

West Tennessee Program Year 2020 – 2022 Regional Plan

Northwest, Southwest, and Greater Memphis
Local Workforce Development Areas



Open for Public Comment June 12 – 26, 2020

Submit comments or questions in writing to:

Northwest Tennessee Workforce Board

Attn: Jennifer Bane

208 N. Mill Ave.

Dyersburg, TN 38024

jbane@nwtworks.org

*Any comments received in relation to the content of the Program
Year 2020 - 2022 plan will be addressed within the plan prior to
submission to the TN Department of Labor and Workforce Development.*

EXECUTIVE SUMMARY

The Workforce Innovation and Opportunity Act (WIOA) of 2014 requires local and regional planning – a broad strategic approach to planning focused on the overarching vision, goals, and alignment, and shared responsibilities within the local area and region. Each Local Workforce Development Board and its respective Chief Local Elected Official (CLEO) must prepare a local plan and must collaborate with other local workforce development boards and CLEOs within the respective planning region to prepare a regional plan. The regional plan includes the establishment of regional service strategies, development and implementation of sector initiatives, collection and analysis of labor market information, coordination of administrative costs, transportation and other support services, and services with regional economic development services and providers, and the establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and reporting on, the WIOA accountability measures.

The Combined State Plan, which aspires for a results-driven skills development system providing the opportunity for the State’s jobseekers, workers, and businesses to sustain economic viability and self-sufficiency, provides background on the relationship between the state plan, regional plans, and local plans. The State of Tennessee’s Workforce Vision is to increase the competitive position of Tennessee business through the development of a high skilled workforce. The guiding principles include:

- Clear Connection to Current Industry/Employers
- Clear Pipeline Development Infrastructure
- Clear Integration with Economic Development
- Outcome Visibility- Clear Data/Reporting and Predictive Analysis

To achieve the State’s vision, the following five key objectives developed by the State Workforce Development Board have been adopted by the Regional Planning Council for West TN:

1. Create an Integrated Intake System to Efficiently Deliver Services
2. Create a Shared Vision for Supporting Tennesseans with the Greatest Number of barriers to Enter the Workforce
3. Create a Trained Workforce to Meet Current Industry Needs
4. Create New Dashboards to Measure the Effectiveness of the Integrated Workforce Strategy
5. Create a Simple and Effective Engagement Experience for All Candidates

The plan includes an analysis of economic conditions, employer needs and the regional workforce for the 21 counties in the West TN regions. Top middle-skill level occupations in West TN by Industry Sector include Healthcare, Transportation and Warehousing, Manufacturing and Business Services – Professional, Scientific, and Technical Services. Skill level gaps are addressed, as well as, the need for “soft skills” such as active listening, speaking, reading comprehension, critical thinking and social perceptiveness. The plan also addresses employment and population trends and job creation. According to the Combined State Plan, while the population in the state grew, to 6,770,010 in 2018; a .91% increase from 2017, and in the Middle and East Regions, the population in West TN decreased by 132 or 0.01% during the same time period. As of 2019, the region's population declined by 0.6% since 2014, falling by 9,286. The population is expected to decrease by another 0.1% between 2019 and 2024, losing another 2,162 individuals. Much of the loss is expected in the key working age range of 45 to 64 years old with 25,571 individuals, or 26% of the population in this age range, being lost, posing potential concerns regarding labor supply. The attached Economy Overview shows jobs increased by 5.8% in the West from 755,171 to 798,666 between 2014 and 2019, falling short of the national growth rate of 7.6% by 1.8%. As the number of jobs increased, the labor force participation rate also increased from 55.7% to 58.8% between 2014 and 2019. As of 2019, 515,539 individuals (aged 15+) of the 1,251,617 working age population are not in the labor force, equaling 41.2%.

EXECUTIVE SUMMARY

A primary focus of the plan is strategies for service integration, including support of the Governor's Drive to 55 initiative, as we prepare workers for in-demand industry sectors and occupations. By offering education and training services such as needs-based scholarships, transportation stipends, on-the-job training and incumbent worker grants and apprenticeship programs, the West TN Region provides support for both new hires and current workers in need of re-training. While West TN has many strengths and opportunities, such as abundance of training institutions and new Rural Development Programs; we also recognize we have weaknesses and threats, such as a lack of skills (both specific occupational and soft skills) and lack of adequate funding for workforce services.

The Plan addresses a key element to the success of workforce initiatives in the region – collaboration and coordination of services and resources between partners. Through Infrastructure Funding Agreements and Memorandums of Understanding, partners work to reduce duplication of services, improve effectiveness and streamline services to assure alignment and integration of education, workforce and economic development. These agreements include co-enrollment of participants and a focus on providing outreach and opportunities for target populations with multiple barriers to employment.

The below Program Year 2020-2022 Local Plan and Regional Plan for the West Tennessee region represent the Southwest, Northwest, and Greater Memphis Local Workforce Development Area's Workforce Development Board's efforts to maximize resources and to coordinate these resources with other state and local programs in the local workforce development area and throughout the West Tennessee region to achieve the State's vision and key objectives.

Partner involvement in providing, analyzing and agreeing on supply and demand data

The West TN Regional Planning Council (RPC) consists of representatives of the core partner programs of the Workforce Innovation and Opportunity Act (WIOA), including Temporary Assistance for Needy Families (TANF), as well as representatives from the Local Workforce Development Boards (LWDBs), career and technical education (CTE) from secondary and postsecondary, economic development, and corrections / re-entry. Additionally, the Board Chairs from each of the three local areas serve as private-sector representatives on the RPC. Many of the representatives have served since the initiation of the RPC and have continuously provided, analyzed, and agreed on supply and demand data, including targeted industries, occupations, and skills as outlined below. The RPC meets monthly throughout the planning process and quarterly at all other times to ensure partner involvement. During the 2020 – 2022 Program Year planning process, the RPC met on April 16, 2020 to review the new planning guidance and the existing regional plan. Partners participating in the meeting examined the labor market information from the existing plan and were asked to provide feedback on the continued relevance of the data, including targeted sectors/industries/occupations/skills, and possible additional data needed. After the initial meeting, RPC members were asked to provide any additional feedback over the next several weeks while a draft of the revised regional plan was being developed. Once developed, a draft of the regional plan was shared with the RPC for review. During the May 28, 2020 meeting of the RPC, the draft of the regional plan was reviewed in detail. RPC members were again asked to provide input and feedback on the data presented either during the meeting, or within a few days after the meeting. Each meeting of the RPC was well-attended by members and agreement was reached on the supply and demand data and targeted sectors/industries/occupations/skills contained within this plan.

In addition to gathering partner feedback through meetings, and utilizing available local data through Economic Modeling Systems Inc. (EMSI), the RPC also utilized data from Tennessee’s 2020-2023 Combined State Plan which was developed in conjunction with the core partners, as well as representatives of CTE, TANF, Employment and Training programs under the Supplemental Nutrition Assistance Program (SNAP E&T), work programs under the Food and Nutrition Act of 2008, Trade Adjustment Assistance (TAA), Jobs for Veterans State Grants Program, Unemployment Insurance, Senior Community Service Employment Program (SCSEP), employment and training activities carried out by the Department of Housing and Urban Development, Community Services Block Grant, and Reintegration of Ex-Offenders programs. Lastly, Executive Directors and / or Regional Directors in West TN reached out individually to partners in their local areas to confirm agreement with the information presented throughout this plan.

Economic conditions: existing and emerging in-demand industry sectors and occupations

Existing and In-Demand Industries: According to the 2020-2023 Combined State Plan and as shown in the attachment, West Tennessee (TN) LWDA’s Top 10 Industries Based on Employment, among 3-digit industry codes, two of the three LWDA’s, Southwest (SW) and Northwest (NW), count educational services among their top industries. Among the other top-employing industries in the region were food services and drinking places (second for NW and SW and third largest for Greater Memphis-GM) and hospitals (ranking third or fourth, except for NW). Another top-ranking industry is ambulatory healthcare, ranking fourth, fifth, and sixth in the LWDA’s. In Southwest, this is the highest paid industry among the top ten. Unique in the top 10 in Southwest were fabricated metal product manufacturing (3,256 employees) and machinery manufacturing (3,011), with average weekly wages of \$1,009 and \$965, respectively. Ranked tenth in Northwest was another manufacturing industry, electrical equipment, appliance, and components manufacturing, paying the highest weekly wage (\$1,176) among their top industries. Couriers and messengers, employing 28,193 workers, were unique in the list to Greater Memphis. It was their highest paid industry, followed by ambulatory services. In total, the top ten 3-digit industries across each LWDA account for 12,988 establishments, 374,189 jobs, and an average weekly wage of \$834.63, or an annualized income of \$43,400.93, with Health Care being seen as a prominent industry across all three areas.

In looking at jobs by 2-digit industry codes for the 21 counties in West TN combined, the attached EMSI

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Economy Overview shows Government, Health Care and Social Assistance, Retail Trade, Manufacturing, and Transportation and Warehousing as the top five industries by jobs in West TN. When looking at projected growth by industry between 2019 and 2024, the top five industries become Transportation and Warehousing, Health Care and Social Assistance, Government, Accommodation and Food Services, and Construction, while Manufacturing falls into sixth place.

Largest Industries



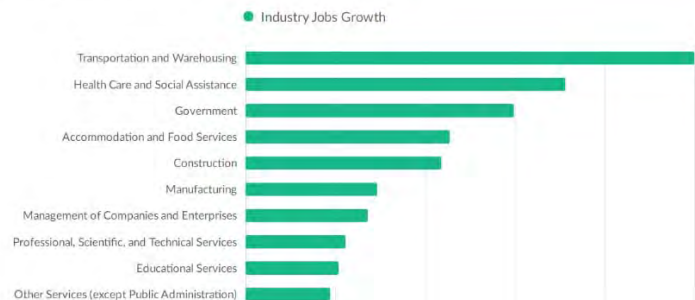
Top Industry LQ



Many of these sectors are also included among the industries with the highest location quotients in the region with Transportation and Warehousing, Administrative and Support and Waste Management and Remediation Services, Wholesale Trade, Manufacturing, and Other Services (except Public Administration) as the top five. With Health Care and Social Assistance ranked eight, and Professional, Scientific, and Technical Services

ranked 17th, these two industries may need to be a particular focus for the region as the current concentration in the region does not appear to be in line with expected growth, signaling a potential gap in the needed workforce. Although Manufacturing (1st), Health Care and Social Assistance (3rd), and Transportation and Warehousing (4th) are among the two five industries by Gross Regional Product in West TN, none are in the top five industries by earnings, with Manufacturing being 6th, Transportation and Warehousing 7th, and Health Care and Social Assistance 12th.

Top Growing Industries



Replacement Jobs: The industries expected to see the largest number of replacement jobs, based on the percentage of the industry's current workforce aged 55+ include Agriculture, Forestry, Fishing and Hunting (40%), Mining, Quarrying, and Oil and Gas Extraction (31%), Real Estate and Rental and Leasing (31%), Other Services, except Public Administration (30%), and Finance and Insurance (28%).

Mature Sectors: Included in the largest industries, but not in the growing industries, and therefore considered to be mature yet relevant, are Retail Trade and Administrative and Support and Waste Management and Remediation Services, Information, and Mining, Quarrying, and Oil and Gas Extraction. While the Information and Mining, Quarrying, and Oil and Gas Extraction industries are relatively low in the region in terms of jobs and location quotient, Retail Trade is ranked as the 3rd largest and 6th highest by location quotient while Administrative and Support and Waste Management and Remediation Services is ranked as the 6th largest and 2nd highest by location quotient.

Emerging Sector: According to the State Plan, the Tennessee Department of Economic and Community Development identifies emerging industries as those with low concentrations, or location quotients, but with

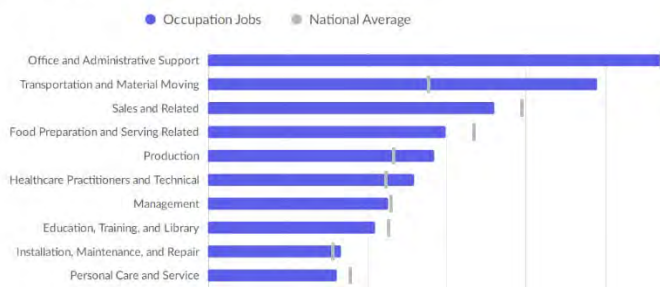
rapid growth. Listed as 4th on the list of top industries by growth, the Accommodation and Food Services sector is listed as only the 7th largest sector in the region and 10th on the list of industries by location quotient. Listed as 5th on the list of top industries by growth, the Construction sector is listed as only the 9th largest sector in the region and 12th on the list of industries by location quotient. Listed as 7th on the list of top industries by growth, the Management of Companies and Enterprises sector is listed as only the 15th largest sector in the region and 13th on the list of industries by location quotient, indicating the sector may also be an emerging sector in the region.

Target In-Demand Sectors: Based on the above data, and accounting for a focus on growing sectors, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand industry sectors as:

1. **Transportation and Warehousing**
2. **Health Care and Social Assistance**
3. **Manufacturing**
4. **Professional, Scientific, and Technical Services**

Existing and In-Demand Occupations: The largest occupations in the region by number of jobs include several positions within the in-demand industry sectors including Transportation and Material Moving (2nd), Production (5th), Healthcare Practitioners and Technical (6th), Installation, Maintenance, and Repair (9th), and Personal Care and Service (10th).

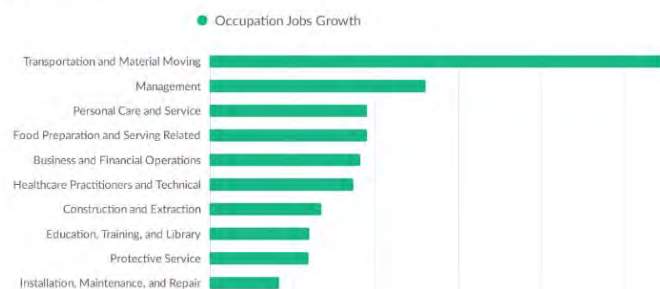
Largest Occupations



Transportation and Material Moving (1st), Personal Care and Service (3rd), Healthcare Practitioners and Technical (6th), and Installation, Maintenance, and Repair (10th) occupations are also amongst the top growing occupations in the region.

Production (3rd), Healthcare Practitioners and Technical (4th), and Installation, Maintenance, and Repair (5th) occupations are also amongst the occupations with highest location quotients in the region. Healthcare Practitioners and Technical (7th) and Installation, Maintenance, and Repair (9th) occupations were also among the top ten occupations by median hourly earnings in 2018. Transportation and Material Moving (1st), Healthcare Practitioners and Technical (2nd), Installation, Maintenance, and Repair

Top Growing Occupations



(9th), and Production (10th) occupations were also among the top posted occupations by unique average monthly postings.

Top Occupation LQ



Replacement Jobs: The occupations expected to see the largest number of replacement jobs, based on the percentage of the industry’s current workforce aged 55+ include Legal Occupations (32%), Community and Social

Service Occupations (30%), Management Occupations (29%), Building and Grounds Cleaning and Maintenance Occupations (29%) and Farming, Fishing, and Forestry Occupations (27%).

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Mature Occupations: Included in the largest occupations, but not in the growing occupations, and therefore considered to be mature yet relevant, are Production and Building and Grounds Cleaning and Maintenance occupations. While Building and Grounds Cleaning and Maintenance occupations are relatively low in the region in terms of jobs, they are relatively high in location quotient (9th) while Production occupations are ranked 5th in terms of jobs and 3rd by location quotient.

