

## **Northwest TN Workforce Board Outreach and Opportunities Committee**

**August 5, 2025 – 11:00 a.m.**

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

Chair – Jon Dougherty Vice-Chair – Glad Castellaw

### **Minutes**

**Committee Members Attending via Zoom:** Jon Dougherty, Kelly Buffington Gardner, Lindsay Theobald, Landy Fuqua, Ronnie Gunnels, John Glad Castellaw, Tessa Kyle, Justin Crice, Blake Arnold

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

**Guest Attending In-Person:** Sabra Bledsoe; **via Zoom:** Tessa Kyle, Amelia Yeager (Youth Participant)

**Welcome and Call to Order/Public Comment:** Glad Castellaw called the meeting to order and asked if there were any public comments to be presented. Hearing none, Glad introduced the item of election of Committee Chair.

**Election of Committee Chair:** Jon Dougherty has been nominated and accepted the position of Committee Chair.

- o **MOTION:** Justin Crice moved to approve Jon Dougherty as Committee Chair and Ronny Gunnels seconded the motion. All were in favor and the motion carried.

**Review and Approval of 5/6/25 Minutes:** Jon Dougherty thanked the committee for being elected, and presented the minutes from the last meeting, asking the group for any feedback or changes.

- o **MOTION:** Glad Castellaw moved to approve the 5/6/25 minutes as presented, and Justin Crice seconded the motion. All were in favor and the motion carried.

### **Target Populations Reports:**

- **Youth Services Report:** CSP Executive Director, Connie Stewart reported the TN Youth Employment Program (TYEP) has served around 80 youth this summer in roles such as lifeguards, PT, and landscaping. Crockett County High School is interested in participating next summer, and Lake County plans to serve about 40 youth this year. Enrollment will likely require in-person visits to schools. Many Lake County participants will be co-enrolled, aiding goal attainment. The program has been successful and available to more youth than the Title I program, though TYEP impacts Title I by drawing from OSY enrollments. Connie believes upcoming co-enrollments will help offset this. Despite challenges, she views the Youth program as one of her favorite programs.
- **Youth Services / Participant Report:** Amelia Yeager was referred to work experience through Vocational Rehabilitation. She shared that this opportunity has provided valuable experience for her future career. Amelia has been working at the front desk of the American Job Center in Huntingdon, assisting customers and managing check-ins. She is about to start school at TCAT for an Administrative Office Technology Accounting Assistant degree and plans to attend UT Martin to become a CPA. With Vocational Rehabilitation, WIOA funding, and travel assistance, she expects to attend school tuition-free.
- **Adult Education (AE) Report:** No report.
- **Vocational Rehabilitation (VR) Report:** No report.

**Talent Pipelines Report:** Deputy Director, Ginger Powell, presented the attached Talent Pipelines report detailing career exploration and Talent Pipelines efforts and programs. As of June 30<sup>th</sup>, there was a total of 337/350 GROWWTH enrollments, but staff have since hit the total enrollment goal. There have been a total of 352 TYEP enrollments, exceeding the enrollment goal of 300. The TRANSFR VR simulations included 677 active explorers, and the Rural Health Training Grant met the goal of 4/4 outreach events held to promote EMT/Paramedic and Respiratory Care training programs and careers, fully expended the funding. The Justice-Involved grant served 80/50 individuals, and funding was fully expended. The grant provided On-the-Job Training (OJT), classes for incarcerated individuals, and individual training accounts (ITAs) for those attending classroom training.

### Eligible Training Provider List (ETPL) Report:

- Program Renewals-NW Local ETPL: Laura Speer presented the attached list of six programs due for renewal for and recommended for the NW Local ETPL and State ETPL, including corresponding labor market information and performance data. Landy Fuqua abstained from discussion and voting on this agenda item.
  - **MOTION: Justin Crice moved to approve the renewal of the ETPL programs as presented to the NW Local ETPL and State ETPL. Ronnie Gunnels seconded the motion. All were in favor and the motion carried.**
- Program Renewals-State ETPL: Laura Speer presented the attached list of three programs due for renewal and recommended for the State ETPL only, including corresponding labor market information and performance data. There is either not enough growth, or wages are below our threshold to be considered for inclusion on the NW Local ETPL.
  - **MOTION: Landy Fuqua moved to approve the renewal of the ETPL programs as presented to the State ETPL only and John Castellaw seconded the motion. All were in favor and the motion carried.**
- New Program Applications: Laura Speer presented the following new programs:
  - Performance Beauty Academy – Cosmetology: This program is not recommended to the Local ETPL. The program is not associated with a priority sector for the NW area. Additionally, LMI data does not show at least 1 more job than resident workers per year, and median hourly wages are below the self-sufficiency threshold of \$15.05/hour. Justin Crice asked if the wages included tips. Jennfier Bane stated she believes it does, if they are reported as income. Staff recommend approving the program for the State ETPL only.
  - **MOTION: Justice Crice moved to approve this program to the State ETPL only and Ronnie Gunnels seconded the motion. All were in favor and the motion carried.**

TCAT Northwest – Hospitality, Tourism, & Retail Technology: This program is recommended for approval for both the local and state ETPL pending Board approval to add Hospitality and Tourism as an approved in-demand sector for the NW area.

  - **MOTION: Ronnie Gunnels moved to approve the Hospitality, Tourism, & Retail Technology Program at TCAT Northwest for the NW ETPL as presented, and Landy Fuqua seconded the motion. All were in favor and the motion carried.**

TCAT Henry/Carroll – Telecommunications Technology: This program is recommended for addition to the local and state ETPL.

  - **MOTION: Justin Crice moved to approve the Telecommunications Technology Program at TCAT Henry/Carroll for the NW and state ETPL as presented, and Ronnie Gunnels seconded the motion. All were in favor and the motion carried.**

**Labor Force Participation Rate (LFPR) Strategic Priorities—Employee Empowerment:** Jennifer Bane requested feedback on effective and innovative strategies and what the Board and AJCs can / should do to assist employers regarding Employee Empowerment. The attached handout describes what is meant by Employee Empowerment and representation. Members can email Jennifer any feedback.

**Other Business:** Jennifer Bane reported that the Chair, Vice-Chair and Secretary positions will be up for election/re-election in September and asked that any volunteers or nominations be sent to her. The Chair and Vice-Chair are required to be private sector representatives. Jimmy, Ted, and Brad have all been nominated to stay in their current positions, but nominations are still open.

**Future Meeting Dates & Upcoming Events:** Future meeting dates and upcoming events listed on the agenda were reviewed. With no further business, John Castellaw moved to adjourn the meeting and Ronnie Gunnels seconded.

*Respectfully submitted,*  
*Lana Burchfiel, Public Information Specialist*

**NW TN Workforce Board  
Outreach and Opportunities Committee**

Tuesday, August 5, 2025 – **11:00 a.m.**

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

[Join Zoom Meeting](#)

Meeting ID: 817 8846 0321

Passcode: 515442

Chair – TBD

Vice Chair – Glad Castellaw

**Agenda**

1. Welcome and Call to Order Glad Castellaw, Vice-Chair
  - a. Welcome new board member, Loretta Mealer, Auston Mealer's Restaurant Equipment Service
  - b. Opportunity for Public Comment (limit of three minutes per speaker)
2. Election of Committee Chair **(Vote Required)** Glad Castellaw
  - a. Nominee: Jon Dougherty
3. Review and Approval of Minutes of 5/6/2025 Meeting **(Vote Required)** Glad Castellaw
4. Target Populations Reports
  - a. Youth Services Report Connie Stewart, CSP Executive Director
    - o Youth Participant / Parent Report
  - b. Adult Education (AE) Report AJ Belyew, NW TN AE Program Director
  - c. Vocational Rehabilitation Report Ashley Roberts, Regional Supervisor
5. Talent Pipelines Report Ginger Powell, Deputy Director
6. ETPL Report Laura Speer, Director of Performance & Compliance
  - a. Program Renewals- NW Local ETPL **(Vote Required)**
  - b. Program Renewals- State ETPL **(Vote Required)**
  - c. New Program Application
    - Performance Beauty Academy - Cosmetology **(Vote Required)**
    - TCAT Northwest - Hospitality, Tourism, & Retail Technology **(Vote Required)**
    - TCAT Henry/Carroll – Telecommunication Technology **(Vote Required)**
7. LFPR Strategic Priorities – Employee Empowerment Jennifer Bane, Executive Director

