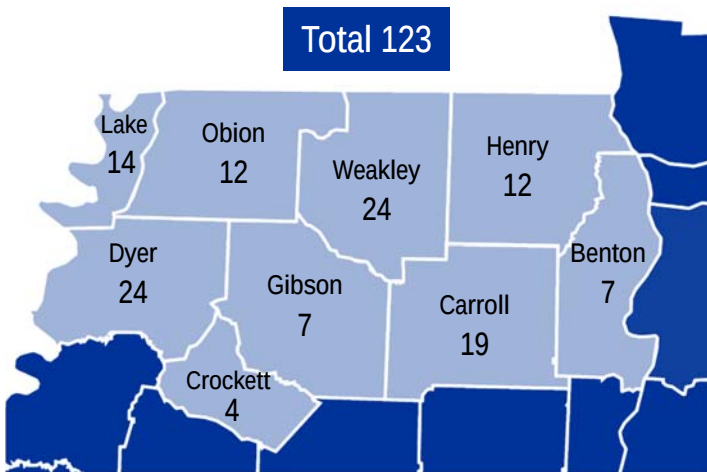
595 / 304
195.7%
On Target

Year to Date PY24

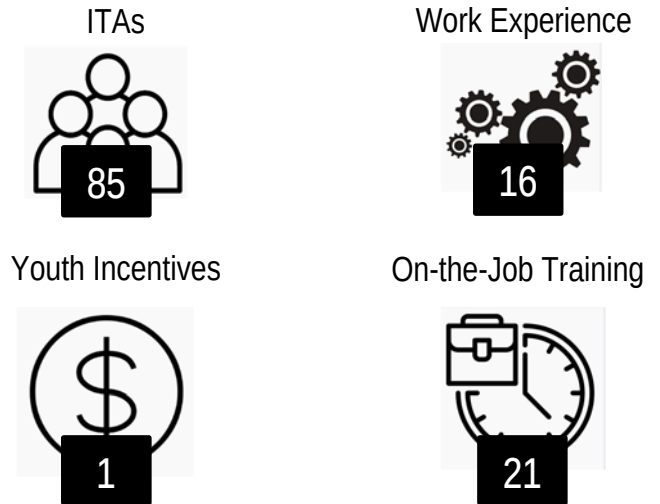
595 / 1,216 YTD (49%)

Training Services

Total Enrollments by County



Total Enrollments by Service



**National
Dislocated
Worker
Grant**



84 / 100
Enrolled



\$252,640.16 of
\$615,977.62
Expended

Individual Training Accounts (ITAs) By Sector

Healthcare &
Social Assistance



Manufacturing



Skilled Trades



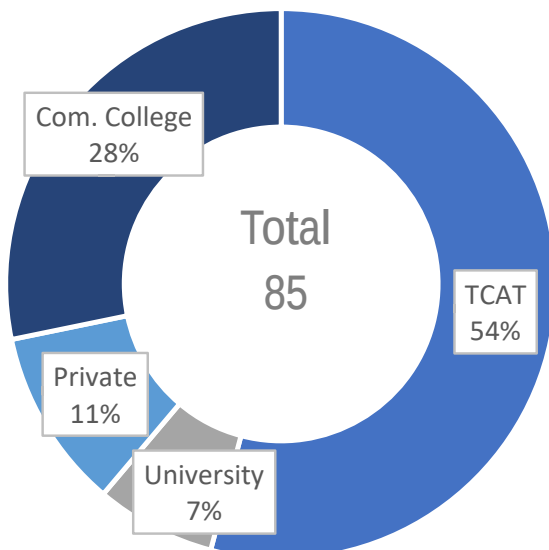
Transportation



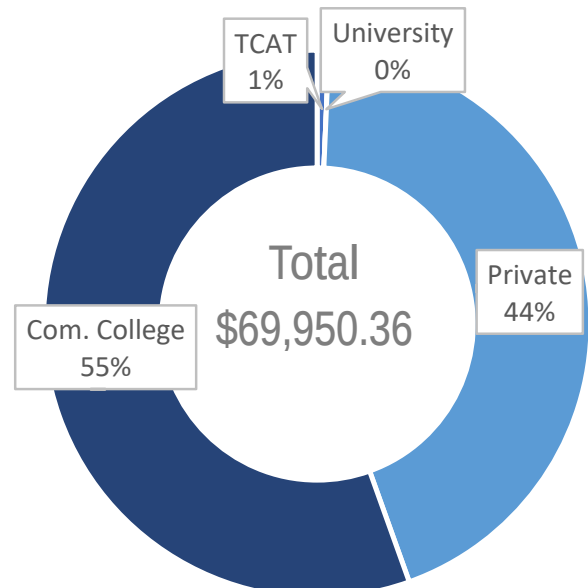
Information and
Professional, Scientific,
& Technical Services