Emerging Occupations: Ranked in the top ten growing occupations, Personal Care and Service (3rd), Business and Financial Operations, (5th) and Construction and Extraction (7th) occupations, are not as highly ranked in terms of largest occupations by number of jobs or by location quotient (LQ), indicating they may be emerging occupations in the region. Personal Care and Service occupations are ranked 10th by jobs and 12th by LQ with Business and Financial Operations occupations ranked 12th by jobs and 18th by LQ, and Construction and Extraction occupations ranked 11th by jobs and 15th by LQ.

Target In-Demand Occupations: Based on the above data, and accounting for the area’s target sectors, a focus on growing occupations, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand occupations per sector as listed in the attachment, *Top Occupations by Top Industry Sectors*. The top five target in-demand occupations for the target sectors are listed in the following section, along with employment needs.

In addition to target occupations among top sectors, several other in-demand occupations exist. According to the attached *In Demand Occupations to 2026* reports for each of the local areas in West TN, target in-demand occupations across the region by degree level and associated skills also include:

Job Title	Personal Skills:			Persuasion Skills	Science Skill	Computer		Artistic/Creative Ability
	Reading (English)	Math Skill	Service Orientation			Programming Skills	Repairing Skills	
Master's degree								
Education Administrators, Elementary and Secondary School								A
Nurse Practitioners		m						A
Bachelor's degree								
Elementary School Teachers, Except Special Education		m			m			A
General and Operations Managers		m			m			
Registered Nurses		m			m			
Secondary School Teachers, Except Special and Career/Technical Education		m			m			A
Medical and Health Services Managers		m			m			
Middle School Teachers, Except Special and Career/Technical Education								A
Accountants and Auditors								
Financial Managers								
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products		m						A
Special Education Teachers, Kindergarten and Elementary School		m						A
Industrial Engineers								
Market Research Analysts & Marketing Specialists			m		m	m		
Sales Managers								
Administrative Services Managers		m						
Postsecondary non-degree award								
Licensed Practical and Licensed Vocational Nurses		m			m			
High school diploma or equivalent								
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products		m						
Industrial Machinery Mechanics	m	m	m	m	m	m		
Electricians			m	m	m			
First-Line Supervisors, Mechanics, Installers, Repairers								
First-Line Supervisors of Non-Retail Sales Workers								
Production, Planning, and Expediting Clerks		m	m	m				
Property, Real Estate, and Community Association Managers		m						
Transportation, Storage, and Distribution Managers								

Employment needs of employers in existing and emerging in-demand industry sectors and occupation

To understand and meet the needs of employers, Business Services Team members, across partner programs, connect with area employers by participating in regional economic development groups comprised of training providers, Chambers of Commerce, plant managers, and economic developers to determine high-growth jobs and industries that are adding substantial jobs to the local economy. Business Services Team members and other AJC partner staff also utilize labor market information to identify and meet employer needs, particularly in the identified in-demand occupations. The attached Top Occupations by Top Industry Sectors Report indicates the occupations most in-demand for the Transportation, Professional, Scientific, and Technical Services (i.e. Business Services), Healthcare and Manufacturing industries, including the typical entry level education and work experience required, along with the typical amount of on-the-job training needed.

Health Care & Social Assistance: The top five in-demand occupations include Home Health Aides, Medical Assistants, Nursing Assistants, Personal Care Aides, and Registered Nurses. These occupations account for 4,173

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annual openings, 7,647 new jobs by 2028, and an average hourly wage of \$15.69 with Registered Nurses being the highest at \$30.78 per hour and Personal Care Aides being the lowest at \$9.65 per hour. Two of the occupations typically require a High School Diploma or equivalent at entry, two others require postsecondary non-degree awards, and one, Registered Nurses, typically requires a bachelor's degree, although associate's degrees allow for entry into the occupation. None of the occupations typically require work experience upon entry.

Advanced Manufacturing: The top five in-demand occupations include Customer Service Representatives, General and Operations Managers, Machinists, Maintenance and Repair Workers, General, and Sales Representatives. These occupations account for 4,175 annual openings, 2,530 new jobs by 2028, and an average hourly wage of \$24.44 with General and Operations Managers being the highest at \$53.49 per hour and Customer Service Representatives being the lowest at \$15.98 per hour. Four of the occupations typically require a High School Diploma/equivalent at entry and General and Operations Managers, typically requires a bachelor's degree as well as five years or more of experience.

Transportation and Logistics: The top five in-demand occupations include Customer Service Representatives, General and Operations Managers, Heavy Tractor-Trailer Truck Drivers, Light Truck or Delivery Services Drives, and Sales Representatives. These occupations account for 5,802 annual openings, 2,891 new jobs by 2028, and an average hourly wage of \$26.43 with General and Operations Managers being the highest at \$53.49 per hour and Customer Service Representatives being the lowest at \$15.98 per hour. Three of the occupations typically require a High School Diploma or equivalent at entry and one, one a postsecondary non-degree award, and one, General and Operations Managers, typically requires a bachelor's degree as well as five years or more of experience.

Business Services: The top five in-demand occupations include Customer Service Representatives, Financial Managers, General and Operations Managers, Management Analysts, and Market Research Analysts and Marketing Specialists. These occupations account for 3,411 annual openings, 3,121 new jobs by 2028, and an average hourly wage of \$37.53 with General and Operations Managers being the highest at \$53.49 per hour and Customer Service Representatives being the lowest at \$15.98 per hour. One of the occupations typically requires a High School Diploma or equivalent at entry while the other four typically require a bachelor's degree. Two of those four also typically require five years or more of experience and one requires less than five years of experience.

Knowledge and skills needed to meet the employment needs of the employers in the region

Skill gaps arise in the Tennessee economy due to insufficient education levels compared to projected education levels needed, shortages of skilled workers in traditional occupations in rural and lower-income areas of the state, lack of "soft skills" and emotional intelligence on the part of workers in critical skill areas described above, lack of trained

Critical Skills for Projected Employment to 2026

Skills	2016 Employment	2026 Employment	Employment Increase 2016-2026
Active Listening	666,233	763,733	97,500
Speaking	645,135	744,521	99,386
Reading Comprehension	314,389	361,032	46,643
Social Perceptiveness	284,539	329,929	45,390
Critical Thinking	211,114	250,389	39,275
Monitoring	174,090	200,904	26,814
Service Orientation	158,088	184,808	26,720
Writing	166,790	183,041	16,251
Coordination	139,573	160,605	21,032
Instructing	128,090	143,489	15,399

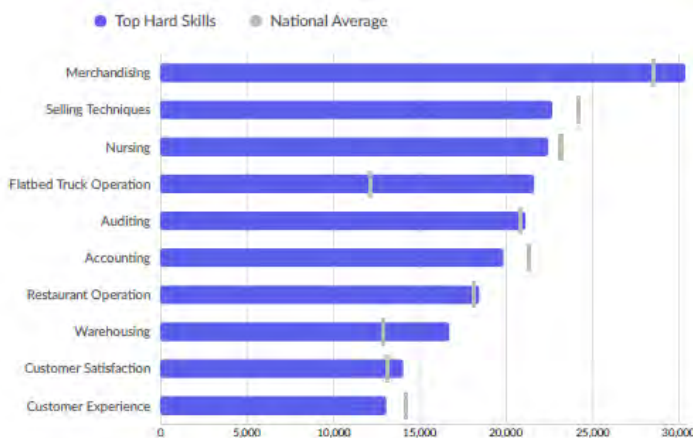
Source: Tennessee Long Term Projections, Report Manager August 2019

workers in areas of employer expansion or where the workforce is aging and retiring, and lower levels of skill attainment by those incarcerated who are now entering the workforce.

The 2016 column in the table above shows the most important skills in the 2016 workforce. The assignment of skills and importance ranking to occupations are based on scientifically-designed employer surveys by occupational analysts at the U.S. Department of Labor. When occupations are growing, the skills in those occupations will be ranked more highly. The five most critical skills required across occupations based on the

estimated employment increases through 2026 include active listening, speaking, reading comprehension, social perceptiveness and critical thinking. With the growth in the service industry, especially in leisure and hospitality, food service, and customer service occupations, service orientation has grown in importance.

Additionally, according to the attached EMSI Economy Overview, top in-demand technical skills for the region include merchandising, selling techniques, nursing, flatbed truck operation, and auditing.



Analysis of the regional workforce

Changes in terms of demographics, labor supply, and occupational demand

According to the Combined State Plan, while the population in the state grew, to 6,770,010 in 2018; a .91% increase from 2017, and in the Middle and East Regions, the population in West TN decreased by 132 or 0.01% during the same time period. According to EMSI, as of 2019, the region's population declined by 0.6% since 2014, falling by 9,286. The population is expected to decrease by another 0.1% between 2019 and 2024, losing another 2,162 individuals. Much of the loss is expected in the key working age range of 45 to 64 years old with 25,571 individuals, or 26% of the population in this age range, being lost, posing potential concerns regarding labor supply. Additionally, in the 25 to 29 age range, 13,252 individuals, or 12% of the population in this age range, is expected to be lost from the region. However, the region's 312,018 millennial population (ages 25- 39), is just slightly below the national average for an area its size, 320,851. The area's retiring soon population of 447,618 is about average with the national average for an area its size being 451,758. The area is above the national average, 618,321, in racial diversity for an area its size, with 761,777 racially diverse people. As of 2019, 50.9% of the region's population was White, Non-Hispanic, 40.2% was Black, Non-Hispanic, 4.5% White, Hispanic, 1.9% Asian, Non-Hispanic, 1.5% Two or More Races, Non-Hispanic, and the remaining 1% is comprised of seven other race / ethnicity categories. By 2024, the region is expected to see a 2% decrease in the White, Non-Hispanic population, while the Black, Non-Hispanic population is expected to increase 1% and the White, Hispanic population is expected to increase by 10%.

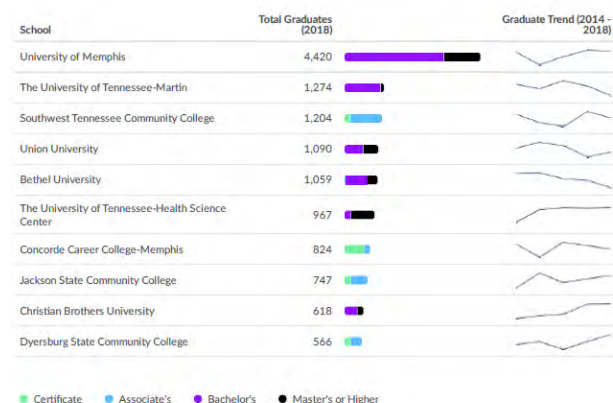
Current labor force employment and unemployment data, and labor market trends

Two MSAs in the West Region, Jackson and Memphis, grew at about two thirds the average rate of growth in employment statewide according to the Combined State Plan. The Jackson MSA alone grew by 1.2% in 2017-2018, a substantial increase from the 0.1 job growth from 2016-2017. The attached Economy Overview shows jobs increased by 5.8% in the West from 755,171 to 798,666 between 2014 and 2019, falling short of the national growth rate of 7.6% by 1.8%. As the number of jobs increased, the labor force participation rate also increased from 55.7% to 58.8% between 2014 and 2019. As of 2019, 515,539 individuals (aged 15+) of the 1,251,617 working age population are not in the labor force, equaling 41.2%. Of the 736,078 in the labor force, 708,203 or 96.2% were employed. Also, while average unemployment rates declined in all areas, for a state average of 3.5%, the lowest since 1976, the West continues to have the highest unemployment rates, 0.7 percentage points above the state (Combined State Plan). As of February 2020, the region's unemployment rate was 4.5%, down from 6.68% in 2015 (EMSI). Unemployment rates among youth (ages 16 to 24 years old) are also higher in the West at 18.45%, more than five times the overall state rate. According to the Tennessee Economic Analysis for April 2020, the state experienced the highest unemployment rate to date amid the COVID-19 pandemic. With a statewide unemployment rate in April 2020 of 14.7%, an unprecedented increase of 11.4 percentage points from March's 3.3% rate, it is expected the West region will also see a dramatic increase when county data becomes available.

Educational and skill levels of the region’s workforce

In the West, 15.1% of the residents possess a bachelor's degree, which is 3.7% below the national average, and 6.0% hold an associate's degree, which is 2.1% below the national average. Also in the west, 14.7% of the population has less than a high school diploma, 33% has only a high school diploma, and 22.1% has some college. Individuals with less than a high school diploma are often at a disadvantage in the labor market due to jobs requiring less than a high school degree often not paying a living wage. In comparison to the required education level of jobs in the region, the population exceeds the positions requiring some college, associate’s degrees, and graduate degrees and higher, but falls short at meeting the demand of jobs requiring bachelor’s degrees. In 2018, there were 18,188 postsecondary graduates in West TN, a decrease of 1% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, Registered Nursing/Registered Nurse, and "Multi-/Interdisciplinary Studies, Other".

Underemployment



The above Critical Skills for Projected Employment to 2026 chart lists critical skills for employers. For the ten skills listed, the largest employment increase is for employment requiring critical thinking (15.69%), again emphasizing the need for the workforce to increase its educational attainment at the bachelor’s degree level and in programs emphasizing this skill. Service orientation (14.46 %) and social perceptiveness (13.76%) are the other two skills with the largest increases. These “soft skills” will be important to include in training programs, as well, as important skills in a service economy. Monitoring skills (13.35%) require math skills; the math literacy at the high school level in Tennessee needs to increase. Reading

comprehension (12.92%) is also a critical for Tennessee students and adults in the workforce needing to improve. This is also an important skill need to obtain a high school diploma or equivalent.

Individuals with barriers to employment, including individuals with disabilities

While all regions saw a decrease in poverty between 2015 and 2017, poverty rates are also highest in the West at 20.2%. Of the state’s fifteen distressed counties, four, Lake, Lauderdale, Hardeman, and McNairy, are located in the West. Of the state’s 24 at-risk counties, eight, Benton, Carroll, Obion, Weakley, Decatur, Hardin, Haywood, and Henderson are located in the West. For the state in 2017, of a labor force of 2,995,200, 6.6% or 197,648 individuals were identified with a disability. Those with a disability made up 13.6% of the unemployed. Of those not in the labor force, approximately 34% of individuals had a disability, demonstrating it can be a significant barrier to employment. In the West, of the 698,612 in the labor force in 2017, 5.2% or 36,176 employed were individuals with disabilities while 1.3% or 9,201 individuals were unemployed with a disability. Of the 242,447 not in the labor force, 33.3% or 80,753 of those not in the labor force have a disability.

Regional Labor Force Data

	East	Middle	West	State
2017 Population	2,386,506	2,761,534	1,560,754	6,708,794
2018 Population	2,404,137	2,805,251	1,560,622	6,770,010
Amount of Change	17,631	43,717	-132	61,216

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Percent Change	0.74%	1.58%	-0.01%	0.91%
Annual Average Unemployment Rate 2017 Percent	3.90%	3.20%	4.50%	3.80%
Annual Average Unemployment Rate 2018 Percent	3.60%	3.00%	4.20%	3.50%
Educational Attainment 25 Years and Over (2017) Some College Or Higher - Percent	51.40%	56.50%	53.30%	53.90%
Poverty Estimate, All Ages, Per- cent (2017)Ages, Percent (2017)	17.00%	14.30%	20.20%	16.70%
Percentage of Unemployed with a Disability (2017)	15.40%	13.40%	11.90%	13.60%
Percent of Those Not in the Labor Force with a Disability (2017)	37.00%	31.70%	33.30%	34.10%

Source: U.S. Census, American Community Survey, 2017

WIOA included a renewed focus on those with substantial barriers to employment (SBEs), with categories specifically defined in the WIOA guidelines. Estimates of the number of these individuals by LWDA in West TN are shown below, as stated in the state’s WIOA Combined Plan:

Substantial Barriers to Employment

LWDA	Number Of American Indians or Alaskan Natives alone	Population Ages 15-19	Population Ages 20-24	Population Ages 55+	Number Below Poverty	Number With Disability	Number of Single Parent Families
NW	821	16,825	16,461	80,194	45,943	25,844	9,792
SW	219	17,011	16,609	77,379	43,084	22,229	9,877
GM	2,145	72,706	76,106	267,975	192,753	75,840	50,990

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

LWDA	Probationers and Parolees	Community Correction	Mental Health Court Statistics (FY 2018)	Limited English Speaking	*Foster Care Services - Youth Aged Out	Clients In Recovery Courts (2018)	In School Youth Experiencing Homelessness in 2018	TANF 18 Months From Ending Eligibility Total 2017
NW	2,889	584	0	374	38	98	188	117
SW	2,869	800	0	479	33	54	588	151
GM	13,880	717	34	6,949	160	323	2,631	1,011

* Counties of commitment, not residence.