*Ensure that workers have a meaningful voice. Enable workers to contribute to decisions about their work, how it is performed, and organizational direction.*

  - 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?
8. Other Business All
  - a. Officer Elections

**Future Meeting Dates & Upcoming Events**

| Meeting / Event                      | Date and Time                                                 | Location                    |
|--------------------------------------|---------------------------------------------------------------|-----------------------------|
| State Workforce Board Meeting        | August 22 <sup>nd</sup> , 8:30am – 12pm                       | Nashville / YouTube         |
| Virtually Speaking Webinar           | September 4 <sup>th</sup> , 9:00 am                           | Zoom                        |
| Northwest TN Workforce Board Meeting | September 9 <sup>th</sup> , 10:00 am                          | NW HRA / DD (Martin) / Zoom |
| Remaining 2025 Committee Meetings    | 11:00 am on Tuesday,<br>November 4 <sup>th</sup>              | Milan Chamber / Zoom        |
| Remaining 2025 Board Meeting Dates   | 10:00 am on Tuesday,<br>Dec. 2 <sup>nd</sup> (with Southwest) | TBD / Zoom                  |

## Northwest TN Workforce Board Outreach and Opportunities Committee

May 6, 2025 – 11:00 a.m.

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

Chair – Ben Marks, Vice-Chair – Glad Castellaw

### Minutes

**Committee Members Attending In-Person:** Tessa Kyle; **via Zoom:** Jon Dougherty, Kelly Buffington, Amy McDonald, Lindsay Theobald, AJ Belyew, Landy Fuqua, Rachel Cates, Ronnie Gunnels

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

**Welcome and Call to Order / Public Comment / Review and Approval of 2/11/25 Minutes:** Jon Dougherty called the meeting to order and asked if there were any public comments to be presented. Hearing none, Jon presented the minutes from the last meeting, asking the group for any feedback or changes.

- **MOTION: Landy Fuqua moved to approve the 2/11/25 minutes as presented and Ronnie Gunnels seconded the motion. All were in favor and the motion carried.**

### Target Populations Reports:

**Youth Services Report:** Jennifer reported for Connie Stewart. We have been notified that we will receive bridge funding for the TN Youth Employment Program (TYEP) for May and June. We are waiting for the official contract, and staff will begin enrolling participants as soon as that is received. We have also applied for new TYEP funding beginning in July and are waiting for confirmation of that approval. Connie and her team are also working on increasing out-of-school youth enrollments and expenditures.

- **Youth Services / Participant Report:** No report today.

**Adult Education (AE) Report:** AJ Belyew reported the addition of a new staff member in Madison County and reviewed the CVS Pharmacy Technician Pre-apprenticeship program. The first cohort for that program is in progress and things are going well.

**Vocational Rehabilitation (VR) Report:** No report. Jennifer mentioned they will be hosting an event in June and that she will send their update with her board update. Ashley Mayton mentioned the recent Compudopt Digital Life Fair that was hosted at VR's Paris facility was very successful.

**Talent Pipelines Report:** Jennifer Bane presented the attached Talent Pipelines report detailing career exploration and Talent Pipelines efforts and programs. There have been a total of 286/350 GROWWTH enrollments. The University of Memphis is rolling out a wage subsidy program for employers that will reimburse 75% of wages for GROWWTH program participants for up to 10 weeks. There have been a total of 267 Tennessee Youth Employment Program (TYEP) enrollments, exceeding the enrollment goal of 216. The TRANSFR VR simulations included 450 active explorers, and the Rural Health Training Grant is on track to meet goals with 2/4 outreach events held to promote EMT/Paramedic and Respiratory Care training programs and careers. The Justice-Involved grant has served 28/50 individuals so far. Most of these have been through On-the-Job Training (OJT). We are working with TCAT Northwest to offer one welding class in the Obion County Jail for 5 students. Another new program is at the Dyer County Jail and will use Office of Reentry tablets for Tooling-U's online-based Certified Manufacturing (10) self-paced course. UT Center for Industrial Services (UTCIS) was facilitate the training with hands-on introduction, simulations, and exam preparation and proctoring. Two other county jails are expected to participate in UTCIS Manufacturing Bootcamps, so we are in good shape to expend our funding. Labor Force Update numbers are included in the attached report showing the number employed went down, but the unemployment rate also went down.

**Eligible Training Provider List (ETPL) Report:** Landy Fuqua abstained from discussion and voting on these items.

**Program Renewals-NW Local ETPL:** Laura Speer presented the attached list of programs due for renewal for the NW Local ETPL and State ETPL, including corresponding labor market information and performance data. The programs listed in red are for Dyersburg State Community College and they have elected to remove them from the ETPL.

- **MOTION: Ronnie Gunnels moved to approve the renewal of the ETPL programs as presented to the NW Local ETPL and State ETPL and Kelly Buffington seconded the motion. All were in favor and the motion carried.**

**Program Renewals-State ETPL:** Laura Speer presented the attached list of programs due for renewal for the State ETPL only, including corresponding labor market information and performance data.

- **MOTION: Ronnie Gunnels moved to approve the renewal of the ETPL programs as presented to the State ETPL and Kelly Buffington seconded the motion. All were in favor and the motion carried.**

New Program Application: Laura Speer presented the attached information for the Medical Billing and Coding Program at UT Chattanooga, including corresponding review of labor market information and performance data. This program is already approved for the State ETPL list, so this vote is to add the program to the NW ETPL list due a request from an applicant.

- **MOTION: Ronnie Gunnels moved to approve the Medical Billing and Coding Program at UT Chattanooga for the NW ETPL as presented, and Kelly Buffington seconded the motion. All were in favor and the motion carried.**

Jennifer mentioned discussions with the State about requiring all training providers to sign an agreement stating they understand the requirements for being on the ETPL. This has not been a requirement historically, but we may look at adding that locally and it may be a state requirement in the near future.

**Labor Force Participation Rate (LFPR) Strategic Priorities—Pay**: Jennifer Bane requested feedback on effective and innovative strategies and what the Board and AJCs can / should do to assist employers regarding equitable pay. The attached handout describes what is meant by equitable pay as it relates to high quality jobs according to the QUEST National Dislocated Worker Grant (DWG) and U.S Department of Commerce. Jon Dougherty asked what the living wage would be in our area. Jennifer said there are federal poverty guidelines, and that the cut-off for eligibility for our services is 200% of the poverty level, currently \$14.48 per hour, which is still likely below a living wage. United Way's ALICE tool is based on each county and can be adjusted for household characteristics such as number of family members, childcare costs, etc. Jennifer felt that those numbers are much higher than \$14.48 per hour and state she can add the ALICE tool to the next board update email.

**Other Business:**

Officer Elections: Jennifer Bane reported that the Chair, Vice-Chair and Secretary positions will be up for election/re-election in September and asked that any volunteers or nominations be sent to her. The Chair and Vice-Chair are required to be private sector representatives.

With no other business, Landy Fuqua moved to adjourn the meeting and Kelly Buffington

**Future Meeting Dates & Upcoming Events**: Future meeting dates and upcoming events listed on the agenda were reviewed. With no further business, the meeting was adjourned.

*Respectfully submitted,  
Lana Burchfiel, Public Information Specialist*

# Talent Pipelines

## GROWTH

GROWING RELATIONAL AND OCCUPATIONAL WEALTH IN WEST TENNESSEE HOUSEHOLDS



**Number  
Enrolled to Date:**  
**337 / 350**

## Tennessee Youth Employment Program



**352 / 300**  
New Enrollments

**\$782,568 / \$850,098**  
Expended

## TRANSFR Virtual Reality Headsets



**9**  
High Schools/  
Organizations  
Participating

**677 / 225**  
Active Explorers

**1,427**  
Careers Explored

## Rural Public Health Workforce Training Network Grant



Members of the West Tennessee Public Health Workforce Training Network include Baptist Memorial Hospitals in Union City and Huntingdon; Dyersburg State Community College; Jackson State Community College; Priority Ambulance; and the Northwest Tennessee Workforce Board.