New ITAs By Provider Type

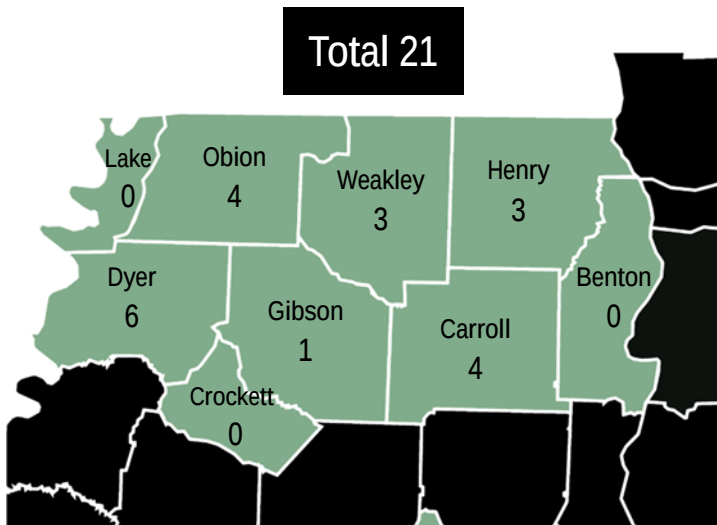


Total ITA Investment by Provider



Business Services

OJT Employers by County



On-the-Job Training Participants



Number Trained by Sector

Healthcare & Social Assistance



Manufacturing



Skilled Trades



Transportation



Information & Professional, Scientific, & Technical Services



Apprenticeship Grant



Virtually Speaking Webinars

VIRTUALLY SPEAKING

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

Unemployment Insurance Updates for Tennessee Employers

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



17 Reports Produced



Economy Overviews



Education Reports



Industry Reports



Occupation Reports

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

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.

Vetted and Approved by the Local Workforce Development Board: September 12, 2024


Jimmy Williamson, Chair
Northwest Tennessee Workforce Board

Appeal Process

When to File an Appeal

1. If an individual is denied funding for training because a staff person determines that an individual is not in need of training due to the individual being marketable, able to work in the field, and the expected wages are enough for the person and his / her family to be self-sufficient, then the individual may choose to file an appeal.
2. If the customer is ineligible to attend a training program for an occupation which requires a license, such as a truck driver, nurse, or teacher, due to restrictions in the Funding Criteria for Licensed Occupations and/or Truck Driver Specific Restrictions, the customer may choose to file an appeal.
3. If an individual is denied funding based on the related occupation not meeting the in-demand criteria, then the individual may choose to file an appeal.

Process to File an Appeal

If the applicant chooses to appeal a condition of eligibility, an appeal must be completed by the applicant and submitted to the Executive Director of the Career Service Provider. Appeals denied by the Career Service Provider, may be appealed to the One-Stop Operator. Any appeal recommended for approval by the Career Service Provider or One-Stop Operator must be submitted to the Executive Director of the Local Workforce Development Board for approval. The Executive Director of the LWDB has authority from the LWDB to use discretion to waive requirements of this policy for extenuating circumstances deemed to be in the best interest of the applicant and the WIOA program.

To appeal a determination regarding the in-demand criteria, documentation to support the need for the occupation, beyond that reflected in the data utilized by the LWDB, must be provided. Documentation may include additional data or other forms of verification, such as job postings or employer statements to support the additional demand, such as the occupation:

- Is growing faster than others as evidenced by the percentage of total growth or as a comparison to the average or total growth in the local area.
- Accounts for a substantial number of job opportunities as evidenced by the percentage of total jobs and / or annual openings or as a comparison to the average or total number of opportunities in the local area.
- Is experiencing a workforce shortage as evidenced by employer statements, high volume of job postings and / or re-postings, lengthy hiring periods, high turnover, replacement, retirement, or net commuter rates, lack of qualified candidates, incentives to attract or retain workers, etc.
- Provides improved earnings outcomes for individuals as evidenced by above average wages as compared to the self-sufficiency threshold and / or to the average or median wage in the local area.
- Provides improved employment outcomes as evidenced by job quality indicators such as health and retirement benefits, leave, dependability, etc., portability to a range of job opportunities and / or employers, stackable to additional education or training, etc.
- Is related to training programs with clearly defined competencies aligned with skill / education requirements of related employers for entry into the occupation as evidenced by successful completion, placement, and retention outcomes.

In the case where an applicant can provide a pre-hire letter or employer statement of need, this is to be included with the appeal.



Skills & Career Advancement

Provide opportunities and tools for workers' self-realization and advancement in their current jobs, within the organization, and outside it.

Strategies and Actions

Offer multiple ways for workforce members to gain skills and progress.

- Equitably—and transparently—offer skills training for increasing levels of competency.
- Respond to workers' personal needs and your organization's needs.
- Communicate clear, transparent career paths within the organization, along with the skills, competencies, and experiences needed to progress on those paths.
- Offer training opportunities that lead to industry-recognized credentials such as a certificate, license, or degree.
- Support organizational performance improvement and intelligent risk taking and reinforce ethical business practices.
- Expand position descriptions to reflect new responsibilities and roles.

Make skills building free.

- Offer scholarships or tuition reimbursement for local and online educational programs.
- Offer Registered Apprenticeship programs for new and incumbent workers.
- Establish paid internships and school-to-work programs as pathways to full-time positions.

Cross-train employees.

- Cross-train workers such that employees and managers have ownership and specialization over a specific department but can step in to help other departments when needed.

Provide ongoing performance reviews and promotions.

- Ensure that workers meet with managers at least twice per year to review their career paths and development areas.
- Establish clear and transparent promotion pathways that prioritize internal candidates.



Ensure performance management and development.

- Establish a performance management system that uses compensation, rewards, recognition, and other incentives to encourage high performance, intelligent risk taking, and a customer and business focus.
- Ensure that part-time work does not adversely impact career advancement.
- Create clear and transparent off- and on-ramps to full-time work.
- Evaluate the effectiveness of your learning and development programs.
- Examine learning outcomes with respect to worker engagement measures and key business results.
- Ensure that performance management development processes promote equity and inclusion for all workforce groups and segments.

Sample Resources

- [Baldrige Excellence Framework: 5 Workforce](#)
- [Good Jobs Diagnostic Tool](#)
- [Good Jobs Project](#)
- [Urban Institute: Five Elements of a Good Job](#)