Sources: Probationers and parolees, Community Corrections: Adam Dawson, Community Supervision Division, TN Department of Correction. Mental Health Court and Recovery Court Statistics: Liz Ledbetter, Recovery Court Administrator, TN Department of Mental Health and Substance Abuse Services: Limited English Speaking: U.S. Census Bureau, American Community Survey, 2017. Foster Care Services: Dave Aguzzi, Office of In- dependent Living, TN Department of Children’s Services, In School Youth Experiencing Homelessness: Hebeh Hindich (2017), Josh Carlson (2018), Data Management Division, TN Department of Education TANF 18 Months for Ending Eligibility: Lakecia Peterson (2017), Tiffany D. Pinson (2018), Division of Family Assistance and Child Support, TN Department of Human Services.

Policy and service implications based on labor market information and special populations

Following the guiding principles of Demand Driven and Workforce Development = Economic Opportunity, West TN uses Labor Market Information and other available data to drive decision making and to invest in initiatives that provide in-demand training and meet employers’ needs. Based on the above labor market information, training investments and initiatives in West TN will focus on the identified target sectors and occupations, as well as the special populations identified, which include:

Individuals not in the labor force: as of 2019, 515,539 individuals (aged 15+) of the 1,251,617 working age population are not in the labor force, equaling 41.2%.

Individuals with disabilities: of the 242,447 not in the labor force, 33.3% or 80,753 of those not in the labor force have a disability.

Unemployed Youth: unemployment rates among youth (ages 16 to 24 years old) are higher in the West region at 18.45%, more than five times the overall state rate.

Individuals with less than a high school diploma: 14.7% of the population has less than a high school diploma.

Individuals with some college but no credential: 22.1% of the population has some college but not a credential.

In order to enhance the workforce of West TN, regional initiatives and strategies must focus on special populations such as these in order to bring more individuals into the workforce with the skills needed by employers. Possible initiatives to be considered by the Regional Planning Council include:

- Offering regional job fairs for target populations, such as Youth, individuals with disabilities, justice-involved individuals, etc.
- Utilizing the Mobile American Job Center to bring services to special populations at locations where they are already being served.
- Considering increased On-the-Job Training (OJT) reimbursements for special populations.
- Increasing coordination between Vocational Rehabilitation and other partners to conduct outreach to individuals with disabilities, ~~including a possible regional strategy of a job board specifically for individuals with disabilities.~~ This may include partnerships with local high schools to co-enroll students participating in transition services, job fairs for summer work experience programs, and / or resume and interviewing assistance.
- Enhancing services to Vocational Rehabilitation participants through Title I Youth Work Experience and / or Adult and Dislocated Worker Transitional Jobs.
- Increasing coordination between Adult Education and other partners to conduct outreach to individuals without a high school diploma.
- Enhancing services to Adult Education participants through Title I Youth incentives, such as incentives for attending and progressing through classes, and earning a HiSet.
- Partnering with TN Reconnect to conduct outreach to individuals with some college but no credential and co-enrolling them in AJC partner programs when appropriate.
- Assisting employers in enhancing skills of their current workforce through customized training, incumbent worker training, or registered apprenticeships.

The RPC will also consider the adoption of regional policies and / or practices to ensure the needs of the special populations mentioned above are met. Through the RPC's three sub-committees – Jobseeker Services, Business Services, and Career Pathways, best practices will be shared by committee members and recommended to the RPC for adoption by the region. For example, evaluating supportive service policies across the region for alignment and capacity to address the barriers faced by many individuals not in the labor force, such as transportation, childcare, housing, and justice-involvement is a responsibility of the Jobseeker Services sub-committee. The Business Services sub-committee's responsibilities include a focus on work-based learning, including work experience, OJT, and apprenticeships, as well as connecting jobseekers to employers through job fairs, hiring events, and job postings. The Career Pathways sub-committee focuses on partnerships with education institutions to assist students transitioning into the workforce or postsecondary education through career exploration events, such as annual Manufacturing Day events, and providing information on in-demand occupations and career pathways. The region has had two sector studies completed, one for healthcare and one for manufacturing, and will work towards updating materials resulting from the studies. Furthermore, the RPC is considering the adoption of a Regional One-Stop Operator (OSO) in order to have an entity / individual dedicated to coordinating and carrying out regional priorities and strategies. Additional service strategies are also included in the Strategies for Service Integration section below.

Development and implementation of sector initiatives for in-demand industry sectors and occupations The RPC meets monthly throughout the planning process and quarterly at all other times to ensure partner involvement in the development and implementation of sector initiatives based on labor market data. In

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addition to gathering partner feedback through meetings and utilizing available local data through Economic Modeling Systems Inc. (EMSI), the RPC also utilized data from Tennessee’s 2020-2023 Combined State Plan which was developed in conjunction with the core partners, as well as representatives of other WIOA partners.

Sectors/industries/occupations/skills that are regional priorities

Accounting for a focus on growing sectors, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand industry sectors, in order of priority based on size and then growth, in the region:

Industry	Size Ranking (by number of jobs)	Growth Ranking (by job growth)	Ranking Among Target Sectors
Health Care and Social Assistance	2 nd	2 nd	1 st
Manufacturing	4 th	6 th	2 nd
Transportation and Warehousing	5 th	1 st	3 rd
Professional, Scientific, & Technical Services	11 th	8 th	4 th

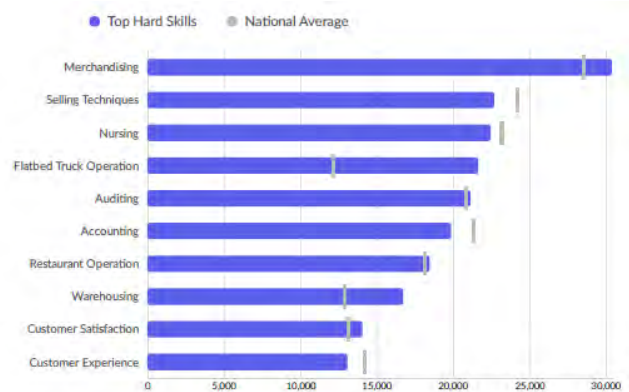
**Higher ranked industries not selected as target sectors are due to public rather than private sector, and lower paying positions.*

Included in the largest industries, but not in the growing industries, and therefore considered to be mature yet relevant, but not target sectors are the Retail Trade and Administrative and Support and Waste Management and Remediation Services, Information, and Mining, Quarrying, and Oil and Gas Extraction industries. Listed as 7th on the list of top industries by growth, the Management of Companies and Enterprises sector is listed as only the 15th largest sector in the region and 13th on the list of industries by location quotient, indicating the sector may be an emerging sector in the region.

Based on the above data, and accounting for the area’s target sectors, a focus on growing occupations, private, rather than public, sector employment, and middle-skill jobs with self-sufficient wages, the RPC and partners have identified the top in-demand occupations per sector as listed in the attachment, *Top Occupations by Top Industry Sectors*. The top five target in-demand occupations for the target sectors are listed in the above section along with employment needs. In addition to target occupations among top sectors, several other in-demand occupations exist as shown in the attached *In Demand Occupations to 2026* reports for each of the local areas in West TN and listed in the above section.

Included in the largest occupations, but not in the growing occupations, and therefore considered to be mature yet relevant, are Production and Building and Grounds Cleaning and Maintenance occupations. Ranked in the top ten growing occupations, Personal Care and Service (3rd), Business and Financial Operations, (5th) and Construction and Extraction (7th) occupations, are not as highly ranked in terms of largest occupations by number of jobs or by location quotient (LQ), indicating they may be emerging occupations in the region.

As described in the workforce analysis section above, top in-demand technical skills for the region in order of need include merchandising, selling techniques, nursing, flatbed truck operation, and auditing. In comparison to the required education level of jobs in the region, the population exceeds the positions requiring some college, associate’s degrees, and graduate degrees and higher, but falls short at meeting the demand of jobs requiring bachelor’s degrees, indicating bachelor’s degrees are among the highest skills needed in the workforce.



Employers engaged and data used to determine the development of sector strategy

In addition to the data listed above from the TN WIOA Combined Plan, WIRED unit, and EMSI, the Board Chair for each of the local areas serves as a private-sector representative on the RPC. Additionally, each of the boards consist of at least 51% private sector representatives from a variety of sectors as listed in the Strategies for

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Service Integration section, including the target sectors of Manufacturing, Healthcare, Transportation, and Business Services. Businesses in the target sectors represented on the local boards that provide feedback into the development of sector strategies include:

- Manufacturing: Conopco, Inc., Sugaright, LLC, Allied Reprocessing, LLC, MTD Products, Ceco Door, Rack-IT Industries, Develey Mustard & Condiments Corp., Teknor Apex, Arvin Sango, Henderson Stamping, Inc.
- Healthcare: Henry County Medical Center, Citizens of Lake County for Healthcare, Inc.
- Transportation: FedEx
- Professional, Scientific, and Technical Services: Union City Insurance, Shannon Office of Law, First Horizon Bank, Bank of Ripley, Bramblett Group, Personnel Placement Holdings LLC

Economic development representatives, including individuals from the State of TN's Department of Economic Development (ECD), and various Chambers of Commerce in the region have been invited to, and have participated in, both local and regional planning sessions to provide meaningful and strategic input. Additionally,

ECD, the Greater Memphis Chamber, the Jackson Chamber, and the Carroll, Crockett, and Obion County Chambers are also represented on the local boards. Business Services Team representatives also continuously stay active in our communities by participating in Chamber events, SHRM meetings, speaking at Rotary, Lions, and Kiwanis meetings, hosting events through Facebook live and Zoom formats, making in-person visits, and connecting via email. This engagement allows for continuous feedback from employers that can be used to adjust sector strategies as needed. Some of

the region's employer partners are shown in the above picture.

Also, at the onset of the planning phase, stakeholders from each local workforce board and Chambers of Commerce across the state were asked to complete a brief survey regarding workforce priorities and needs. Many of the survey questions directly related to the current circumstances of COVID-19 and its impacts. Sectors represented in the West TN responses included Accommodation, Hospitality, Food Services, Construction, Educational Services, Government (Federal, State, Local), Healthcare and Social Assistance, Manufacturing, Other Services (excluding Public Administration), Professional, Scientific, Technical Services, and Transportation and Warehousing. When asked about COVID-19 related layoffs, 25% of respondents reported layoffs and 58% reported no layoffs. In regards to re-hiring, 42% anticipated re-hiring at the same level once the shelter-in place order subsides. Only one respondent reported they would not hire at the same level, but 33% respondents were unsure at the time. Training needs in the future identified by the respondents included OJT, apprenticeships, TCAT training, skill training, and health and safety training related to the pandemic. Twenty-five percent of respondents reported additional supportive service needs to include childcare, transportation, and personal protective equipment (PPE).

Based on the survey responses, it appears that lower levels of reported layoffs may have partially been the result of many of the West's largest industries, including manufacturing, healthcare, and transportation and logistics, remaining essential during the pandemic. As businesses reopen or continue to operate, the West TN region is prepared to provide assistance in locating guidance on reopening, identifying PPE resources, and providing assistance in utilizing technology such as Zoom, Google Meet, etc. In many instances, employers in these industries continued to hire during the pandemic and are now interested in job fairs and hiring events. Following the AJC reopening guidance, West TN will provide on-site and / or virtual events to assist employers in recruiting new employees. Additionally, the TN Talent Exchange continues to be a resource for displaced hospitality sector workers to find work in the grocery, retail and logistics industries.

Public-private partnerships that support sector strategies and their role in planning

Several public-private partnerships in place support sector strategies and help shape planning. For example,

each October Manufacturing (MFG) Day events are held throughout the region in recognition of National Manufacturing Day in partnership with area high schools, postsecondary institutions, and employers. These events allow high school students in the region to tour and / or hear presentations from manufacturers to learn firsthand about career opportunities in the region. Employers participating in the 2019 events included Carhartt, Granges, Southern Pride, Ermco, Chicago Metallic, Dana Sealing, Tyson, and MTD. Feedback from the high schools, postsecondary institutions, and employers is used to support future events, sector strategies, and regional plans. While many of the past events have taken place in the NW area, West TN plans to expand the efforts throughout the region. However, due to COVID-19, events in 2020 may look much different. The region anticipates hosting roundtable discussions with involved partners in counties who choose to participate to explore opportunities for virtual events if in-person events aren't possible. Members of the regional Business Services Team recently participated in a webinar hosted by the Manufacturing Institute, the organization behind MFG Day nationwide, to help industry leaders and MFG Day organizers move forward with MFG Day 2020 planning. Many of the virtual options already being considered by the region were suggested as alternatives to in-person events. These events have served as an effector strategy for the manufacturing sector and a best practice to be replicated across other sectors. The region is already in the process of expanding these events to the healthcare sector. As part of Dyersburg State Community College's GIVE grant to expand the healthcare pathway, the NW and GM areas will be partnering to host similar events for the healthcare industry in the targeted counties of Dyer, Lake, Obion, Lauderdale, and Tipton.

The West region also utilized Career Exploration funding under the TDLWD's Youth Demonstration Grants to provide similar events in partnership with private sector employers. For example, the Pathways2Possibilities (P2P): West Tennessee was a unique, interactive, hands-on, career exploration experience designed for 8th graders and older Opportunity Youth, 16-24 years old. The event focused on the healthcare, manufacturing, and transportation and logistics industry sectors and approximately 4,800 8th graders from all public and private schools plus home schooled students from the following West Tennessee counties, within an hour and 15-minute drive from Ripley, were invited to participate: Haywood, Tipton, Lauderdale, Crockett, Dyer, Fayette, Gibson, Hardeman, Lake, Madison and Obion. Partnerships such as these not only provide employers and the workforce system the opportunity to promote regional sectors, but they also provide an opportunity for insight and feedback to be gathered from the prospective workforce. This insight helps guide future sector strategies and shapes plans. The feedback gathered from the partners in the event will also be used to explore the possibility of offering similar events in the future.

In addition to the career exploration events mentioned above, West TN will work to host industry-specific multi-employer job fairs for target sectors, such as manufacturing and healthcare. Such events have been held in the local areas in the past with employers such as Granges, Tyson, Kohler, Pacific Manufacturing TN, Inc., American Woodmark, Nidec, Owens Corning, Pratt Industries, and Stanley Black & Decker participating. This sector strategy will be considered a potential regional sector strategy as feasible under COVID-19 restrictions.