## Justice Involved Individuals

**80 / 50**  
**Individuals Served**

**\$180,000 / \$180,000**  
**Expended**



## Labor Force Update

**106,828 ▲**  
Number in the Labor Force

**101,953 ▼**  
Number Employed

**4,875 ▲**  
Number Unemployed

**4.6% ▲**  
Unemployment Rate June 2025

Eligible Training Provider List (ETPL) Renewals

| Provider Name         | Program Name                                             | SOC / Occupation                                                               | Duration      | Total Cost | 2024 Jobs | 2027 Jobs | 2024-2027 Change | Median Hourly Earnings | In-Demand Criteria* Met?                                  | Overall Completion Rate* | Overall Employment 2nd QTR after Exit* | WIOA Total Enrolled | WIOA Completion Rate* | Overall Employment 2nd QTR after Exit* | Performance Criteria** Met?      | Current Approval Status | Recommended for Renewal?                                                                                                       |
|-----------------------|----------------------------------------------------------|--------------------------------------------------------------------------------|---------------|------------|-----------|-----------|------------------|------------------------|-----------------------------------------------------------|--------------------------|----------------------------------------|---------------------|-----------------------|----------------------------------------|----------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| DSCC                  | Certified Mental Health Technician- Continuing Education | 29-2053- Psychiatric Technicians                                               | 2 Semes/Terms | \$3895.00  | 136       | 147       | 11               | \$ 14.96               | No- below self-sufficiency wage; requires work experience | 0%                       | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State & Local ETPL      | State ETPL Only- median wages for occupation are below self sufficiency rate of \$15.05 for the NW area and work experience is |
| DSCC                  | Certified Paralegal- Continuing Education                | 23-2011- Paralegals and Legal Assistants                                       | 2 Semes/Terms | \$3995.00  | 90        | 92        | 1                | \$ 23.36               | No- positive growth of less than 1 new job per year       | 0%                       | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State ETPL              | State ETPL Only- associated occupation does not have new job growth of at least 1 job per year for the NW area                 |
| DSCC                  | Certified Veterinary Assistant- Continuing Education     | 31-9096- Veterinary Assistants and Laboratory Animal Caretakers                | 2 Semes/Terms | \$3995.00  | 54        | 64        | 9                | \$ 17.48               | Yes - pending Board approval of updated data.             | 0%                       | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State ETPL              | Yes- State & Local ETPL (pending Board approval of new sector)                                                                 |
| DSCC                  | Pharmacy Technician Online- Continuing Education         | 29-2052- Pharmacy Technicians                                                  | 1 Semes/Terms | \$3595.00  | 331       | 346       | 15               | \$ 18.31               | Yes                                                       | 0%                       | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State & Local ETPL      | Yes- State & Local ETPL                                                                                                        |
| TCAT at Henry/Carroll | Criminal Justice: Corrections Officer                    | 33-3012- Correctional Officers and Jailers                                     | 2 Semes/Terms | \$3408.00  | 698       | 720       | 22               | \$ 23.22               | No- not part of a target sector                           | 44%                      | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State ETPL              | State ETPL Only- associated occupation is not in a target sector for the NW area                                               |
| TCAT at Henry/Carroll | Administrative Office Technology                         | 43-9061 Office Clerks, General                                                 | 12 Months     | \$5420.00  | 1,411     | 1,443     | 31               | \$ 16.27               | Yes                                                       | 0%                       | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State & Local ETPL      | Yes- State & Local ETPL                                                                                                        |
| TCAT at Henry/Carroll | Automotive Technology                                    | 49-3023- Automotive Service Technicians and Mechanics                          | 14 Months     | \$5714.00  | 450       | 472       | 22               | \$ 21.04               | Yes                                                       | 0%                       | 0%                                     | 0                   | 0%                    | 0%                                     | N/A- Less than 10 WIOA students. | State & Local ETPL      | Yes- State & Local ETPL                                                                                                        |
| TCAT at Henry/Carroll | HVAC/Refrigeration                                       | 49-9021- Heating, Air Conditioning, and Refrigeration Mechanics and Installers | 16 Months     | \$7810.00  | 261       | 281       | 20               | \$ 22.86               | Yes                                                       | 67%                      | 83%                                    | 5                   | 80%                   | 100%                                   | N/A- Less than 10 WIOA students. | State & Local ETPL      | Yes- State & Local ETPL                                                                                                        |
| UT Martin             | HEALTH&HUMAN PERFORMANCE                                 | 19-5011-Occupational Health and Safety Specialists                             | 8 Semes/Terms | \$46832.00 | 53        | 62        | 9                | \$ 36.24               | Yes                                                       | 65%                      | 75%                                    | 6                   | 80%                   | 100%                                   | N/A- Less than 10 WIOA students. | State & Local ETPL      | Yes- State & Local ETPL                                                                                                        |

## Eligible Training Provider New Program Review Form

**Training Provider Name:** Performance Beauty Academy

**Training Program Name:** Performance Beauty Academy

**A. Requirements for Consideration of Initial Eligibility for State ETPL:**

|                                                                                                                                                                                      | Yes               | No                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| 1. Is the ETP's information in Jobs4TN complete and accurate?                                                                                                                        | <u>  x  </u>      | <u>          </u> |
| 2. Does the ETP possess current approval or exemption from the appropriate State or federal licensing agency?                                                                        | <u>  x  </u>      | <u>          </u> |
| 3. Is the program's information in Jobs4TN complete and accurate, including cost and performance information?                                                                        | <u>  x  </u>      | <u>          </u> |
| 4. Does the program lead to a WIOA-recognized credential? If yes, specify:<br><b>Licensed Cosmetologist, Manicurist, Aesthetician, Instructor</b>                                    | <u>  x  </u>      | <u>          </u> |
| 5. Is there a process in place for tracking the number of students and WIOA participants, and their progress, completion, placement, and earnings for required performance measures? | <u>  x  </u>      | <u>          </u> |
| 6. If an existing program, are the required performance metrics of at least 60% completion and placement rates met?                                                                  | <u>  N/A  </u>    | <u>          </u> |
| a. <u>Completion Rate:</u>                                                                                                                                                           |                   |                   |
| b. <u>Placement Rate:</u>                                                                                                                                                            |                   |                   |
| 8. Is the program offered in partnership with a business?                                                                                                                            |                   |                   |
| a. <u>If yes, business name(s):</u>                                                                                                                                                  | <u>          </u> | <u>  x  </u>      |
| 9. Does the program align with in-demand industry sectors and occupations in the State?                                                                                              | <u>  x  </u>      | <u>          </u> |
| <b>Recommended for addition to the State ETPL? If no, provide justification for recommended denial:</b>                                                                              | <u>  x  </u>      | <u>          </u> |
| <div style="border: 1px solid black; padding: 10px; min-height: 100px;"> VOS notes some bright outlook locally (not nationally). </div>                                              |                   |                   |

**B. Requirements for Consideration of Initial Eligibility for Local ETPL:**

|                                                                                                                                             | Yes      | No       |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| 1. Does the program meet the requirements for inclusion on the State ETPL as described above?                                               | <u>x</u> | <u></u>  |
| 2. Is the program cost comparable to similar training programs, particularly in the local area, or region?                                  | <u></u>  | <u>x</u> |
| a. Program Cost: <u>\$15,200.00</u>                                                                                                         |          |          |
| b. Comparable Program Cost: <u>\$9,104.00 TCAT Northwest- Cosmetology</u>                                                                   |          |          |
| 3. Is the program length comparable to similar training programs, particularly in the local area, or region?                                | <u>x</u> | <u></u>  |
| a. Program Length: <u>12 months</u>                                                                                                         |          |          |
| b. Comparable Program Length: <u>14 months</u>                                                                                              |          |          |
| 4. Does the program align with in-demand industry sectors and lead directly to high-quality jobs in in-demand occupation in the local area? |          | <u>x</u> |



a. Related occupation(s): Hairdressers, Hairstylists, & Cosmetologists

b. Documentation of labor market demand (all must be met):