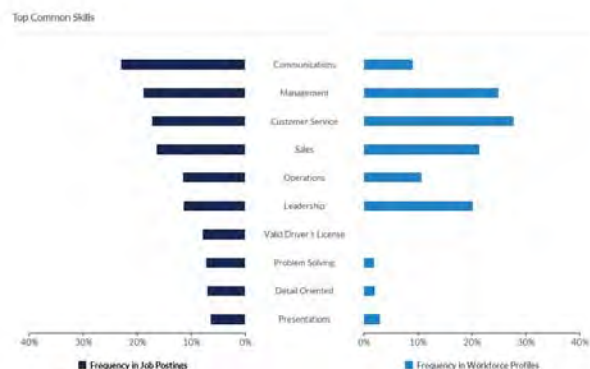
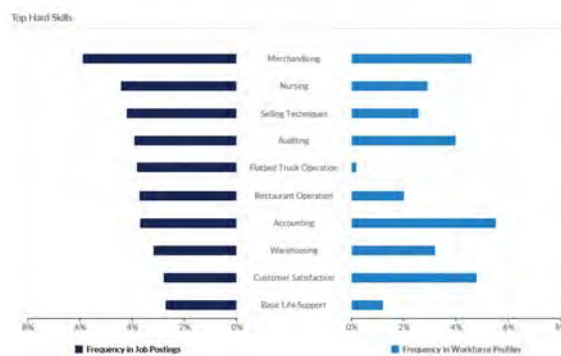
Lastly, the Jackson-Madison County Schools' Local Options and Opportunities Program (LOOP) is another existing public-private partnership in place that has been identified as best practice for possible replication throughout the region. A unique work-based learning opportunity, LOOP allows students to attend a modified school day for academic credit through an online learning lab model with teacher support and work in the manufacturing facility the remainder of the day. The NW area proposed to use a Youth Demonstration Grant to pilot a similar program with a small number of students from a Gibson County high school working at a local manufacturer. Due to COVID-19, the pilot was postponed from the spring to the fall.

How existing skills of job seekers match the demands of local businesses

To provide insight into the supply and demand of relevant skills, West TN compares the frequency of skills present in job postings against skills present in today's workforce. Along with EMSI's attached job posting

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analytics, this comparison leverages EMSI's dataset of more than 100M online résumés and profiles all of which have been updated within the last three years. The skills associated with workforce profiles represent workers of all education and experience levels. Of the top 10 hard skills analyzed, six, or 60% of the skills were found to be present more in the postings than in the profiles or workers. The greatest disparities exist in Flatbed Truck Operation which was present in 4% of postings and 0% in worker profiles. Of the top 10 common skills analyzed, including soft skills such as



interpersonal skills, communication, and problem solving, six, or 60%, of the skills were found to be present more in postings than in the profiles, with communications having the largest disparity. In comparison to the required education level of jobs in the region, the population exceeds the positions requiring some college, associate's degrees, and graduate degrees and higher, but falls short at meeting the demand of jobs requiring bachelor's degrees, indicating bachelor's degrees are among the highest skills needed in the workforce.

Plans for future strategy development for future sectors; next sectors to be targeted

Existing sector strategies and the need for new strategies for future sectors will be reviewed by the RPC at its quarterly meetings. Local boards, One-Stop Operators, and / or Service Providers in West TN will also continue to monitor local labor market trends when:

- (1) approving new providers / programs to the Eligible Training Provider List (ETPL);
- (2) issuing Individual Training Accounts (ITAs) to fund programs on the ETPL; and
- (3) developing On-the-Job Training (OJT) and Incumbent Worker Training (IWT) contracts.

As stated above, listed as 7th on the list of top industries by growth, the Management of Companies and Enterprises sector is listed as only the 15th largest sector in the region and 13th on the list of industries by location quotient, indicating the sector may be an emerging sector in the region. Ranked in the top ten growing occupations, Personal Care and Service (3rd), Business and Financial Operations, (5th) and Construction and Extraction (7th) occupations, are not as highly ranked in terms of largest occupations by number of jobs or by location quotient (LQ), indicating they may be emerging occupations in the region. The RPC will continue to monitor labor market information regarding the identified emerging sector and occupations, engage with appropriate employers, and partner with training providers to develop sector strategies for emerging sectors.

How the areas will work together to ensure regional businesses are served across LWDAs

As the primary customer of the workforce system, services to employers are the primary objective of the region's existing service strategy. Business Services Team members and the RPC's Business Services Subcommittee assist employers in utilizing AJC services across the LWDAs. In the event that an employer crosses into more than one LWDA, the employer is served jointly, however the location of the company's corporate office will typically determine which LWDA will hold a contract with the employer. Another regional strategy that has been developed is employer service coordination through regional job fairs and other events, such as the regional apprenticeship forum as discussed in the Strategies for Service Integration section.

Regional service delivery strategies, cooperative service delivery strategies, and analysis of workforce development activities

In support of Tennessee's *Drive to 55 initiative* to have 55% of Tennesseans earn a postsecondary credential by 2025, West TN's strategies to prepare workers for in-demand industry sectors and occupations include:

1. Approve in-demand training opportunities to be included on the statewide Eligible Training Provider List (ETPL) as WIOA fundable programs;
2. Encourage all job seekers to consider these programs as career options by offering assessments, opportunities, and materials noting local employment opportunities with high paying wages;
3. Partner with employers and high schools on career pathway opportunities in employer-driven training programs;
4. Consider options to partner with training providers and neighboring local workforce development areas to "buy" classes offered by training providers so that dislocated workers, adults, disadvantaged youth, individuals with disabilities, and justice involved individuals have an opportunity to train in the high-demand, industry leading occupations without a delay due to a waiting list;
 - a. Create hybrid programs that will allow remote, virtual, and/or on campus opportunities
5. Leveraging assets such as TN Promise, TN Pathways, and TN Reconnect in order to increase capacity and provide integrated services to increase skill development and educational attainment of area residents.

In order to provide training services effectively, the need for supportive services must also be considered for those facing barriers such as transportation and childcare. As mentioned throughout this section of the plan, the region seeks to adopt a cooperative support services policy to ensure as many needs as possible are met for participants so they may accomplish their goals and successfully contribute to West TN's workforce pipeline for the region's employers. When developing service strategies for the West region, the RPC is cognizant of the workforce strengths and weaknesses that exist including:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Abundance of training institutions • New rural development programs • Customized training for industries offered through TCATs and local community colleges • Communication and collaboration of partners • Diversified labor pool 	<ul style="list-style-type: none"> • Lack of occupational and soft skills • Lack of funding for workforce services • Lack of broadband • Lack of adult-formatted curriculum for training programs • Not all partnering organizations use Jobs4TN for referrals • Populations with significant barriers to employment (low income, lack of transportation or childcare, no high school diploma, etc.)

To overcome weaknesses and increase capacity to address the education and skill needs of the workforce, West TN strives towards service alignment through increased coordination, leveraged funds, seamless customer service delivery, and functional alignment of services. Memorandums of Understanding (MOUs) are maintained by each local board with the required American Job Center (AJC) partners to identify the roles and resource contributions of each partner, establish a cooperative and mutually beneficial relationship among the parties, ensure that all customers are referred to unique services, and provide for a referral process between agencies. While most of the identified strengths and weaknesses may be viewed as external factors, each affects internal workforce processes and programs. These items will be reviewed at least quarterly by the RPC to evaluate the effectiveness of workforce services. All partners will create action plans that utilize the region's strengths and address key weaknesses. This will help determine new initiatives and programs that best serve regional employers and individuals with barriers.

Existing training programs

Education and training services offered throughout the region may include:

- Needs-Based Scholarships for Postsecondary Training
- Transportation Stipends for Postsecondary Training and Work Experience
- On-the-Job Training and Incumbent Worker Training Grants
- Apprenticeship Programs
- Re-entry, jail, and/or justice involved training program opportunities

Examples of training programs that address in-demand sectors and occupations are the work-based learning program known as “LOOP” discussed previously in the Economic and Workforce Analysis section, the Advanced Maintenance Technician (AMT) program offered at Jackson State Community College that services a large portion of the region, and Northwest’s RAMP program offered in local jails that the region recognizes as a successful program to replicate within the other local areas. Programs that are being established through GIVE grants will also be utilized to assist in meeting the demands of regional employers.

Regional employers across West TN assist in driving the need for training programs. Employers that have a large footprint within the region include West TN Healthcare, Baptist Healthcare, FedEx, Tennessee Tractor, and skilled manufacturing industries such as the potential tenant of the Memphis Regional Megasite and Tyson that is locating in Humboldt of the Northwest local workforce area. Training programs are designed to prepare jobseekers to enter and retain employment with these local and regional businesses. In addition to serving on the local boards, private industry leaders often serve on advisory boards and/or committees for training providers to ensure programs are designed to equip students with the necessary knowledge and skills. Starting in September 2020, a goal of the RPC is to incorporate a regional employer at each meeting to speak about their company, workforce and training needs, and how the RPC can best provide support.

All public training providers must adhere to the policies of the appropriate governing agency, the University of Tennessee System or the Tennessee Board of Regents, for new academic programs, which include provisions for meeting employer needs. To remain on the ETPL, providers must submit annually performance reports to the TN Department of Labor and Workforce Development (TDLWD) detailing how programs are performing in credential attainment, employment during the 2nd and 4th quarter after exit, and median earnings. [The local boards each monitor reports issued by training providers and track performance data to ensure successful completion and placement.](#) If a program is consistently not successful in preparing participants for placement, the programs will be removed from the ETPL. In accordance with Workforce Services’ Eligible Training Provider List policy, programs with a minimum of ten WIOA students must ensure a completion and placement rate of at least 40% for WIOA students and 70% for all students. The RPC will collectively monitor this information when making regional training program decisions. In Greater Memphis, monitoring the placement rate for training providers is a required part of the approval process. A program must be in place for one year to reflect successful completion and placement data prior to being eligible for ITA dollars.

Before issuing Individual Training Accounts (ITAs) to fund approved programs, staff in the American Job Centers also evaluate the appropriateness of the training for each individual customer’s unique situation. Finally, career pathways are developed for targeted industry sectors to ensure successful transitions from secondary, to postsecondary, to employment. [The three local boards in the region and the RPC also monitor available training programs to ensure sufficient training programs exist, particularly for target sectors and in-demand occupations, based on LMI as well as feedback from area employers.](#) Programs such as LOOP, RAMP, and AMT as previously mentioned are examples of training programs that resulted from a need for additional training opportunities to meet employer demand.

As you may imagine there is always a story behind the data and in West TN it holds true. In 2019, we learned there was a regional decline in population by .6% and in numbers that was nearly 9,200 people. Although the population across the region saw a small decline, however, there was a slight uptick in job attainment by 5.8%.

Although there was an increase in job growth across the region, yet, we were short by 1.8% to the national average. Relative to education attainment, West TN 15.1% of residents possess a Bachelor's degree, while 9.1% of residents hold a graduate degree or higher.

Existing service delivery strategies

The West TN region will continue to develop and maintain strong partnerships with local and regional businesses. As the primary customer of the workforce system, services to employers are the primary objective of the West TN region's existing service strategy. The Jobs4TN online system allows employers to access an assortment of services at no cost to the local/regional areas, or employers:

- labor market information from the TN and U.S. Departments of Labor, and the Bureau of Labor Statistics;
- access to thousands of qualified local jobseekers;
- post jobs and automatically screen candidates based on specified criteria; and
- contact candidates directly through the message center.

Staff serving on the Business Services teams and RPC Business Services Sub-Committee assist employers in utilizing these services as well as work-based learning programs such as On-the-Job Training (OJT) and Incumbent Worker Training (IWT) to upgrade the skills of new and existing employees respectively. The sub-committees that work in supporting employers across the region are:

- Business Services
- Job Seekers
- Career Pathways

The RPC developed the goals, strategies, and outcomes for each sub-committee that are to be met with staff support and local presence from employers. [Goals are shared with appropriate staff to ensure a regional team approach.](#) Due to the dedication of the sub-committee members and stakeholders, the RPC plans to increase our footprint toward regional strategies. In the next section of this plan (vision, goals, and implementation) we will discuss in greater detail.

During PY 2020, Northwest and Southwest received fast track funds to support employer training opportunities across both local areas. With the generous support from the state, each local area secured dollars to support IWT, OJT, apprenticeship, and other work-related training. These monies were released back in February 2020. Due to the shelter in place order that was instituted in March 2020 it became increasingly difficult for the local areas to spend these funds. [Funding for these employer training programs allows for a successful ROI and is a strategy worth expanding, as many organizations do not have the training dollars to upskill their employees and are looking for external funding support according to survey results from EY.](#) As we move into the next program year, as a grand region, we plan to collaborate more and work toward a more robust and comprehensive strategy that will allow us to strengthen the business-focused strategy, in turn, will strengthen our ROI.

On October 31, 2019, the three local workforce areas held the Inaugural West TN AJC Job Fair and Career Expo with 88 employers, training institutions, and community organizations participating and 370 job seekers attending that represented at least 17 counties of the Grand Region. This highlighted the successful Business Services Team strategies and partnerships with local and regional employers. TDOC's Probation and Parole team was also present at the event and referred many of their clients. Of those individuals that attended, nearly 19% self-identified as justice involved. The event showcased regional career pathways by offering a variety of steppingstone opportunities from basic career development services and workshops, training opportunities with educational institutions, and diverse employment opportunities in in-demand sectors such as healthcare, manufacturing,



and transportation. The Tennessee Department of Correction Statistical Abstract for Fiscal Year 2019 illustrates a positive decline in the recidivism rates of individuals returning back to prison with a 4% reduction and 3% in jails. From 2008 to 2015 there was a 3% decline across the state of individuals involved with the justice system. Moreover, studies provided The RPC will continue to discuss ways to successfully partner to host similar opportunities and future events for justice involved individuals, those with disabilities, and other target populations. Finally, due to the success of this successful event, it will further allow the region to develop and provide effective services, such as workshops and specialized jail programs, to this targeted population of individuals while reducing the rate of recidivism.

New strategies

As new service strategies are needed to provide a more skilled workforce to local and regional employers, the growing popularity of apprenticeships is emerging. Apprenticeships within Tennessee, and in particular rural



West TN, have seemingly had a stigma in the past. However, the stigma is quickly changing with the establishment of Apprenticeship TN. The initiative allows employers and the community to learn the positive opportunities and proven success associated with apprenticeships. With the assistance of the new West TN Regional Apprenticeship Director, the RPC will partner with regional employers, such as Tennessee Tractor and others previously mentioned, to determine skillset needs

and work to develop apprenticeship programs to solve training gaps within the workforce. The RPC Business Services Sub-Committee’s meetings in the recent months have primarily focused on learning best practices and growing apprenticeship opportunities across the region and each local area. The West Regional Apprenticeship Forum held on February 26, 2020 was well-received by many employers, educational institutions, and community stakeholders that attended and were surveyed. With their interests of learning more about the initiative and the numerous benefits apprenticeships have in solving retention and other common workforce issues, we believe, more forums will allow us to gain and continue this traction. Moving forward, the RPC Business Services Sub-Committee will be tasked with organizing similar forums at least annually, as well as collaborating to double the amount of registered apprenticeships across the West region over the next year.

The RPC recognizes that a large portion of the region is centered around rural communities and populations. To further serve our at-risk and distressed counties, the two of three local workforce areas are taking advantage of rural initiative funding to provide more in-depth services to the rural populations. The Northwest and Southwest areas both chose to implement and/or expand initiatives for incarcerated and justice involved individuals. The GM area also recognizes the importance of their rural counties and chose to use their annual funding allocations to fund any rural initiatives in the communities they serve. In addition, the Mobile American Job Centers are also utilized to reach our target populations and other individuals to provide services such as job search, resume assistance, and other services delivered remotely, as well as facilitate hiring events for employers.

Expansion of regional training opportunities remains a topic that is explored and discussed at the convening of the RPC partners. With the Jackson Chamber and other organizations taking the lead, several of the Northwest and Southwest RPC members are actively involved in the development of a regional workforce training facility that would potentially be built in the Jackson area. While still in the beginning stages, much time and effort has already been put into thinking through the design of the facility and its offerings that will have a large footprint and impact in West TN to assist local and regional employers with specialized programs to fulfill skills needed for in-demand occupations. As the project progresses, the RPC will identify more ways to offer support including labor market data, partnership opportunities for AJC services, and other innovative service strategies.