- ☒ Minimum of 10 jobs in the local area?                     x
- ☒ Positive job growth of at least 1 new job per year?                     x
- ☐ At least 1 more job than resident worker per year?                     x
- ☐ Median wage is above the self-sufficiency wage?                     x
- ☐ Aligns with one of the regional priority sectors listed below?
  - Healthcare & Social Assistance                     x
  - Manufacturing                     x
  - Skilled Trades & Transportation                     x
  - Information                     x
  - Professional, Scientific, & Technical Services                     x
  - Hospitality & Tourism\* (pending board approval)                     x

| SOC     | Description                                    | 2024 Jobs | 2027 Jobs | 2024 Resident Workers | Avg. Annual Openings | 2024 - 2027 Change | 2024 - 2027 % Change | Median Hourly Earnings | Median Annual Earnings | Typical Entry Level Education | Work Experience Required | Typical On-The-Job Training |
|---------|------------------------------------------------|-----------|-----------|-----------------------|----------------------|--------------------|----------------------|------------------------|------------------------|-------------------------------|--------------------------|-----------------------------|
| 39-5012 | Hairdressers, Hairstylists, and Cosmetologists | 86        | 96        | 122                   | 15                   | 10                 | 11%                  | \$14.83                | \$30,852.64            | Postsecondary nondegree award | None                     | None                        |

**Recommended for addition to the Local ETPL? If no, provide justification for recommended denial:**

Program is not associated with a priority sector for the NW area. Additionally, LMI data for the NW area does not show at least 1 more job than resident workers per year, and median hourly wages are below the self-sufficiency threshold of \$15.05/hour.

                    x

## ETPL Application

| Education Program Information                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                        |                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Provider:</b> Performance Beauty Academy                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Program:</b> Performance Beauty Academy                                             | <b>Program ID:</b> 1012555                                                                            |
| <b>CIP Code:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                        |                                                                                                       |
| General Information                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                        |                                                                                                       |
| <b>Status:</b> Active                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Purpose for adding program:</b><br>Submit for ETPL Approval and accept participants | <b>Education Program Type:</b> PS - Approved Provider Training - ITA                                  |
| <b>Associated Services Code(s):</b><br>300 - Occupational Skills Training - Approved Provider List (ITA); 303 - Distance Learning; 314 - Enrolled In Apprenticeship Training; 324 - Adult Educ w/ Occ. Skills Training - Approved Provider List (ITA); 416 - Youth-Occupational Skills Training - Approved Provider List; 607 - WTP Vocational Education- Training Approved Provider List; 630 - SNAP-Enroll in Voc/Tech training- Approved ETPL provider | <b>Apprenticeship:</b> No                                                              | <b>Education Program is a Registered Apprenticeship :</b> No                                          |
| <b>Industry Recognized Apprenticeship Program (IRAP)?</b><br>No                                                                                                                                                                                                                                                                                                                                                                                           | <b>CIP Code:</b> 120499 - Cosmetology and Related Personal Grooming Arts, Other        | <b>Education Program Name:</b><br>Performance Beauty Academy                                          |
| <b>Education Program Description:</b> Any instructional program in cosmetology and related personal grooming services not listed above.                                                                                                                                                                                                                                                                                                                   |                                                                                        |                                                                                                       |
| <b>Potential Outcome(s):</b> A license recognized by the State involved or the Federal Government                                                                                                                                                                                                                                                                                                                                                         | <b>This program leads to a credential or degree:</b> Yes                               | <b>Name of Associated Credential:</b><br>Licensed Cosmetologist, Manicurist, Aesthetician, Instructor |
| <b>Completion Level:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Attain Credential:</b>                                                              | <b>Other, Specify</b>                                                                                 |
| <b>Certification/License Title:</b>                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Certification/License Type:</b>                                                     | <b>Green Job Training:</b> No                                                                         |
| <b>Partner Business:</b> No                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                        |                                                                                                       |
| <b>Description of the partnership or plans to develop partnership:</b>                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        |                                                                                                       |
| <b>LWDB Submitted:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        |                                                                                                       |
| Apprenticeship                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                        |                                                                                                       |
| <b>Apprenticeship Registration Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Apprenticeship Description:</b>                                                     | <b>Number of active apprentices:</b>                                                                  |
| <b>Instruction Methods:</b>                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Instruction Length in Weeks:</b>                                                    | <b>Tech, Instruction is provided by another provider:</b>                                             |
| <b>Instruction Provider Name:</b>                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Address 1:</b>                                                                      | <b>Address 2:</b>                                                                                     |
| <b>Zip:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>City:</b>                                                                           | <b>State:</b>                                                                                         |
| <b>Program Model:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Apprenticeship program sponsored by another organization:</b>                       |                                                                                                       |
| <b>Program Sponsor Name:</b>                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Address 1:</b>                                                                      | <b>Address 2:</b>                                                                                     |
| <b>Zip:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>City:</b>                                                                           | <b>State:</b>                                                                                         |

## ETPL Application

| Additional Details                                                                    |                                                                                                                                                                                                                                                                                                          |                                                                 |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <b>Financial Aid Available:</b>                                                       | <b>URL of Training Program:</b>                                                                                                                                                                                                                                                                          | <b>Program Prerequisites:</b> High School Diploma or Equivalent |
| <b>Date and Program First Offered:</b><br>10/29/2024                                  | <b>Please provide a reasonable explanation regarding why this is a new program:</b> Successful members of the Cosmetology, Manicuring, and Aesthetic Industry for more than 30 years open new school to provide opportunities for the next generation of beauty professionals and workforce development. | <b>Minimum Class Size:</b>                                      |
| <b>Maximum Class Size:</b>                                                            | <b>Number of Instructors:</b>                                                                                                                                                                                                                                                                            |                                                                 |
| <b>Describe the minimum entry level requirements or prerequisites:</b>                | <b>Drug/Alcohol Screening Required:</b>                                                                                                                                                                                                                                                                  | <b>Accessibility:</b>                                           |
| <b>Describe any equipment used in this program and its adequacy and availability:</b> | <b>Grievance Procedure:</b>                                                                                                                                                                                                                                                                              | <b>Grievance Procedure URL:</b>                                 |
| <b>Refund Policy:</b>                                                                 | <b>Refund Policy:</b>                                                                                                                                                                                                                                                                                    | <b>Quality Pre-Apprenticeship:</b>                              |
| <b>State Use 1:</b>                                                                   | <b>State Use 2:</b>                                                                                                                                                                                                                                                                                      | <b>State Use 3:</b>                                             |
| <b>State Use 4::</b>                                                                  | <b>State Use 5:</b>                                                                                                                                                                                                                                                                                      |                                                                 |

| Related Training and Instruction                                                                                                                             |                                                |                                              |                             |                                   |                  |                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------|-----------------------------|-----------------------------------|------------------|----------------|
| <b>Provider Name:</b>                                                                                                                                        | <b>Location:</b>                               | <b>Organization Type:</b>                    | <b>Provider for Profit:</b> | <b>Leads to Credential/Degree</b> | <b>CIP Code:</b> | <b>Status:</b> |
| <b>Code</b>                                                                                                                                                  |                                                |                                              |                             |                                   |                  |                |
| <b>Occupation Titles</b>                                                                                                                                     | <b>Occupation Title</b>                        | <b>Providers' Alternate Occupation Title</b> |                             |                                   |                  |                |
| 39501200                                                                                                                                                     | Hairdressers, Hairstylists, and Cosmetologists |                                              |                             |                                   |                  |                |
| <b>Selected Occupation is not noted as in local bright outlook – provide evidence that it is in demand</b> <a href="#">VOS notes bright outlook locally.</a> |                                                |                                              |                             |                                   | Bright Outlook   |                |

| Occupation Skills              |                                            |                                  |
|--------------------------------|--------------------------------------------|----------------------------------|
| <b>Skill Description:</b>      |                                            |                                  |
|                                |                                            |                                  |
| <b>Completion Expectation</b>  |                                            |                                  |
| <b>Number of Credits:</b>      | <b>Credit Earned Duration:</b><br>Semester | <b>Hourly wage :</b>             |
| <b>Scheduling</b>              |                                            |                                  |
| <b>Class Time:</b> 1500        | <b>Lab Time:</b>                           | <b>Other Time:</b>               |
| <b>Class Frequency:</b>        |                                            |                                  |
| <b>Clock/Contact Hours:</b> 39 | <b>Full-time weeks:</b> 39                 | <b>Program Format:</b> In-person |