With the shift to provide services on virtual platforms during COVID-19, the RPC is prepared to discuss the changing environment and be innovative in the expansion of workshops and training offerings. Ideas include

virtual team building, virtual communication techniques, virtual technology platforms consisting of WebEx, Zoom, and Skype, virtual interviewing, sanitation and proper use of PPE, and re-opening for businesses. Ways to partner with the region's community colleges' workforce development departments and community organizations, such as TheCo and the Small Business Development Centers, to offer these opportunities will also be considered.

The region is prepared to focus on an influx of dislocated workers and RESEA participants due to permanent job loss as a result of the pandemic. Also, the region will continue to partner and work with individuals that were released from the justice system pipeline sooner than expected due to the pandemic. Streamlining AJC services for these customers will be a priority in connecting them to in-demand programs offering them a career path forward.

Strategies that will be curtailed or eliminated

Over the course of this plan, the West region will focus more closely on monitoring training programs, at least annually, to compare data and ensure successful completions and placements. Any programs in which participants are not being placed in related occupations successfully will be removed from respective ETPLs. In addition, the region seeks to significantly reduce the amount of paperwork involved for staff, participants, and employers. This will result in savings of time by all parties, as well as a reduction in internal printing costs. An example of this is numerous employers expressing a need for decreasing the amount of paperwork involved in OJT contracts. The RPC will collectively review local area processes to find ways to eliminate these barriers. Finally, to increase ROI and stretch funding, the region will explore more options to braid funds with partners. An example that has been identified is requiring applicants to apply for DHS childcare services before we would consider providing funding for childcare. Participation rates and costs of services will be continually evaluated by the local areas and brought before the RPC as needed to evaluate the need for adjustments to services.

Alignment with education, workforce, and economic development

In order to support state strategies and goals that align education, workforce, and economic development, West TN will continue to leverage training programs offered by local TCATs and community colleges, develop regional career pathways for both youth and adults, and increase interactive career exploration along with work-based learning opportunities. The region takes advantages of initiatives and opportunities through TN Pathways to collaborate with other workforce, education, training, and employer partners. The TN Pathways initiative supports alignment among K-12, postsecondary education, and employers across the state so that students have a clear and guided pathway to gain the knowledge and experience needed to move seamlessly into the workforce. TN Pathways directly supports the Drive to 55 goal to equip at least 55% of Tennesseans with a college degree or certificate by 2025 through:

1. High-quality college and career advisement throughout K-12;
2. Rigorous early postsecondary and work-based learning opportunities in high school; and
3. Seamless vertical alignment between K-12, postsecondary programs, and career opportunities as a result of effective partnerships among school districts, higher education institutions, employers, and community organizations.

West TN continues to partner with the TN Pathways Regional Coordinators to certify high quality career pathways. In the inaugural 2018-2019 school year, 13 pathways in West TN were certified to include various in-demand sectors such as health science and nursing, welding, manufacturing, transportation, construction. Under the direction of the PRCs and Career Pathways Sub-Committee, West TN will also:

- Research labor market information and assist in the engagement of employers in the region to determine current and future hiring needs.
- Host regional career pathway events to fuel engagement and create an environment to share best practices among K-12 districts, postsecondary institutions, and employer partners.

STRATEGIES FOR SERVICE INTEGRATION

- Partner to organize annual interactive career exploration events for middle and high school students in the grand division with representation from the top five industry sections per Department of Labor & Workforce Development data.
- Collaborate with middle and high schools utilizing career interest platforms, such as Collegefortn.org or YouScience, to develop career exploration activities and programs geared towards interests identified in results
- Coordinate with middle school personnel to understand, develop, and/or enhance career exploration activities for students-to assure programs align with industry needs.
- Facilitate interaction between school administration and employers to provide “real world” workforce expectations of business and industry, including career pathways, work ethic and soft skills.
- Partner regionally with economic development entities and other critical stakeholders, including TN Pathways, to better align education and workforce development activities and policies with regional labor markets, economic growth strategies and employer demand.
- Partner with and leverage resources from other Federally-funded programs, such as Adult Education, Vocational Rehabilitation, Temporary Assistance for Needy Families (TANF), Small Business Development Centers, etc.
- Partner with community-based organizations, since they are key providers of basic skills training, technical skills training, supportive services, and workforce development services in communities across Tennessee.
- Sustain work experience opportunities.

In addition to regular WIOA Youth formula funds, local areas can use other resources, such as Job Corps, and fund matching from private industry.

In the fall of 2019, the Northwest and Southwest local workforce areas partnered with TCAT Crump and other leading entities for the Governor’s Investment in Vocational Education (GIVE) program. TCAT Crump was awarded two of the 28 GIVE grants that were funded. Each of these two programs focuses on rural communities and in-demand occupations, including transportation and agriculture, while reflecting regional career pathway opportunities that go beyond the invisible boundaries of the local workforce areas. Additionally, Dyersburg State Community College was also awarded a GIVE grant to expand the healthcare pathway that includes both the Northwest and Greater Memphis local areas. All three local areas will continue to collaborate with these partners to provide support as the projects progress.

Beginning in January 2020, various RPC members and stakeholders participated in TN Higher Education Commission (THEC) workforce and education strategy meetings held in each distressed county across the state. Meetings consisted of conversations around CTE program offerings in secondary and postsecondary settings, existing partnerships, employer needs, and creating new initiatives to address gaps that were identified within the workforce and education systems. Some of the observations include dual enrollment opportunities, work-based learning and career exploration events for students, teacher externships, and increased communication and partnerships among schools and employers. THEC plans to schedule follow-up meetings for each of the counties to discuss progress on action items and further facilitate these meaningful conversations. The RPC will continue to find ways to align similar opportunities and provide support to the distressed counties in the region.

To enhance service delivery across the grand region, our RPC will seek to establish a formal and informal cooperative procedure that will be shared for feedback amongst partners to ensure we align with services for job seekers. Moreover, where applicable, we will seek to provide and offer cross training with staff, offer technical assistance to employers and businesses, and work collaboratively in areas that offer and provide best practices for 21st century service delivery. [Also, as mentioned above, to align services and coordinate delivery, MOUs are maintained by each local board with the required AJC partners to identify the roles and resource contributions of each partner, establish a cooperative and mutually beneficial relationship among the parties, ensure that all customers are referred to unique services, and provide for a referral process between agencies.](#)

Transportation and other supportive services

West TN recognizes the barriers individuals wishing to pursue training and employment services may face including transportation, childcare, affordable housing, and etc. Our network of 23 AJCs offers a wide variety of supportive services that are available to these individuals in order to aid them in their pursuit for a meaningful career and overcome these barriers. The region recognizes these needs are ever changing, especially given our current circumstances with COVID-19. With the shift in education and training being delivered virtually, the need for laptops, computers, and internet service is on the rise. The RPC will continue to be mindful of the needs of customers and discuss appropriate actions that may be taken to better align these supportive services across the region.

Moreover, several rural counties continue to face transportation as one of its largest barriers. In order to combat this continued concern, we would like to explore a potential partnership with car services i.e. Uber, Lyft, and any other ride share that would be interested in creating a partnership with some of our at-risk and/or distressed counties. We believe this service will support local drivers seeking additional income, as well as, job seekers that may have to travel far for work. Because this will be a joint effort across our grand region, we will construct a region wide policy, plan, and partnership.

Supportive service payments for WIOA enrolled participants help to address these barriers by allowing individuals to participate in training and workforce activities to secure employment. Braiding funding with multiple regional partner organizations also assists in these efforts. Transportation and other supportive services will be guided by regional policy alignment. By July 2021, the RPC will evaluate various local policies and procedures associated to ensure regional coordination.

Regional organizations

Each local area in West TN maintains Memorandums of Understanding (MOUs) with the required AJC partners to define the mutually agreed upon roles and responsibilities of each partner for the operation of the One-Stop Service Delivery system. AJC partner programs providing supportive services throughout West TN may include *Title I Adult, Dislocated Worker, and Youth programs, Job Corps, Trade Adjustment Act, Indian and Native American Programs, State Vocational Rehabilitation programs, Temporary Assistance for Needy Families, and Community Service Block Grant programs*. Examples of support services currently offered by Title I programs in West TN include:

- Test fee stipends to customers seeking to earn a high school equivalency program.
- A one-time payment for work-related expenses such as appropriate work attire, uniforms, tools, medical physicals, background checks, drug screens, industry certifications, driver's license fees, or other employment-related needs are available to Work Experience participants.
- Childcare support in the form of a weekly stipend paid to a licensed daycare facility is available.
- Transportation stipends.

Special attention to transportation support services is needed as this is one of the greatest barriers for many AJC customers. While public transportation is available in the Southwest area of Jackson and in the Greater Memphis area, it is not available in the more rural areas that make up a large portion of the region. Therefore, individuals needing transportation assistance may utilize transportation services available through various community agencies such as Northwest TN Human Resource Agency, Southwest Human Resource Agency, and Delta Human Resource Agency. These mission-driven nonprofits provide transportation services for citizens of the region to ensure access to medical and educational facilities, employment sites, shopping centers, and other businesses and services. Transportation stipends for eligible participants attending an approved training provider and program for occupational skills training is currently available in each of the local areas. Individuals participating in work experience through the Northwest area may also receive a travel stipend for the first 30 days of work experience to offset their gas expenses until they have received one month of pay. The RPC recognizes the Northwest Supportive Service Policy as a best practice across the region. Therefore, discussions are taking place on how we can align toward a regional service strategy.

During the COVID-19 pandemic, economic relief and supportive services are also being provided through various government and community organizations. United Way of West TN has listings of numerous resources available throughout the region relating to childcare, food, utility assistance, virtual learning, and more. In partnership with other community organizations, they have also helped to establish a fund for individuals that may not be eligible for unemployment assistance. Other regional organizations providing childcare and related assistance include TN Department of Human Services (DHS), various Boys & Girls Clubs, and YMCAs. Connections to these resources are provided to AJC customers indicating a need for this assistance.

In the near future, the RPC will increase collaboration with regional organizations and non-profits such as United Way, Goodwill Career Solutions Centers, Boys & Girls Clubs, and other entities to increase career coaching, support services, and transitional work experience to individuals served by these organizations. Moreover, the RPC will also leverage non-profit roundtable meetings, such as ones in Dyer and Madison County, as a platform to market workforce activities and create new partnerships to break down barriers across West TN's vulnerable populations.

Policies and procedures

As a Basic Career Service, the provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs is available to all customers of the AJCs. Based on customers' needs, staff serving in the Welcome Function make referrals to appropriate agencies for support and other services. Each AJC maintains appropriate contact and other information to facilitate referrals for services. Telephones and computers are also available for customers to access offsite partners. Staff in the AJCs coordinate with partner programs, such as:

- Workforce Essentials, administrator of the Temporary Assistance for Needy Families (TANF) program, or
- Trade Adjustment Act (TAA), for participants receiving transportation assistance from another partner organization.

To enhance the provision of transportation and other supportive services, the RPC will ensure the sharing of best practices for possible replication of programs and services. Additionally, West TN will continue to maximize funding available for supportive services by coordinating services through programs such as TN Promise and TN Reconnect, as well as forms of financial aid such as Lottery scholarships and Pell grants, allowing Title I funding to be awarded to customers for supportive services instead of training services.

West TN will also maximize customers' access to services not available through the AJC. For example, West TN will consider partnering with agencies offering transportation services on behalf of customers who lack means of transportation to coordinate schedules, arrange services, or to potentially fund such services for both individuals and groups. Coaching and mentoring services available through the AJCs and partner programs, such as TN Reconnect, will also be utilized to assist customers in obtaining needed services. Each local area maintains policies and procedures for administering and coordinating support services to ensure funds are spent in a manner that avoids redundancy. Supportive service regional alignment is a task that has been identified for the Job Seeker Sub-Committee, and the RPC will continue to provide oversight and guidance regarding the need for additional support services, policies, and procedures. [As mentioned above, various policies will be evaluated to ensure regional coordination and enhance regional performance.](#)

Coordination of services with regional economic development services and providers

West TN strives to coordinate efforts with regional economic development services and providers by aligning services, participating in economic development programs, and ensuring residents have the skills and knowledge needed to meet the current and future needs of employers. Economic development representatives, including individuals from the State of TN's Department of Economic Development, and various Chambers of Commerce in the region have been invited to, and have participated in, both local and regional planning sessions to provide meaningful and strategic input.

Economic development organizations or businesses with engagement

Representatives from economic development serves on the local boards, standing committees, and the RPC, and are actively engaged in the planning process. Training providers in the region, including Dyersburg State Community College, Jackson State Community College, Southwest Community College, and various TN Colleges of Applied Technology, supply Chambers of Commerce with education and training data, including current program offerings and completion information, which is used to market the region to prospective industries. Both established and prospective employers can utilize trainings designed with their unique needs in mind. Small Business Development Centers in the region also provide valuable training to existing and potential small businesses. Private business representatives constitute 51% of the local boards, which are charged with coordinating with economic development organizations. Representatives from businesses within the below industries currently serve on a local board in West TN:

<ul style="list-style-type: none"> • Manufacturing • Education • Social Assistance • Finance, Insurance, and Banking • Healthcare • Staffing Services • Electric Power Distribution • Electrical Contracting 	<ul style="list-style-type: none"> • Recycling • Food Service • Security Services • Legal Services • Non-Profits • Distribution, Transportation & Logistics • Small Businesses including Pest Control, Marketing / Advertising / Public Relations, Agricultural Technology, Plumbing, Construction, Landscaping, Real Estate, Facilities Maintenance, and Retail
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In addition to business representation on the local boards, representatives from various Chambers, who represent local businesses, also serve on the workforce boards and are actively engaged in both reviewing and providing feedback with local and regional plans. The surveys conducted by EY that were sent out by the local boards and Chambers helped to shape the creation of this plan. TN ECD representatives from each of the three local areas also serve on the RPC to ensure continuous engagement in regional planning, strategies, and service delivery. TN ECD representatives are also invited to participate in meetings of the RPC’s Business Services sub-committee. To further continue engagement across the course of this plan, the region is exploring having bi-monthly or monthly calls with the local area Executive and Regional Directors, business services staff, TN ECD, and TN Pathways to collaborate on economic and workforce strategies. This practice is currently in NW as a result of feedback from the NW TN ECD staff, particularly in response to the need for increased communication during the COVID-19 pandemic.

Economic development organizations or businesses that declined

Fortunately for West TN, all organizations and businesses invited to serve on the RPC agreed to do so.

Input provided by regional economic development

Local and regional planning guidance was shared with stakeholders and RPC members prior to the RPC meeting held on April 16, 2020. Feedback was requested during and after the meeting from the various partners. Local Elected Officials, LWDB members, local economic developers, partner programs, private businesses, postsecondary institutions, and economic development agencies, including Small Business Development Centers, Chambers, and Development Districts, were invited to participate in the development of the local and regional plans. The information gathered during local and regional planning sessions guided the RPC throughout the remainder of the regional planning process. The RPC Executive Council has met every two weeks during the planning phase of regional planning, via conference call, WebEx, and/or Zoom to discuss feedback and strategy implementation. Each local area in the planning region conducted a local planning session with key stakeholders in the local and regional area, including economic development organizations and businesses. A public comment opportunity and listening session, planned in each area for the week of June 15th, are also made available for both the local and regional plans prior to the submission of the finalized plans. This ensures the public and any interested stakeholders can provide comments and input. Any comments received during this period are addressed prior to submission.

Also, at the onset of the planning phase, stakeholders from each local workforce board and Chambers of Commerce across the state were asked to complete a brief survey regarding workforce priorities and needs. Many of the survey questions directly related to the current circumstances of COVID-19 and its impacts, [such as businesses needing training dollars to upskill their workforce and the need for virtual workshops and training offerings as mentioned previously](#). The results were gathered and compiled by Ernst and Young (EY) for further analysis and recommendations to better guide our planning discussions. Further analysis of the results at the local and regional level ignited meaningful discussions in developing service strategies to better serve the populations in our Grand Region. The West Region vision and goals will be explained further in the Vision, Goals, and Implementation Strategies section below on how we can develop additional regional strategies.

Input incorporated

During the development of the regional plan, the RPC convened members and other stakeholders on a monthly basis to discuss strategies and gain input for the plan submission. All input provided by economic stakeholders and businesses was considered for the purpose of developing the regional plan, along with all survey responses. Items identified as focus areas include, but are not limited to:

- Further development of skilled training programs, such as robotics, automation, and maintenance
- The ability to showcase the regional population's skill sets to prospective employers, such as the Memphis Regional Megasite tenant
- Soft skill development
- Building workforce pipelines and career pathways in partnership with secondary and postsecondary
- Development of a regional wage and benefits survey

In addition to input provided for regional planning, a Megasite update from TN ECD is included on the RPC quarterly meeting agenda to learn of recent developments and guide strategies. As the RPC and Executive Council continue to meet on a quarterly basis, the input will continue to drive strategic brainstorming sessions to better meet the workforce system needs as a region and streamline services.

Coordination of administrative costs

The Executive Council established by the RPC includes the three Executive Directors and three Regional Directors. The Executive Council was established to set goals and establish strategies for the region and will continue to meet on a monthly basis to discuss and monitor progress in the region. Once the goals are set, they will be presented to the RPC. Furthermore, the Executive Council will also monitor strategy outcomes throughout the planning period.

To further promote regionalism, the West Grand Region plans to consider and explore the procurement of a Regional One-Stop Operator (OSO). This concept will be discussed further over the next year with the potential to be effective July 1, 2021. Currently, our vision is for the RPC and its' Executive Council to take the lead in establishing the responsibilities for the potential Regional OSO that would be detailed in the form of a MOU amongst the three local workforce areas. Responsibilities would include the coordination and promotion of West region events, streamlining initiatives, the development of a regional dashboard and quarterly updates to measure the effectiveness of workforce strategies, and other items that would be further defined by the RPC. This approach would allow for a regional presence across the three local areas.

Other relevant considerations that will be explored for coordination of administrative costs may include partnering for grant opportunities, regional planning and projects, employer trainings and other programs, as well as a regional report delivered on an annual basis. Regional strategies and visions that the West Region has considered include:

- Northwest and Southwest have previously discussed ways to utilize dual staff to the board roles, such as fiscal management and communications.
- NW and GM have explored contracting to deliver reentry programs in GM's rural areas.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

Based upon input from local and regional stakeholders, including business, education, and workforce development stakeholders, the Regional Planning Council (RPC) developed a vision of the workforce boards in West Tennessee. West Tennessee seeks to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high quality of life. To support a healthy regional economy where all West Tennesseans have – or are on a path to – meaningful employment and a family sustaining wage, and where all employers are able to fill jobs in demand.

GOALS

To develop a quality workforce system to meet the needs of area employers and job seekers, thereby supporting, state, regional, and local economic growth by:

- Building employer-led industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.
- Creating career pathways from high school, postsecondary education / training to the workforce.
- Encouraging cross agency and combined efforts to ensure a full continuum of services for the people we serve.
- Eliminating duplication and leveraging dollars to provide more opportunities to the existing and emerging workforce.

West TN is committed to developing a skilled pipeline of workers to meet the needs of business and industry in order to promote sustainable economic growth and global competitiveness. Strategic goals developed by partnerships in the West Tennessee Region intended to promote an educated and skilled workforce, including youth and individuals with barriers to employment including individuals with disabilities are:

- Initiation of Career Pathways Initiatives based on regional demand enhancing value for both jobseekers and the employers by:
 - Developing and utilizing Career Maps;
 - Increasing participation in Youth Apprenticeships;
- Working with Economic and Community Development (ECD) to develop and support workforce strategies that respond to current economic conditions and specific regional needs and customizing services for specific employers.
- Promote educational attainment and credentials that meet the current and future hiring needs of regional employers.
- Host sector-based workshops designed to promote available services to industry leaders and share industry insight to system workforce partners.
- Partner with Tennessee Pathways to promote and expand utilization of Career Pathways in the high-growth industries and work-based learning opportunities by:
 - Engaging Public Schools Career and Technical Education (CTE) to make in-school youth aware of available career pathway opportunities such as Manufacturing Day events;
 - Exploring how youth are exposed to career pathways that are not connected to a CTE Program.
 - Identifying viable career pathways for out-of-school youth, including both high school graduates and non-graduates including career exploration through paid work experiences.
- Continue utilization and understanding of the JOBS4TN System in West Tennessee AJCs and, specifically, how customers receive staff assistance in establishing an individualized career plan.
- For Veterans accessing AJC services, team members get alerts from Jobs4TN when a new veteran registers. Vet staff are then able to support the creation of career goals and career plans based in their interests.
- Ensure educational goals and vocational goals for persons with disabilities are appropriate and provide necessary support services for success.
- Partner with Vocational Rehabilitation Transition School to Work / PRE-ETS to actively engage students with disabilities while in secondary school to ensure smooth transition to postsecondary and/or employment.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

- Increase and expand partnerships with Department of Corrections, Offices of Re-entry, prisons, county jails and youth detention centers to strengthen our services to justice involved population
- Proactively address emerging workforce needs of the region through constant assessment of labor market data and knowledge of local industry trends.

Regionally, West TN seeks to work collectively to achieve the above goals to show success across the grand region. The creation of Career Maps for shared industries will be standardized as will sector based workshop presentations across the region to provide continuity of guidance and information between LWDA's. Collaborative monthly calls with ECD partners across the region will help all LWDA's gain a larger view of economic opportunities throughout the grand region and illuminate ways each area could support the effort for overall economic prosperity. Joint review of the ETPL will be done quarterly to discuss the most relevant training providers and the programs being offered in the hope of more closely aligning the quality of training customers are receiving across West TN and identifying best practices among providers that could be shared at the local levels. Regionally, we will host train-the-trainer sessions around Jobs4TN capabilities and content to ensure all areas are interpreting data the same way and exploring other abilities within the system.

We will also address the populations of both veterans and individuals identified as having disabilities in a more targeted way. A best practice nationally is a designated day to host veteran specific job fairs under the title of "Red, White and You". Sharing the same day and naming allows for shared marketing across the West TN region. According to the current Governor initiatives, re-entry continues to be an area of priority. In Greater Memphis, the LWDA, in partnership with the Greater Memphis Chamber, Shelby County and the City of Memphis, hosts an annual Re-entry Symposium. This event is a venue for employer partners to hear about the various programs serving this community and what incentives may be available for hiring those with justice-involved backgrounds. Former offenders talk candidly about experience both in incarceration and in the job market afterward. This event, like Red, White and You may be held region wide on the same date in all of West TN to show regional focus on this population and to combine exposure to the event. In the same vein, West TN will explore additional targeted events to be hosted simultaneously across LWDA's in an effort to drive exposure to certain groups and the opportunities to best serve them.

How will the RPC work with each region to achieve goals, measure and monitor progress and focus on serving priority populations?

In order to help meet the KPI goals, which are discussed quarterly at RPC and Executive Council meetings, outreach, enrollment, and co-enrollment efforts will focus on priority populations. Such as:

- Targeting outreach efforts on agencies serving these populations, such as distribution of marketing materials, participation in events, and invitations to participate in AJC events and strategy meetings.
- Displaying marketing materials for core and community partners at the AJCs, and providing materials to be displayed at the partners' sites.
- Utilizing social media accounts to connect with customers and other agencies and inform them of the services available through the AJC.
- Conducting rapid response meetings in order to serve workers dislocated through closures or layoffs. Outreach to unemployment claimants regarding AJC services is also conducted when contact information is available.
- Incorporating specialized programs such as RESEA, serving unemployment claimants, and SNAP Employment & Training, serving SNAP (i.e. food stamp recipients) into services at the AJC.
- Reverse referring SNAP recipients to DHS for possible enrollment in SNAP E&T.

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

- Offering incentives to Title I Youth work experience participants who need a HiSet to participate in Adult Education classes.
- Co-enrolling Title I participants needing job search assistance in Wagner Peyser.
- Co-enrolling Vocational Rehabilitation and TANF work program participants in Title I paid work experience.
- Distributing Jobs4TN system alerts regarding registration of new veteran registrations to appropriate Veterans staff to conduct outreach.
- Co-enrolling TAA participants in Title I for supportive services during occupational skills training, or near completion of training for OJT or work experience.
- Offering services by several partners to currently incarcerated individuals including HiSet classes and testing by Adult Education, HiSet testing and resume assistance from Wagner Peyser, and Occupational Skills Training and On-the-Job Training by Title I Adult, Dislocated Worker, and Youth.

Each local area's success in providing the services outlined in the regional plan is measured by Performance Standards developed by the US Department of Labor, which are broken out by the Adult, Dislocated Worker, and Youth funding streams. These standards are negotiated with each state. Tennessee Department of Labor and Workforce then negotiate with each local area across the State. On a local level, the Workforce Development Boards hold contracted providers to the same performance levels. For Adult and Dislocated Worker programs performance levels measure employment rates for individuals in the 2nd and 4th quarter after exiting services as well as median earnings for 2nd quarter after exit. Credential attainment within four quarters after exit for all programs is also measured. To be successful as a region, it is vital that each local area achieve negotiated local performance goals, as well as performance dashboards developed by the TDLWD for pre and post-program outcomes.

To accomplish our collective goals, the West TN region will ensure open communication regarding best practices that promote regional strategies and alignment that are efficient and effective in delivering workforce services in the West region. Additionally, the State of Tennessee is preparing to negotiate shared goals for each grand region. Not only are regions being held to individual goals, but now we must work together to achieve shared targets. West TN's regional goals for not only Title I, but for all AJC partner programs and are proportionally divided among Northwest, Southwest and Greater Memphis Local Areas [based on the proportionate amount of funding each area receives](#). Since these goals include many partner programs, it is important to involve the RPC to engage and track partner successes. As a collective, the RPC serves as a shared unit for measuring progress and sharing ideas to holistically serve the region's priority populations. As West TN, each local area will report progress toward shared goals no less than quarterly and make needed adjustments to keep on track toward measures through a shared dashboard accessible to all RPC members. The RPC's Executive Committee that is comprised of three Executive Directors and three Regional Directors establishes goals and strategies for the region and monitors the sub-committees for alignment of services in three categories: Business Services, Job Seeker Services, and Career Pathways. The RPC as a body will measure the region's success in serving the people in the region most in need of coordinated services. [Should a LWDA begin lagging in the proportionate share of the tracked measures, a corrective action plan will be submitted by the LWDA to the Regional Planning Council at the next scheduled RPC meeting. Each LWDA will be responsible for collecting corrective plan data from individual contracted providers in the local areas.](#)

Employer Engagement including small business and in-demand industry sectors

The One-Stop Operators (OSOs) in the West TN Region facilitate employer engagement of all partners through

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

an Integrated Business Service Team approach. While the OSOs schedule monthly Business Service meetings to provide a structured environment for sharing information, they also provide notice of employer related information such as new job orders, upcoming job fairs, and on-the-job training opportunities throughout the AJC. While many employers seek out services and are greeted by knowledgeable staff via the phone or in person, many do not. With the multitude of technology options available today, we are reaching many employers through social media and websites, including the TN Department of Labor Employer Service portal.

By standardizing our branding, it is easy for applicants and employers to recognize American Job Center services. Since social media has no physical boundaries, the outreach is widespread throughout the region and beyond. “Advertising” selected postings from Jobs4TN.gov on Facebook has been a tremendous success, not only in attracting job applicants, but also other employers who desire to utilize this method of “free” advertising. Live streaming videos for hiring events, including interviewing management or long-time employees about the benefits of the company, have been equally successful.

Business Service staff from the local areas are meeting quarterly and working together to assure that employers throughout the region are familiar with the AJC and its services. BST in Northwest and Southwest write OJTs, IWTs, apprenticeship agreements, job fairs, they provide labor market information, and special projects such as jail programs and sector strategies, including Manufacturing Day events. In Greater Memphis, BST at the Board staff level write OJT and apprenticeship contracts, provide labor market information and support special projects with outside workforce development projects. The BST members at the Career Service Provider level write OJT agreements and conduct job fairs as well as reaching out to local employers to help in creation of Jobs4TN postings. The OSOs, as well as all partners on the Business Service Team, seek out employer organizations, such as the Society of Human Resource Managers (SHRM), Plant Manager organizations, Main Street Associations, Chambers of Commerce, Small Business Development Centers, etc. to share information about AJC services. In Greater Memphis, the Greater Memphis Chamber of Commerce is one of the most widely visited resources for employment and employers. The BST locally shares information with local employers directly through the Chamber network of nearly 2500 Memphis MSA businesses. Still, we find that many small businesses, which make up approximately 70% of the employers, are either not aware of our services or are not inclined to seek out our services.

To further promote employer engagement with the AJC, Business Service Representatives armed with information on all partner business services make traditional “cold calls” to individual businesses to explain how the AJC can meet the company’s workforce needs. Many small businesses have a very lean management team, sometimes just the Owner/Operator. They do not have a Human Resource “department.” The Business Service Representative can show them many ways to save time and money by utilizing the services of the AJC. This may include registering in Jobs4TN.gov, completing a job order form for them and/or training them how to enter a job order, and showing them how to search for resumes of qualified applicants. They can also offer for the AJC to screen applicants and refer only those who meet employer qualifications. Explaining how hiring an individual with certain barriers through On-the-Job Training can also qualify for a tax credit through the Work Opportunity Tax Credit program can save even small employers thousands of dollars. Sometimes just a simple question, “do you need to train your employees on new technology?”, can result in determining the need to access Incumbent Worker Training funds. Business Service Representatives can direct the employer to the application and/or assist them with completion, including helping to find training providers.

Another strategy for employers, both large and small, is to provide labor market information to allow them to make informed decisions. With most employers experiencing the effects of lower unemployment rates, labor market information becomes a great tool to provide insight into meeting their skill gap needs. Often an employer will experience high turnover rates, which in turn costs them time and productivity. By providing wage rate information for specific occupations, such as Buyers and Purchasers (see below), employers can determine if they need to make adjustments to combat turnover.

This information is particularly valuable to the small business owner who is often too busy running their business to keep up with employment trends. We also seek out the advice of our private sector Board Members to determine how to best engage their counterparts. Suggestions have included helping companies navigate Jobs4TN.gov, streamlining processes, and having flexible schedules. Finally, a primary strategy for the AJC partners to engage employers, is to engage with all other economic and workforce development partners including Chambers of Commerce, TN Department of Economic and Community Development, regional economic development districts, training providers, Small Business Development Centers, Regional BST members, etc. Regional Economic and Community Development partners host quarterly collaboration sessions designed to coordinate services and share information. As a region we are discussing the feasibility of presentations about AJC services to their respective business organizations. By including a variety of stakeholders in our employer engagement strategy, we are able to use the combined strengths and resources to meet the needs of our employer community.

To better coordinate workforce development programs

A recent initiative of Adult Education is to provide educational training on-site for companies who agree to hire high school dropouts. This opens the door to employment for many workers without a high school diploma and provides an opportunity to meet employer needs. The TN Department of Labor and Workforce Development Title III programs offer educational/training support for dislocated workers through RESEA and Trade Adjustment Assistance (TAA), when applicable. Trade petitions are based on the location of the company, allowing job seekers to cross local area and even regional boundaries for services.

Vocational Rehabilitation develops an Individualized Employment Plan for individuals with disabilities to access necessary skills for success in competitive integrated employment. A goal of the RPC is to develop a region-wide disability job landing page. This webpage would serve to more efficiently streamline the search for jobs through Jobs4TN for a population needing a more focused job search capability.