## ETPL Application

| Duration                                                             |                                                      |                                                              |
|----------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------|
| <b>Duration Title:</b> Cosmetology                                   | <b>Primary Duration:</b> True                        | <b>Duration:</b> 1500                                        |
| <b>Schedule Intensity:</b> Full-Time                                 | <b>Weekly Schedule:</b> 39 hours per week            | <b>Class Offered:</b> Day                                    |
| Location                                                             |                                                      |                                                              |
| <b>Location Name:</b> Performance Beauty Academy                     | <b>Address:</b> 80 East Main St, , Camden, TN, 38320 | <b>Billing Address:</b> 80 East Main St, , Camden, TN, 38320 |
| External Approvals                                                   |                                                      |                                                              |
| <b>State Approving Agency:</b> Board of Cosmetology/Barber Examiners | <b>State Approving Agency Status:</b>                | <b>Approval Expiration Date:</b> 01/01/1900                  |
| <b>Other State Approving Agency Approved Programs:</b> No            | <b>DOE Approved:</b> No                              | <b>Community College Chancellor's Office Approved:</b> No    |
| <b>Community College ID:</b> NO                                      | <b>Listed on another state's ETPL?</b> NO            |                                                              |
| Cost Details                                                         |                                                      |                                                              |
| Cost Structure(s)                                                    | Amount                                               |                                                              |
| Total CRS Training Costs                                             | \$15,200.00                                          |                                                              |
| Tuition/Fee                                                          | \$13,075.00                                          |                                                              |
| Books                                                                | \$2,000.00                                           |                                                              |
| Tools                                                                | \$0.00                                               |                                                              |
| Other Costs                                                          | \$125.00                                             |                                                              |
| Comments                                                             |                                                      |                                                              |
| <b>Total Amount of Cost Structures</b>                               | <b>\$15,200.00</b>                                   |                                                              |
| Line Item(s)                                                         | Amount                                               |                                                              |
| No records found                                                     |                                                      |                                                              |

## Eligible Training Provider New Program Review Form

**Training Provider Name:** TCAT Northwest

**Training Program Name:** Retail, Hospitality, & Tourism Technology

**A. Requirements for Consideration of Initial Eligibility for State ETPL:**

|                                                                                                                                                                                                                       | Yes        | No       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
| 1. Is the ETP's information in Jobs4TN complete and accurate?                                                                                                                                                         | <u>x</u>   |          |
| 2. Does the ETP possess current approval or exemption from the appropriate State or federal licensing agency?                                                                                                         | <u>x</u>   |          |
| 3. Is the program's information in Jobs4TN complete and accurate, including cost and performance information?                                                                                                         | <u>x</u>   |          |
| 4. Does the program lead to a WIOA-recognized credential? If yes, specify: <b>Retail Professional Certificate, Hospitality &amp; Tourism Certificate, and Retail, Hospitality, &amp; Tourism Professional Diploma</b> | <u>x</u>   |          |
| 5. Is there a process in place for tracking the number of students and WIOA participants, and their progress, completion, placement, and earnings for required performance measures?                                  | <u>x</u>   |          |
| 6. If an existing program, are the required performance metrics of at least 60% completion and placement rates met?                                                                                                   | <u>N/A</u> |          |
| a. Completion Rate: _____                                                                                                                                                                                             |            |          |
| b. Placement Rate: _____                                                                                                                                                                                              |            |          |
| 8. Is the program offered in partnership with a business?                                                                                                                                                             |            |          |
| a. If yes, business name(s): _____                                                                                                                                                                                    |            | <u>x</u> |
| 9. Does the program align with in-demand industry sectors and occupations in the State?                                                                                                                               | <u>x</u>   |          |
| <b>Recommended for addition to the State ETPL? If no, provide justification for recommended denial:</b>                                                                                                               | <u>x</u>   |          |
| Hospitality & Tourism is noted as a target sector by the TN Department of Labor and Workforce Development.                                                                                                            |            |          |

**B. Requirements for Consideration of Initial Eligibility for Local ETPL:**

|                                                                                                                           | Yes          | No                |
|---------------------------------------------------------------------------------------------------------------------------|--------------|-------------------|
| 1. Does the program meet the requirements for inclusion on the State ETPL as described above?                             | <u>  x  </u> | <u>          </u> |
| 2. Is the program cost comparable to similar training programs, particularly in the local area, or region?                | <u>  x  </u> | <u>          </u> |
| a. Program Cost:                     \$7,660.00                                                                           |              |                   |
| b. <u>Comparable Program Cost:                     \$5,697.90</u> TCAT Jackson- Retail, Hospitality, & Tourism Technology |              |                   |
| 3. Is the program length comparable to similar training programs, particularly in the local area, or region?              | <u>  x  </u> | <u>          </u> |
| a. <u>Program Length:                     12 months</u>                                                                   |              |                   |
| b. <u>Comparable Program Length:                     12 months</u>                                                        |              |                   |
| 4. Does the program align with in-demand industry sectors and lead directly to high-                                      |              |                   |

quality jobs in in-demand occupation in the local area?

**x\***

a. Related occupation(s): See list below.

b. Documentation of labor market demand (all must be met):

o Minimum of 10 jobs in the local area?

**x**

o Positive job growth of at least 1 new job per year?

**x**

o Median wage is above the self-sufficiency wage?

**x**

o Aligns with one of the regional priority sectors listed below?

Healthcare & Social Assistance

**x**

Manufacturing

**x**

Skilled Trades & Transportation

**x**

Information

**x**

Professional, Scientific, & Technical Services

**x**

Hospitality & Tourism\* (pending board approval)

**x**

| SOC     | Description                                                                                         | 2024 Jobs | 2027 Jobs | 2024 Resident Workers | Avg. Annual Openings | 2024 - 2027 Change | Per Year | 2024 - 2027 % Change | Median Hourly Earnings | Median Annual Earnings | Typical Entry Level Education     | Work Experience Required | Typical On-The-Job Training       |
|---------|-----------------------------------------------------------------------------------------------------|-----------|-----------|-----------------------|----------------------|--------------------|----------|----------------------|------------------------|------------------------|-----------------------------------|--------------------------|-----------------------------------|
| 41-3091 | Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel    | 257       | 288       | 374                   | 35                   | 30                 | 8        | 12%                  | \$22.53                | \$46,853.20            | High school diploma or equivalent | None                     | Moderate-term on-the-job training |
| 51-9012 | Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders | 156       | 164       | 177                   | 18                   | 9                  | 2        | 6%                   | \$22.09                | \$45,937.34            | High school diploma or equivalent | None                     | Moderate-term on-the-job training |

**x**

Recommended pending Board approval to add Hospitality and Tourism as an approved sector.