TANF uses a Two-Generation Approach with intentional focus on the success of the children and adults simultaneously, including emphasis on education and training. SNAP provides similar employment support through a network of contracted third-party providers.

The region is also considering implementation of the Manufacturing Career Internship Program (MCIP), as described in the National Skills Coalition's Promising Practices in Work-Based Learning for Youth publication. The 4-week, boot camp session includes soft-skill and job preparation training, touring 12-14 manufacturing worksites, earning OSHA-10 and Forklift certifications and exposure to shop math. After the 4-week boot camp, each youth enters an 8-week paid internship with an employer to gain further knowledge and skills of a particular industry and occupation.

The mission of the TN Department of Economic and Community Development (ECD) is to develop strategies that help make TN the # 1 location in the Southeast for high quality jobs. To fulfill this mission, ECD has set five long-term objectives and has set all of these goals for 2025:

1. To have the lowest unemployment of the dozen states in the Southeast.
2. To rank among the top 2 states in the Southeast for personal income per capita.
3. To have the highest private capital investment per capita in the Southeast.
4. To eliminate all Tennessee counties that are federally designated as distressed counties. This designation is based on poverty rates, income levels and unemployment rate.
5. To secure predominantly high-quality jobs from expanding or newly locating businesses in Tennessee, defined as 55% of job commitments paying at or above the county median wage where the private investment is made.

To support the efforts of ECD in fulfilling their goals, West TN strives to increase access to education, training, and employment, particularly for those with significant barriers to employment, align education, workforce, and economic development (ED), improve quality and labor market relevance of workforce investment, education, and ED efforts, promote the improvement in the structure and delivery of services, increase economic self-sufficiency, meet employer needs, and enhance the productivity and competitiveness of TN.

Although all partners have a “niche”, we must constantly look for new and innovative approaches to ensure we have not only the quality workforce, but also the quantity of trained workers needed by employers.

Unemployment rates are uncertain in the wake of a national pandemic after a long period of low unemployment in West TN. With a skyrocketing unemployment rate across the nation in the spring of 2020 it would appear that employers will be experiencing an abundance of workers in the job market, but ensuring the quality of those workers for the positions becoming available remains a holistic partner effort across the workforce system.

Linkage between one-stop delivery system and unemployment insurance programs

To strengthen linkages between the one-stop delivery system and unemployment insurance programs, West TN offers the following:

1. Employers may use Jobs4TN.gov to report layoffs and closures, and claimants may file claims, conduct job searches, complete weekly certifications, and connect to programs for UI recipients including Re-Employment Services Eligibility Assessment (RESEA).
2. Customers visiting both Comprehensive Centers and/or the Affiliate AJCs across the West TN region who are in need of assistance with unemployment insurance and reemployment programs are educated on the unemployment insurance and RESEA programs process through the Welcome Function of the AJC.
3. All AJC partner staff is cross-trained to provide every customer with meaningful assistance across all programs offered throughout the one-stop American Job Center, as needed.
4. Each customer making an inquiry about unemployment insurance programs, staff will refer the customer directly to the Resource Room to access the UI Re-Employment Assistance claims process. From the Unemployment Benefits tab, the individual has access to filing a claim, making a weekly certification, or checking the status of his/her claims, as often as necessary.
5. The individual must be registered with Jobs4TN.gov in order to access these services. AJC staff are readily available to assist individuals who have limited computer usage skills. The individual may also be provided a toll-free number to make phone inquiries regarding the claim, or to an online help desk system.

Entrepreneurial Skills

Rather than choosing to enroll in a formal training program to attain an entrepreneurship-training certificate, many jobseekers are interested in self-employment, and thus explore independent routes. The West Tennessee Region has partnered with Small Business Development Centers (SBDCs), Small Business Associations (SBAs), and

Chambers of Commerce to identify resources to assist these individuals.

Small Business Administration helps entrepreneurs and existing owners to start, build, or grow their businesses by offering services such as:

- Information on financing
- Loan applications
- Regulations and licensing

Small Business Development Centers provide expert business advice to all types of businesses including, but not limited to:

- Counseling
- Business planning
- Marketing assistance
- Training
- Cash flow analysis to start-up entrepreneurs and existing business owners

The West Tennessee Region plans to build upon these partnerships and request that representatives from SBDC, SBA, and Chambers of Commerce offer workshops within the AJCs in all three regions to inform individuals interested in entrepreneurship of the many services available. Such workshops are currently in place in the Northwest area, have been previously offered in the Southwest area, and will be expanded to the other areas in the region.

By assisting entrepreneurs and companies in defining their path to success, the Small Business Development Center network positively impacts the West Tennessee Region by strengthening the business community, creating and retaining new jobs, and encouraging new investment. In addition, West Tennessee Region's economic interests are enhanced by the provision of one-stop assistance to individuals by means of counseling, training, research, and advocacy for new ventures and existing small businesses.

Implement initiatives such as apprenticeship, OJT, IWT and customized training industry and sector strategies

The regional strategies to achieve West TN's vision to foster a region where skilled workers contribute to thriving businesses, economic growth, and a high-quality life include three basic concepts. First, with the ever-changing needs of employers, it is necessary to increase the skills and knowledge of West Tennesseans both now and in the future. We must unite workforce development partners around regional sector strategies: These strategies will focus resources on the industries with the highest potential to add jobs and increase prosperity in local areas across our region. These strategies bring together the public and private sectors locally to build on their unique strengths, such as the Regional Apprenticeship Forum that was held in February. The West region plans to offer similar events in the future, at least on an annual basis.

Technology and global markets require companies to constantly train and retrain workers. Providing access to labor market information to determine baseline skills and knowledge of in-demand jobs is crucial to determining skill gaps. Utilizing EMSI, staff can identify the compatibility index of declining occupations compared to in-demand, growth occupations. Coupling this data with local employers serving in an advisory role capacity, training programs can be customized to assure training providers are covering the skill gap.

To meet the financial burden of training, the West TN Region employs a holistic approach to assuring workers have access to knowledge and skills. TN ECD partners can assist new and expanding companies with the FastTrack Job Training Assistance Program. Using a "tiered" system, both the urban and rural areas within the region can benefit. Title I provides direct grants to the employer through On-the-Job Training (OJT) for new

hires and Incumbent Worker Training (IWT) to upgrade skills of the current workforce. Apprenticeships are increasingly available and more widely becoming known as another source for creating a pipeline of quality trained candidates for a specific industry need.

The West TN region proposes to improve workforce competitiveness by advancing the productivity and economic competitiveness through the expansion of apprenticeship opportunities. To accomplish this, BST members will increase awareness of employers to the benefits, assist employers with developing apprenticeship standards, connect qualified job seekers and employers, and facilitate the access to WIOA and other AJC partner funds to support apprenticeships. The West Regional Apprenticeship Forum, discussed previously, outlined the apprenticeship process and provided tangible facts around apprenticeship programs as a viable talent pipeline solution.

The three local areas have agreed to a streamlined process to assure companies accessing services with multiple locations throughout the region do not experience the artificial barriers of local workforce development lines. Contractual agreements are established by the local workforce area where the corporate headquarters is located and eligibility performed by the local area where the jobseeker resides. Necessary reimbursements between local areas are handled through a “back office” process. Likewise, potential workers have access to Title I Individual Training Accounts (ITAs) or other State funding opportunities, such as TN Promise and TN Reconnect without regard to boundaries when selecting a training program/provider to gain the necessary skills and knowledge to meet employer needs. Adult Education provides foundational education skills, including HiSet preparation throughout the region. Utilizing one of the West TN Mobile AJCs for examinations provides opportunities for educational services beyond the “brick and mortar” of the AJCs.

LWDAs sponsor events like Manufacturing Day Career Awareness events with high schools, have initiated manufacturing career pathways in local high schools (utilizing LEAP grants), and hosted larger scale career exploration events through youth demonstration grant funding for high school youth.

As mentioned in the Strategies for Service Integration section above, West TN continues to partner with the TN Pathways Regional Coordinators (PRCs) to certify career pathways. By researching labor market information, the West TN Region can assist schools in certifying pathways in target sectors, and offering career exploration events for these sectors.

TN strives to increase access and utilization of career and training services by:

- incorporating programs designed to serve particular target populations within the AJCs, when possible;
- developing programs to serve customers with special needs, such as offender and re-entry programs; and
- Ensuring access to workforce development services are available to all area residents.

Co-Location of Programs Serving Target Populations: West TN strives to incorporate programs designed to serve particular target populations within the AJCs. In addition to TANF, Youth, and RESEA programs being offered through the AJCs, the Supplemental Nutrition and Assistance Employment and Training (SNAP E&T), a partnership between the Department of Human Services and TDLWD, allows eligible SNAP recipients to receive job readiness services such as job search assistance, training or educational placement assistance and scholarships, high school equivalency test fees, and books and transportation assistance for Adult Education classes. These funds offset the need for ITA funds to be applied towards tuition and fee costs, allowing ITAs to cover other costs such as books, supplies, tool, uniforms, and transportation stipends. Aligning services such as

VISION, GOALS, AND IMPLEMENTATION STRATEGIES

SNAP E&T and ITAs allows customers to receive all the help they need, but also provides a way for LWDA's to maximize the funds available and to serve more customers.

A YouthBuild program is also available in the Greater Memphis area to provide participants with academic or construction training, work experience, and leadership development. In the Northwest area, in partnership with Amteck, an electrical pre-apprenticeship program is in place to provide participants academic and technical training and paid work experience, while also providing the opportunity to be hired by Amteck and selected for the Registered Apprenticeship program.

Vocational Rehabilitation's and Greater Memphis area's Ticket to Work Programs strive to provide re-employment services to individuals with disabilities to facilitate a successful transition into the workplace. The Disabled Veterans Outreach Program is also available in all three areas to provide services to disabled veterans. [In addition to the already inclusive features of Jobs4TN and other AJC services](#), the RPC also intends to explore developing a job board [or club targeting positions welcoming of individuals with disabilities in order to enhance services to this population](#).

Development of Programs for Target Populations: In addition to engaging target populations in the use of AJC services, programs are developed to serve customers with special needs, such as offender and re-entry programs.

As a planning region, we are working with multi-barrier populations such as justice-involved individuals to prepare for employment. Northwest Workforce Development Area has implemented the Re-Entry Advanced Manufacturing Program in six county jails. Southwest and Greater Memphis are exploring the replication of this program as one of the RPC goals toward regional strategies. Greater Memphis and Southwest both have programs targeting the justice involved specifically to provide a second chance to opportunities to inmates, while filling the employers' needs. Southwest partners with TDOC's Day Reporting Center to offer job readiness workshops and educate participants on AJC services. Southwest's Rural Initiative also focuses on justice-involved individuals by providing soft skill training and offering stackable credential training. Through an initiative funded by Hope2Hire, Greater Memphis is able to go into the local jails to provide career planning assistance to individuals within 60 days of release these individuals then have a warm handoff to the AJC for further assistance. Greater Memphis has also formed a special partnership with the Shelby County Office of Reentry to serve those individuals returning to the community with one-on-one guided support through the AJC processes in a safe and familiar space for the customer. The Mobile AJC staff are meeting at least once per quarter with individuals soon to be released (within 30 days) from prisons in West TN and may meet monthly, if the need warrants. The Mobile AJC staff provide workshops on topics such as resumes and interviewing, and complete partial Jobs4TN.gov paper registrations for each individual soon to be released. The Mobile AJC staff also work directly with the prison coordinator throughout the exit process to ensure each one is registered. Individuals are instructed to bring the full registration form with them to their first appointment at the AJC when they meet with a Career Specialist. Having this groundwork done in advance makes for a better outcome on their first visit for both the participant and the staff and allows staff more time to build the relationship with the participant who is re-entering the workforce. The Mobile AJC also partners with Probation and Parole, and other partners in the regional workforce system, to host events on-site to serve their clients with the full AJC Menu of Services.

West TN strives to ensure workforce development services are available to all area residents by maintaining an AJC in each county throughout the region. To manage administrative costs, competitive leases are negotiated,

partners co-locate in the AJCs when possible, and the LWDA's seek additional funding through grant opportunities. While brick-and-mortar AJCs are valued for cost effectiveness, availability of resources to customers, and visibility in the community, West TN also recognizes the need to bring the services to the customers who may not be able to visit the established AJC given the large service areas and transportation barriers. To bring the services to the people, the TDLWD's Mobile AJC, a mobile center with services customers typically find in a traditional AJC, is utilized to serve remote areas and individuals who are unable to commute to one of the AJCs in the region. The mobile AJC has a computer lab with up to 10 computers with internet access, a fax machine, and copier. Staff are available to offer workshops on resumes and interviewing skills, administer the HiSet exam, provide instruction on basic computer hardware and software using a large monitor and SMART board, and offer assistance with job searching, resume development, interviewing, as well as providing information about training/education opportunities. The Mobile AJC can also serve as a recruitment center for companies moving into the area. Adult Education also offers HiSet classes and testing at many county jails throughout West TN.

To further enhance access to services, the implementation of "access points" in the Greater Memphis area was identified during the planning process as a promising practice to be considered for replication throughout the region. Northwest has added one access point in Lake County. These access points provide AJC services via a coordinated network of alternative sites. Customers who visit an access point receive the same Career Services offered in a traditional AJC, including job search assistance, resume development, workshops, etc. The RPC is considering this as a Regional strategy. Replications of Northwest's use of Skype for "face-to-face" interactions with various one-stop partners and / or employers would allow customers in affiliate sites and access points to virtually receive one-stop services typically only offered onsite at the comprehensive centers.

Integrated Systems

Jobs4TN, a Virtual One-Stop system developed by Geographic Solutions, Inc., also allows both job seeker and employer customers to remotely access secure, web-based AJC services such as labor market information, unemployment insurance, and mediated labor exchange. The system's ability to integrate seemingly different program designs, such as Title I, WP, TAA, RESEA, SNAP E&T, Unemployment Insurance, and Adult Education programs also maximizes customer service and efficiency as it provides a common intake and case management information system. Jobs4TN is effective in combining the intake process between some AJC programs however does lack the ability to cross many partner programs such as TANF and Vocational Rehabilitation. This often leads to multiple, sometimes conflicting, intake experiences for customers needing assistance.

WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. Co-enrollment is consistently supported by the State Plan and one way to better integrate services. As a planning region, West Tennessee strongly encourages the utilization of co-enrollment as a strategy to further leverage resources for maximum benefit to a participant. Furthermore, strategic co-enrollment can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and align services with regional sector pathways. By braiding resources and realigning program service delivery models, we can redefine participant flow and facilitate access to comprehensive services. Establishing a common intake model among partner programs would promote co-enrollment models to enhance a more efficient use of system resources on behalf of the participant and ensure a more seamless system for the client.