## ETPL Application

| Education Program Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                        |                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Provider:</b> Tennessee College of Applied Technology Northwest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Program:</b> Retail, Hospitality and Tourism Technology                             | <b>Program ID:</b> 1012614                                                                    |
| <b>CIP Code:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                        |                                                                                               |
| General Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                        |                                                                                               |
| <b>Status:</b> Active                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Purpose for adding program:</b><br>Submit for ETPL Approval and accept participants | <b>Education Program Type:</b> PS - Approved Provider Training - ITA                          |
| <b>Associated Services Code(s):</b><br>300 - Occupational Skills Training - Approved Provider List (ITA); 303 - Distance Learning; 314 - Enrolled In Apprenticeship Training; 324 - Adult Educ w/ Occ. Skills Training - Approved Provider List (ITA); 416 - Youth-Occupational Skills Training - Approved Provider List; 607 - WTP Vocational Education- Training Approved Provider List; 630 - SNAP-Enroll in Voc/Tech training- Approved ETPL provider                                                                                               | <b>Apprenticeship:</b> No                                                              | <b>Education Program is a Registered Apprenticeship :</b> No                                  |
| <b>Industry Recognized Apprenticeship Program (IRAP)?</b><br>No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>CIP Code:</b> 520904 - Hotel/Motel Administration/Management                        | <b>Education Program Name:</b> Retail, Hospitality and Tourism Technology                     |
| <b>Education Program Description:</b> A program that prepares individuals to manage operations and facilities that provide lodging services to the traveling public. Includes instruction in hospitality industry principles supplies purchasing storage and control hotel facilities design and planning hospitality industry law personnel management and labor relations financial management marketing and sales promotion convention and event management front desk operations and applications to specific types of hotels and motel operations. |                                                                                        |                                                                                               |
| <b>Potential Outcome(s):</b> An industry-recognized certificate or certification; A measurable skills gain leading to a credential; A measurable skills gain leading to employment                                                                                                                                                                                                                                                                                                                                                                      | <b>This program leads to a credential or degree:</b> Yes                               | <b>Name of Associated Credential:</b><br>Retail, Hospitality and Tourism Professional Diploma |
| <b>Completion Level:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Attain Credential:</b>                                                              | <b>Other, Specify</b>                                                                         |
| <b>Certification/License Title:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Certification/License Type:</b>                                                     | <b>Green Job Training:</b> No                                                                 |
| <b>Partner Business:</b> No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                        |                                                                                               |
| <b>Description of the partnership or plans to develop partnership:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                        |                                                                                               |
| <b>LWDB Submitted:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                        |                                                                                               |
| Apprenticeship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                        |                                                                                               |
| <b>Apprenticeship Registration Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Apprenticeship Description:</b>                                                     | <b>Number of active apprentices:</b>                                                          |
| <b>Instruction Methods:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Instruction Length in Weeks:</b>                                                    | <b>Tech, Instruction is provided by another provider:</b>                                     |
| <b>Instruction Provider Name:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Address 1:</b>                                                                      | <b>Address 2:</b>                                                                             |
| <b>Zip:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>City:</b>                                                                           | <b>State:</b>                                                                                 |

## ETPL Application

|                              |                                                                  |                   |
|------------------------------|------------------------------------------------------------------|-------------------|
| <b>Program Model:</b>        | <b>Apprenticeship program sponsored by another organization:</b> |                   |
| <b>Program Sponsor Name:</b> | <b>Address 1:</b>                                                | <b>Address 2:</b> |
| <b>Zip:</b>                  | <b>City:</b>                                                     | <b>State:</b>     |

| Additional Details                                                                                                                                     |                                                                                                                                                                                                                   |                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial Aid Available:</b><br>Institutional Scholarship; Other;<br>Pell Grant                                                                     | <b>URL of Training Program:</b><br><a href="https://tcatnorthwest.edu/programs/retail-hospitality-and-tourism-technology">https://tcatnorthwest.edu/programs/retail-hospitality-and-tourism-technology</a>        | <b>Program Prerequisites:</b> None                                                                                                                               |
| <b>Date and Program First Offered:</b><br>05/01/2025                                                                                                   | <b>Please provide a reasonable explanation regarding why this is a new program:</b> According to the 2023 THEC Supply & Demand Report, the leisure & hospitality sector has grown by 7.3% in the last five years. | <b>Minimum Class Size:</b> 1                                                                                                                                     |
| <b>Maximum Class Size:</b> 25                                                                                                                          | <b>Number of Instructors:</b> 1                                                                                                                                                                                   |                                                                                                                                                                  |
| <b>Describe the minimum entry level requirements or prerequisites:</b>                                                                                 | <b>Drug/Alcohol Screening Required:</b> No                                                                                                                                                                        | <b>Accessibility:</b> Disabled Student Access; On-Site Parking                                                                                                   |
| <b>Describe any equipment used in this program and its adequacy and availability:</b>                                                                  | <b>Grievance Procedure:</b><br><a href="https://tcatnorthwest.edu/about/policies-and-guidelines">https://tcatnorthwest.edu/about/policies-and-guidelines</a>                                                      | <b>Grievance Procedure URL:</b><br><a href="https://tcatnorthwest.edu/about/policies-and-guidelines">https://tcatnorthwest.edu/about/policies-and-guidelines</a> |
| <b>Refund Policy:</b><br><a href="https://tcatnorthwest.edu/about/policies-and-guidelines">https://tcatnorthwest.edu/about/policies-and-guidelines</a> | <b>Refund Policy:</b><br><a href="https://tcatnorthwest.edu/about/policies-and-guidelines">https://tcatnorthwest.edu/about/policies-and-guidelines</a>                                                            | <b>Quality Pre-Apprenticeship:</b>                                                                                                                               |
| <b>State Use 1:</b>                                                                                                                                    | <b>State Use 2:</b>                                                                                                                                                                                               | <b>State Use 3:</b>                                                                                                                                              |
| <b>State Use 4::</b>                                                                                                                                   | <b>State Use 5:</b>                                                                                                                                                                                               |                                                                                                                                                                  |

| Related Training and Instruction                                                                           |                         |                                              |                             |                                   |                  |                |
|------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------|-----------------------------|-----------------------------------|------------------|----------------|
| <b>Provider Name:</b>                                                                                      | <b>Location:</b>        | <b>Organization Type:</b>                    | <b>Provider for Profit:</b> | <b>Leads to Credential/Degree</b> | <b>CIP Code:</b> | <b>Status:</b> |
| <b>Code</b>                                                                                                |                         |                                              |                             |                                   |                  |                |
| <b>Occupation Titles</b>                                                                                   | <b>Occupation Title</b> | <b>Providers' Alternate Occupation Title</b> |                             |                                   |                  |                |
| 11908100                                                                                                   | Lodging Managers        |                                              |                             |                                   |                  |                |
| <b>Selected Occupation is not noted as in local bright outlook – provide evidence that it is in demand</b> |                         |                                              |                             |                                   | Bright Outlook   |                |

| Occupation Skills |
|-------------------|
|-------------------|



## ETPL Application

|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>Skill Description:</b>                                               | 1393, provide clients with travel information, 1430, obtain travel information for clients, 1528, schedule guest recreational activities, 1547, sell merchandise, 3014, monitor lodging or dining facility operations to ensure regulation, 3065, resolve customer or public complaints, 3125, provide customers with travel assistance, 4183, provide travel suggestions, 5333, arrange merchandise display, 5350, maintain customer records, 6887, provide information about facilities, 6902, describe points of interest to tour group, 6914, provide directions or other information to visitors, 6926, supply guests with information or services, 7098, confer with customer to determine material or garment style desired |                                                                     |
|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Completion Expectation</b>                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Number of Credits:</b>                                               | <b>Credit Earned Duration:</b><br>Semester                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Hourly wage :</b>                                                |
| <b>Scheduling</b>                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Class Time:</b> 6                                                    | <b>Lab Time:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Other Time:</b>                                                  |
| <b>Class Frequency:</b> Daily                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Clock/Contact Hours:</b> 30                                          | <b>Full-time weeks:</b> 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Program Format:</b> In-person                                    |
| <b>Duration</b>                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Duration Title:</b> Full-Time                                        | <b>Primary Duration:</b> True                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Duration:</b> 12                                                 |
|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Schedule Intensity:</b> Full-Time                                    | <b>Weekly Schedule:</b> Monday-Friday from 7:30 a.m. to 2 p.m.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Class Offered:</b> Day                                           |
| <b>Location</b>                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Location Name:</b> Tennessee College of Applied Technology Northwest | <b>Address:</b> 340 Washington Street, , Newbern, TN, 38059                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Billing Address:</b> 340 Washington Street, , Newbern, TN, 38059 |
| <b>External Approvals</b>                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>State Approving Agency:</b><br>Tennessee Board of Regents            | <b>State Approving Agency Status:</b><br>Approved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Approval Expiration Date:</b><br>01/01/1900                      |
| <b>Other State Approving Agency Approved Programs:</b> No               | <b>DOE Approved:</b> No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Community College Chancellor's Office Approved:</b> No           |
| <b>Community College ID:</b> NO                                         | <b>Listed on another state's ETPL?</b> NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                     |
| <b>Cost Details</b>                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Cost Structure(s)</b>                                                | <b>Amount</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                     |
| Total CRS Training Costs                                                | \$7,660.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                     |
| Tuition/Fee                                                             | \$4,320.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                     |
| Books                                                                   | \$3,340.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                     |
| Tools                                                                   | \$0.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                     |
| Other Costs                                                             | \$0.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                     |
| Comments                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                     |
| <b>Total Amount of Cost Structures</b>                                  | <b>\$7,660.00</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                     |

ETPL Application

| Line Item(s) | Amount           |
|--------------|------------------|
|              | No records found |

**Eligible Training Provider  
New Program Review Form**

**Training Provider Name:** TCAT Henry/Carroll

**Training Program Name:** Telecommunications Technology

**A. Requirements for Consideration of Initial Eligibility for State ETPL:**

|                                                                                                                                                                                      | Yes        | No       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
| 1. Is the ETP's information in Jobs4TN complete and accurate?                                                                                                                        | <u>x</u>   | <u></u>  |
| 2. Does the ETP possess current approval or exemption from the appropriate State or federal licensing agency?                                                                        | <u>x</u>   | <u></u>  |
| 3. Is the program's information in Jobs4TN complete and accurate, including cost and performance information?                                                                        | <u>x</u>   | <u></u>  |
| 4. Does the program lead to a WIOA-recognized credential? If yes, specify:<br><b>Telecommunications Diploma and multiple industry recognized certifications</b>                      | <u>x</u>   | <u></u>  |
| 5. Is there a process in place for tracking the number of students and WIOA participants, and their progress, completion, placement, and earnings for required performance measures? | <u>x</u>   | <u></u>  |
| 6. If an existing program, are the required performance metrics of at least 60% completion and placement rates met?<br>a. <u>Completion Rate:</u><br>b. <u>Placement Rate:</u>       | <u>N/A</u> | <u></u>  |
| 8. Is the program offered in partnership with a business?<br>a. If yes, business name(s):                                                                                            | <u></u>    | <u>x</u> |
| 9. Does the program align with in-demand industry sectors and occupations in the State?                                                                                              | <u>x</u>   | <u></u>  |
| <b>Recommended for addition to the State ETPL? If no, provide justification for recommended denial:</b>                                                                              | <u>x</u>   | <u></u>  |
| <div></div>                                                                                                                                                                          |            |          |

**B. Requirements for Consideration of Initial Eligibility for Local ETPL:**

|                                                                                                                                                                                                                                                                                                                                             | Yes      | No      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|
| 1. Does the program meet the requirements for inclusion on the State ETPL as described above?                                                                                                                                                                                                                                               | <u>x</u> | <u></u> |
| 2. Is the program cost comparable to similar training programs, particularly in the local area, or region?<br>a. <u>Program Cost:</u> <u>\$5,019.04</u><br>b. <u>Comparable Program Cost:</u> <u>\$4,908.00 TCAT Hohenwald- Telecommunications</u>                                                                                          | <u>x</u> | <u></u> |
| 3. Is the program length comparable to similar training programs, particularly in the local area, or region?<br>a. <u>Program Length:</u> <u>12 months</u><br>b. <u>Comparable Program Length:</u> <u>12 months</u>                                                                                                                         | <u>x</u> | <u></u> |
| 4. Does the program align with in-demand industry sectors and lead directly to high-quality jobs in in-demand occupation in the local area?<br>a. <u>Related occupation(s):</u> <u>See occupations listed below.</u><br>b. <u>Documentation of labor market demand (all must be met):</u><br>o <u>Minimum of 10 jobs in the local area?</u> | <u>x</u> | <u></u> |

- o Positive job growth of at least 1 new job per year?   x
- o Median wage is above the self-sufficiency wage?   x
- o Aligns with one of the regional priority sectors listed below?
  - Healthcare & Social Assistance                      x
  - Manufacturing                      x
  - Skilled Trades & Transportation   x
  - Information                      x
  - Professional, Scientific, & Technical Services                      x
  - Hospitality & Tourism\* (pending board approval)                      x

| SOC     | Description                                                         | 2024<br>Jobs | 2027<br>Jobs | 2024<br>Resident<br>Workers | Avg. Annual<br>Openings | 2024 -<br>2027<br>Change | Per<br>Year | 2024 -<br>2027 %<br>Change | Median<br>Hourly<br>Earnings | Median<br>Annual<br>Earnings | Typical Entry<br>Level<br>Education |
|---------|---------------------------------------------------------------------|--------------|--------------|-----------------------------|-------------------------|--------------------------|-------------|----------------------------|------------------------------|------------------------------|-------------------------------------|
| 49-9052 | Telecommunications Line Installers and Repairers                    | 42           | 47           | 51                          | 6                       | 5                        | 1           | 11%                        | \$27.03                      | \$56,225.33                  | High school diploma or equivalent   |
| 17-3023 | Electrical and Electronic Engineering Technologists and Technicians | 84           | 93           | 87                          | 11                      | 9                        | 2           | 11%                        | \$27.65                      | \$57,504.69                  | Associate's degree                  |

**Recommended for addition to the Local ETPL? If no, provide justification for recommended denial:**

  x

## ETPL Application

| Education Program Information                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                        |                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Provider:</b> TENNESSEE COLLEGE OF APPLIED TECHNOLOGY at Henry/Carroll                                                                                                                                                                                                                                                                                                                                                                                 | <b>Program:</b> Telecommunications Technology                                          | <b>Program ID:</b> 1012620                                           |
| <b>CIP Code:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                        |                                                                      |
| General Information                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                        |                                                                      |
| <b>Status:</b> Active                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Purpose for adding program:</b><br>Submit for ETPL Approval and accept participants | <b>Education Program Type:</b> PS - Approved Provider Training - ITA |
| <b>Associated Services Code(s):</b><br>300 - Occupational Skills Training - Approved Provider List (ITA); 303 - Distance Learning; 314 - Enrolled In Apprenticeship Training; 324 - Adult Educ w/ Occ. Skills Training - Approved Provider List (ITA); 416 - Youth-Occupational Skills Training - Approved Provider List; 607 - WTP Vocational Education- Training Approved Provider List; 630 - SNAP-Enroll in Voc/Tech training- Approved ETPL provider | <b>Apprenticeship:</b> No                                                              | <b>Education Program is a Registered Apprenticeship :</b> No         |
| <b>Industry Recognized Apprenticeship Program (IRAP)?</b><br>No                                                                                                                                                                                                                                                                                                                                                                                           | <b>CIP Code:</b> 150305 - Telecommunications Technology/Technician                     | <b>Education Program Name:</b><br>Telecommunications Technology      |
| <b>Education Program Description:</b> A program that prepares individuals to apply basic engineering principles and technical skills to help design and implement telecommunications systems. Includes instruction in communications protocol data networking digital compression algorithms digital signal processing Internet access object-oriented and relational databases and programming languages.                                                |                                                                                        |                                                                      |
| <b>Potential Outcome(s):</b> An industry-recognized certificate or certification; Institution of Higher Education certificate of completion; Employment; A measurable skills gain leading to a credential; A measurable skills gain leading to employment                                                                                                                                                                                                 | <b>This program leads to a credential or degree:</b> Yes                               | <b>Name of Associated Credential:</b><br>Diploma                     |
| <b>Completion Level:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Attain Credential:</b>                                                              | <b>Other, Specify</b>                                                |
| <b>Certification/License Title:</b>                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Certification/License Type:</b>                                                     | <b>Green Job Training:</b> No                                        |
| <b>Partner Business:</b> No                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                        |                                                                      |
| <b>Description of the partnership or plans to develop partnership:</b>                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        |                                                                      |
| <b>LWDB Submitted:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        |                                                                      |
| Apprenticeship                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                        |                                                                      |
| <b>Apprenticeship Registration Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Apprenticeship Description:</b>                                                     | <b>Number of active apprentices:</b>                                 |
| <b>Instruction Methods:</b>                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Instruction Length in Weeks:</b>                                                    | <b>Tech, Instruction is provided by another provider:</b>            |
| <b>Instruction Provider Name:</b>                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Address 1:</b>                                                                      | <b>Address 2:</b>                                                    |
| <b>Zip:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>City:</b>                                                                           | <b>State:</b>                                                        |

## ETPL Application

|                              |                                                                  |                   |
|------------------------------|------------------------------------------------------------------|-------------------|
| <b>Program Model:</b>        | <b>Apprenticeship program sponsored by another organization:</b> |                   |
| <b>Program Sponsor Name:</b> | <b>Address 1:</b>                                                | <b>Address 2:</b> |
| <b>Zip:</b>                  | <b>City:</b>                                                     | <b>State:</b>     |

| Additional Details                                                                    |                                                                                                                         |                                                                |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Financial Aid Available:</b> Other; Pell Grant                                     | <b>URL of Training Program:</b><br><a href="http://www.tcathenrycarroll.edu">http://www.tcathenrycarroll.edu</a>        | <b>Program Prerequisites:</b> None                             |
| <b>Date and Program First Offered:</b><br>01/06/2025                                  | <b>Please provide a reasonable explanation regarding why this is a new program:</b> New program approved by TBR and COE | <b>Minimum Class Size:</b>                                     |
| <b>Maximum Class Size:</b>                                                            | <b>Number of Instructors:</b>                                                                                           |                                                                |
| <b>Describe the minimum entry level requirements or prerequisites:</b>                | <b>Drug/Alcohol Screening Required:</b> No                                                                              | <b>Accessibility:</b> Disabled Student Access; On-Site Parking |
| <b>Describe any equipment used in this program and its adequacy and availability:</b> | <b>Grievance Procedure:</b>                                                                                             | <b>Grievance Procedure URL:</b>                                |
| <b>Refund Policy:</b>                                                                 | <b>Refund Policy:</b>                                                                                                   | <b>Quality Pre-Apprenticeship:</b>                             |
| <b>State Use 1:</b>                                                                   | <b>State Use 2:</b>                                                                                                     | <b>State Use 3:</b>                                            |
| <b>State Use 4:</b>                                                                   | <b>State Use 5:</b>                                                                                                     |                                                                |

| Related Training and Instruction                                                                           |                                                                     |                                              |                             |                                   |                  |                |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------|-----------------------------|-----------------------------------|------------------|----------------|
| <b>Provider Name:</b>                                                                                      | <b>Location:</b>                                                    | <b>Organization Type:</b>                    | <b>Provider for Profit:</b> | <b>Leads to Credential/Degree</b> | <b>CIP Code:</b> | <b>Status:</b> |
| <b>Code</b>                                                                                                |                                                                     |                                              |                             |                                   |                  |                |
| <b>Occupation Titles</b>                                                                                   | <b>Occupation Title</b>                                             | <b>Providers' Alternate Occupation Title</b> |                             |                                   |                  |                |
| 17302300                                                                                                   | Electrical and Electronic Engineering Technologists and Technicians |                                              |                             |                                   |                  |                |
| <b>Selected Occupation is not noted as in local bright outlook – provide evidence that it is in demand</b> |                                                                     |                                              |                             |                                   | Bright Outlook   |                |

| Occupation Skills             |                                            |                      |
|-------------------------------|--------------------------------------------|----------------------|
| <b>Skill Description:</b>     |                                            |                      |
|                               |                                            |                      |
| <b>Completion Expectation</b> |                                            |                      |
| <b>Number of Credits:</b>     | <b>Credit Earned Duration:</b><br>Semester | <b>Hourly wage :</b> |
| Scheduling                    |                                            |                      |

## ETPL Application

|                                                                                |                                                             |                                                                     |
|--------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------|
| <b>Class Time:</b> 6                                                           | <b>Lab Time:</b>                                            | <b>Other Time:</b>                                                  |
| <b>Class Frequency:</b> Daily                                                  |                                                             |                                                                     |
| <b>Clock/Contact Hours:</b> 30                                                 | <b>Full-time weeks:</b> 44                                  | <b>Program Format:</b> In-person                                    |
| <b>Duration</b>                                                                |                                                             |                                                                     |
| <b>Duration Title:</b> 1 year                                                  | <b>Primary Duration:</b> True                               | <b>Duration:</b> 12                                                 |
| <b>Schedule Intensity:</b> Full-Time                                           | <b>Weekly Schedule:</b> Mon-Fri 8:00 am - 2:30 pm           | <b>Class Offered:</b> Day, Summer                                   |
| <b>Location</b>                                                                |                                                             |                                                                     |
| <b>Location Name:</b> TENNESSEE COLLEGE OF APPLIED TECHNOLOGY at Henry/Carroll | <b>Address:</b> 312 South Wilson Street, , Paris, TN, 38242 | <b>Billing Address:</b> 312 South Wilson Street, , Paris, TN, 38242 |
| <b>External Approvals</b>                                                      |                                                             |                                                                     |
| <b>State Approving Agency:</b>                                                 | <b>State Approving Agency Status:</b>                       | <b>Approval Expiration Date:</b> 01/01/1900                         |
| <b>Other State Approving Agency Approved Programs:</b> No                      | <b>DOE Approved:</b> No                                     | <b>Community College Chancellor's Office Approved:</b> Yes          |
| <b>Community College ID:</b> NO                                                | <b>Listed on another state's ETPL?</b> NO                   |                                                                     |
| <b>Cost Details</b>                                                            |                                                             |                                                                     |
| <b>Cost Structure(s)</b>                                                       | <b>Amount</b>                                               |                                                                     |
| Total CRS Training Costs                                                       | \$5,019.04                                                  |                                                                     |
| Tuition/Fee                                                                    | \$4,320.00                                                  |                                                                     |
| Books                                                                          | \$699.04                                                    |                                                                     |
| Tools                                                                          | \$0.00                                                      |                                                                     |
| Other Costs                                                                    | \$0.00                                                      |                                                                     |
| Comments                                                                       |                                                             |                                                                     |
| <b>Total Amount of Cost Structures</b>                                         | <b>\$5,019.04</b>                                           |                                                                     |
| <b>Line Item(s)</b>                                                            | <b>Amount</b>                                               |                                                                     |
| No records found                                                               |                                                             |                                                                     |



## Empowerment & Representation

Ensure that workers have a meaningful voice, without fear of retaliation. Enable workers to contribute to decisions about their work, how it is performed, and organizational direction.

### Strategies and Actions

**Communicate with—and listen to—your workers systemically and frequently.**

- Develop regular, repeatable processes for communicating, conversing, actively listening, and providing feedback on worker inputs.
- Communicate important messages more than once and in more than one way.
- Senior leaders should provide data on organizational performance and operations regularly and predictably.

**Give your workforce a meaningful voice through formal structures that protect workers.**

- Establish and promote clear worker complaint and investigation policies and procedures that include robust protection from retaliation.
- Create systems that receive and implement worker input on process improvements and innovation. Inform workers how their input was used.

**Ensure that workers can organize and/or be represented by spokespeople with access to senior leaders.**

- Support workers' rights to organizing and collective bargaining.
- Inform employees of their rights to form a union. Remain neutral during organizing activity.
- Ensure that barriers to workers' organizing or collective bargaining are removed.
- Encourage and support employee resources groups.

**Assess workforce satisfaction and engagement.**

- Regularly assess workforce satisfaction, dissatisfaction, and engagement. Solicit feedback directly from the workforce.
- Examine key drivers of workforce engagement by group (e.g., based on race/gender/age) and segment (e.g., frontline, technical, administrative staff).
- Openly track and use indicators of workforce satisfaction and engagement in decision making.