Create a shared vision for supporting Tennesseans with the greatest number of barriers, including individuals with disabilities, to enter the workforce

As a region, West TN hopes to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, by focusing services on those with the greatest barriers, including Youth, justice-involved individuals, individuals with disabilities, etc. In addition to the apprenticeship programs mentioned above, the region's jail programs offer access to employment and training programs to individuals currently incarcerated in local jails. [To enhance the workforce of West TN, regional initiatives and strategies must focus on special populations in order to bring more individuals into the workforce with the skills needed by employers. For opportunity or OSY young adults, incentives are offered to promote the attainment of specific milestones toward success. Earning high school equivalency and occupational credentials are steps designed to enhance the experience for young WIOA participants. The Regional Planning Council is considering regional job fairs specifically targeted toward special population groups such as individuals with disabilities, youth, and persons with a justice involved background. Greater Memphis currently provides a 75% OJT reimbursement for the hiring of individuals with barriers in the recognized hard to serve category. This model may be replicated across the region dependent on LWDA funding. Strengthening the connection between Vocational Rehabilitation \(VR\) is vital to meeting the challenges of individuals recognized as having a disability. As a region the West must conduct more specialized outreach and services to customers of VR. In addition to the inclusive features of Jobs4TN and other AJC services, the RPC is exploring the use of a regional wide job board targeting positions welcoming of individuals with disabilities in order to enhance services to this population. Enhancing VR services through co-enrollment with Title I helps to expand access to work experiences, transitional jobs and support services.](#)

Create a trained workforce to meet current industry needs

West TN improves access to activities leading to a recognized postsecondary credential through the use of ITAs and supportive services in partnership with other AJC programs such as Vocational Rehabilitation, SNAP Employment & Training or TAA, TN Promise, and TN Reconnect. The region creates a trained workforce to meet current industry needs through On-the-Job Training, Incumbent Worker Training, Apprenticeships and Pre-Apprenticeships, career pathways development, and Occupational Skills Training. [For ISY and OSY young adults, priority is given to work experiences in industries considered high demand for the West Region. Events like Pathways2Possibilities exhibit an array of in-demand career fields such as Healthcare, Manufacturing and Transportation and Logistics through hands on exposure to career possibilities throughout the West TN region. For adults, strategic partnerships with employers within high demand industries are sought to best understand the hiring needs of these employers in the attempt to best prepare individuals to meet those expectations. ETPL training providers must focus on training for the most practical and necessary skill sets needed to obtain meaningful jobs in these industries. LWDA's are responsible for monitoring of regional training providers to ensure training is most relevant to real world employment. As funding allows, Incumbent Worker dollars are used to support the upskilling of workers within high demand fields. OJT opportunities for individuals entering a high demand local industry are encouraged and actively sought out to help fill the talent gap for these employers. As a region West TN is exploring regional apprenticeship and pre-apprenticeship programs to target industries across the region since the most in-demand fields are shared between all LWDA's. This regional view of apprenticeships helps to reduce the administrative burden and overlap for employers and partners with one LWDA acting as the lead but with shared support from each LWDA.](#)

Create new dashboards to measure the effectiveness of the integrated workforce strategy

As a region, West TN utilizes Jobs4TN data to track the overall progress of most services within an AJC. Performance and [self-created and tracked](#) partner dashboards are used to measure the effectiveness [of those partners according to the recognized regional measures](#) and, when combined, present an ongoing picture of the workforce ecosystem across the area. The implementation of shared goals for the grand region drives the need for a centralized space to view [progress toward federal performance measures and regional key performance](#)

indicator (KPI) goals negotiated with the State of TN, as well as any other priorities identified by the RPC. The hope is to create a shared dashboard updated monthly as a checkpoint of progress to regional success and intervention of areas of weakness. While each LWDA is assigned a proportionate percentage of the State negotiated regional goals, it becomes the responsibility of the region as a whole to monitor progress toward successful achievement and hold each region accountable for measures. A rollup of monthly spreadsheets will be presented quarterly to the RPC as a matter of transparency for all partners and to validate data. If a corrective action plan is needed by any LWDA to explain and to submit a strategy for improvement, those plans will also be presented as part of the ongoing dashboard. If a Regional OSO is procured, a shared dashboard would be the responsibility of the Regional OSO.

Create a simple and effective engagement experience for all candidates

When customers cross regions, either by work or home address, it is the long term goal for the system experience to be seamless between LWDAs. A common intake form and uniform support service policies across the West TN region have been explored and discussed with obvious challenges to implementation. The RPC will continue to work through these particular areas of cooperation to get closer to a more unified regional experience. To the degree possible, replication of service policies occurs across LWDAs, such as similar transportation and incentives policies. Common areas of synergy surround the intake process and service to employers who cross multiple LWDAs. It becomes increasingly important to minimize duplication and administrative burden on employers to increase effective utilization of the workforce system. West TN strives to streamline processes for employer and jobseeker customers and will use surveys to measure system satisfaction. These surveys will explore the effectiveness of current WIOA services and the overall quality of customer experience. Both jobseekers and employers will measure the ease of workforce system use and likelihood of utilizing the system in the future. Opportunities for direct feedback, concerns or suggestions will be taken back to the RPC for consideration. RPC's sub-committees also regularly discuss ways to make the experience more unified across the West Region in an attempt to improve the customer experience from local region to local region. Best practices are shared and implemented to ensure high quality service to our customers and to ensure active engagement across the region.

ATTACHMENTS

Stakeholder Involvement Requirements

To receive and consider input into the development of the regional plan, in compliance with WIOA Sec. 108(d), the PY 2020-2022 Regional Plan is being published for a 15-day comment period between June 12, 2020 and June 26, 2020, prior to submission of the plan on June 30, 2020. Public notice is being submitted for publication to local newspapers in the region and is being published on the local area's websites and social media pages. Additionally, an electronic communication regarding the posting of the plan is sent to all American Job Center partners, board members (representing business, labor organizations, education, and others), standing committee members, Local Elected Officials, and other workforce system stakeholders for review and comments. The plan is being made available to be viewed on the website and hard copies are being made available at all AJCs in the region during this time. A public listening session hosted outside of normal work hours (Monday – Friday, 8:00 am – 5:00 pm) is scheduled in each local area and is being publicized along with the notification of the plan posting. All comments are to be submitted in writing to a designated single point of contact, Jennifer Bane – Executive Director for the Northwest area, who will compile all comments received during the period of public comment and share them with RPC members and senior leaders for consideration and integration into the plan as appropriate. Any comments received, including those that represent disagreement with the proposed plan, will be included within the plan's attachments. During the planning process, stakeholders, and the RPC met as listed below to develop the plan:

Date	Meeting Description
3/18/2020	Draft planning guidance shared with Regional Planning Council via email
4/13/2020	Final planning guidance and Regional Plan preliminary PowerPoint shared with Regional Planning Council
4/16/2020	Regional Planning Council meeting – review of draft regional plan information
5/2/2020	Regional Planning Council Executive Committee meeting (Executive & Regional Directors)
5/9/2020	Regional Planning Council Executive Committee meeting
5/12/2020	Regional Planning Council Executive Committee meeting
5/19/2020	Comments on preliminary regional plan information due
5/22/2020	State Workforce Development Board notified of 5/28/2020 planning meeting (documentation below)
5/22/2020	Regional Planning Council Executive Committee meeting
5/28/2020	Regional Planning Council meeting
5/29/2020	Feedback / comments on local plan due from local stakeholders
6/12/2020	Local and Regional Plans posted for public comment (publicized and stakeholders notified)
6/15/2020	GM public listening session outside normal working hours (publicized and stakeholders notified)
6/16/2020	SW public listening session outside normal working hours (publicized and stakeholders notified)
6/17/2020	NW public listening session outside normal working hours (publicized and stakeholders notified)
By 6/19/2020	Each LWDB and CLEO approves regional plan
6/26/2020	End of 15 Day Public Comment Period
6/30/2020	Local and Regional Plans submission deadline

ATTACHMENTS

Documentation of Outreach Efforts

Wke 5/18/2020 1:41 PM

Bane, Jennifer
Regional Planning Council Meeting - April 16, 2020 @ 10:00 am

To: Guyette, Kyle; Lucy Liddle, AE, Dr. Larry Baker; Andrea Phillips; April Fox; Ed Staff; Kara Hamel; Ben Ferguson; Blake Swaggett; Jennifer Baham; David Farnish; Dale Franklin; ECD - Traci Ekum; ECD - Smith, Ernestine; Gary Damon, Jr.; Ed O.; Greg Vinright; Devin Fisher; Holly K. Wood; Terri Williams; Jimmy Williamson; Jordan O'Neil; Yvonnek Harris; Lori Lindner; Gail Bennett; Hail, LeRoy; Linda Bendigo; Mark Chardle; Mark Hilde; Mark Fye; Roland Rayner; Ron Wade; Sherry Fowler; stan@stator1@hshhs.tn.gov; Tyler Dyer; Daria, Brancire; Jeff Isak; Kowals, Ginger

Bing Maps

Good afternoon! The next Regional Planning Council meeting is scheduled for April 16, 2020 at 10:00 am in room 112 of the Dyersburg State Trenton campus - 2071 Hwy 45 Bypass. A representative from Tyson in Gibson County is scheduled to speak. Additionally, we will be discussing updates to our regional plan. Local and regional planning guidance from the TN Department of Labor and Workforce Development is currently posted online for public comment at <https://www.tn.gov/workforce/contact-the-department/boards--commissions/boards--commissions-retract/state-workforce-development-board/ppc.html>. Please send any other items that you would like added to the agenda.

If the need for social distancing continues into April, our meeting may have to be rescheduled or be conducted by conference call instead. We will keep you posted.

Thanks!

Jennifer Bane | Executive Director
Northwest TN Workforce Board
208 N. Mill Ave.
Dyersburg, TN 38024
731-286-3585, ext. 406
jbane@nwtmworks.org

West TN Regional Planning Council

April 16, 2020
10:00 a.m. – 12:00 p.m.

[Join meeting](#)

Meeting number (access code): 612 566 326
Meeting password: X2ne9esDSH7

1. **Welcome** Jennifer Bane
 - Roll Call of Regional Planning Council Members
 - Introductions of Ernst & Young
2. **Regional Plan Guidance / Updates**
 - Overview and Workforce & Economic Analysis Jennifer Bane
 - Strategies for Service Integration Dr. Gary Damon, Jr.
 - Vision, Goals, & Implementation Strategies Kyle Guyette
 - o Planning Timeline / Next Steps
3. **Partner Updates**
 - Title I – Adult, Dislocated Worker, and Youth Programs
 - Title II – Adult Education
 - Title III – Wagner ~~Revsoc~~
 - Title IV – Vocational Rehabilitation
 - TANF / Families First
 - Other Partners – Pathways, Secondary, Postsecondary, ECD, Corrections
4. **Future Meeting Dates & Upcoming Events**
 - Thursday, May 28th at 10:00 am, WebEx invitation will be sent
 - June – Possible Follow-Up Call
 - September – 10:00 am (Jackson)
 - January 2021 – 10:00 am (Greater Memphis)
5. **Other Business**
6. **Closing Remarks**

Fri 5/22/2020 2:48 PM

Bane, Jennifer
West TN Regional Plan - Quarterly Update & Notification of Planning Meeting

To: Workforce Board

Cc: Dr. Gary Damon, Jr.; Holly K. Wood; Kristie Bennett; Guyette, Kyle

West TN Regional Plan...
91 KB

Bing Maps

Good afternoon! Please see the attached quarterly plan update for the West region. Additionally, please see the meeting information below for a regional planning meeting at 10:00 am on Thursday, May 28th. Thanks!

Join Zoom Meeting
<https://us02web.zoom.us/j/88391929007?pwd=U0tYTVYybnhNKeHU0T2ZlZVoUWEZQOT09>

Meeting ID: 883 9192 9007
Password: 238421
One tap mobile
+13126266799,,88391929007#,,1#,,238421# US (Chicago)
+19292056099,,88391929007#,,1#,,238421# US (New York)

Dial by your location
+1 312 626 6799 US (Chicago)
+1 929 205 6099 US (New York)
+1 301 715 8592 US (Germantown)
+1 346 248 7799 US (Houston)
+1 669 900 6833 US (San Jose)
+1 253 215 8782 US (Tacoma)

Meeting ID: 883 9192 9007
Password: 238421
Find your local number: <https://us02web.zoom.us/j/kdxWFEJBF2>

ATTACHMENTS

[My Meetings](#) > Manage "Regional Planning Meeting"

Topic Regional Planning Meeting

Time May 28, 2020 10:00 AM Central Time (US and Canada)

Add to



Google Calendar



Outlook Calendar (.ics)



Yahoo Calendar

Meeting ID 883 9192 9007

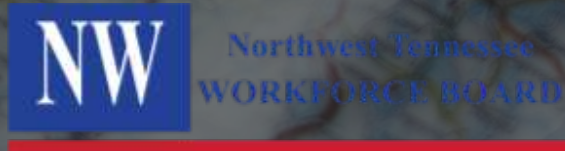
Meeting Password ***** Show

Invite Link <https://us02web.zoom.us/j/88391929007?pwd=U0tyTjVYbHNKeHU0T2ZiZVoUWEzQT09>



West TN

Northwest Tennessee Workforce Board



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Report Parameters

21 Counties

47005	Benton County, TN	47045	Dyer County, TN
47017	Carroll County, TN	47047	Fayette County, TN
47023	Chester County, TN	47053	Gibson County, TN
47033	Crockett County, TN	47069	Hardeman County, TN
47039	Decatur County, TN	<i>See Appendix A for all 21 Counties</i>	

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.

Economy Overview

1,559,217

Population (2019)

Population decreased by **9,286** over the last 5 years and is projected to **decrease by 2,162** over the next 5 years.

798,666

Total Regional Employment

Jobs grew by **43,495** over the last 5 years and are projected to **grow by 29,169** over the next 5 years.

\$60.3K

Avg. Earnings Per Job (2019)

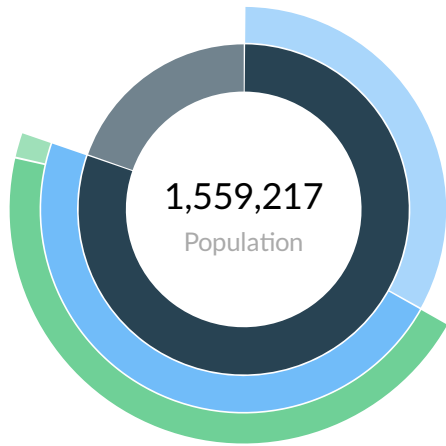
Regional average earnings per job are **\$8.2K below** the national average earnings of \$68.5K per job.

Takeaways

- As of 2019 the region's population **declined by 0.6%** since 2014, falling by 9,286. Population is expected to **decrease by 0.1%** between 2019 and 2024, losing 2,162.
- From 2014 to 2019, jobs **increased by 5.8%** in West TN from 755,171 to **798,666**. This change **fell short of the national growth rate of 7.6% by 1.8%**. As the number of jobs increased, the **labor force participation rate increased from 55.7% to 58.8% between 2014 and 2019**.
- Concerning educational attainment, **15.1% of the selected regions' residents possess a Bachelor's Degree** (3.7% below the national average), and **6.0% hold an Associate's Degree** (2.1% below the national average).
- The top three industries in 2019 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Local Government, Excluding Education and Hospitals.

	Population (2019)	Labor Force (2019)	Jobs (2019)	Cost of Living	GRP	Imports	Exports
Region	1,559,217	736,078	798,666	91.5	\$89.41B	\$85.92B	\$103.79B
Northwest TN	247,505	110,706	92,764	91.2	\$8.26B	\$13.56B	\$11.32B
State	6,821,363	3,358,776	3,393,637	92.5	\$380.06B	\$328.06B	\$399.19B
Nation	329,399,330	163,934,041	165,144,952	100.0	\$21.00T	\$0	\$8.96T
All Counties	2,060,474	949,167	976,218	90.9	\$106.53B	\$111.28B	\$128.45B

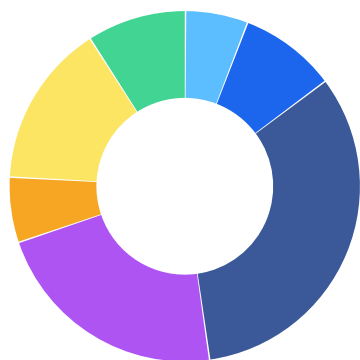
2019 Labor Force Breakdown



	Population
● Total Working Age Population	1,251,617
● Not in Labor Force (15+)	515,539
● Labor Force	736,078
● Employed	708,203
● Unemployed	27,875
● Under 15	307,600

Educational Attainment

Concerning educational attainment, **15.1% of the selected regions' residents possess a Bachelor's Degree** (3.7% below the national average), and **6.0% hold an Associate's Degree** (2.1% below the national average).

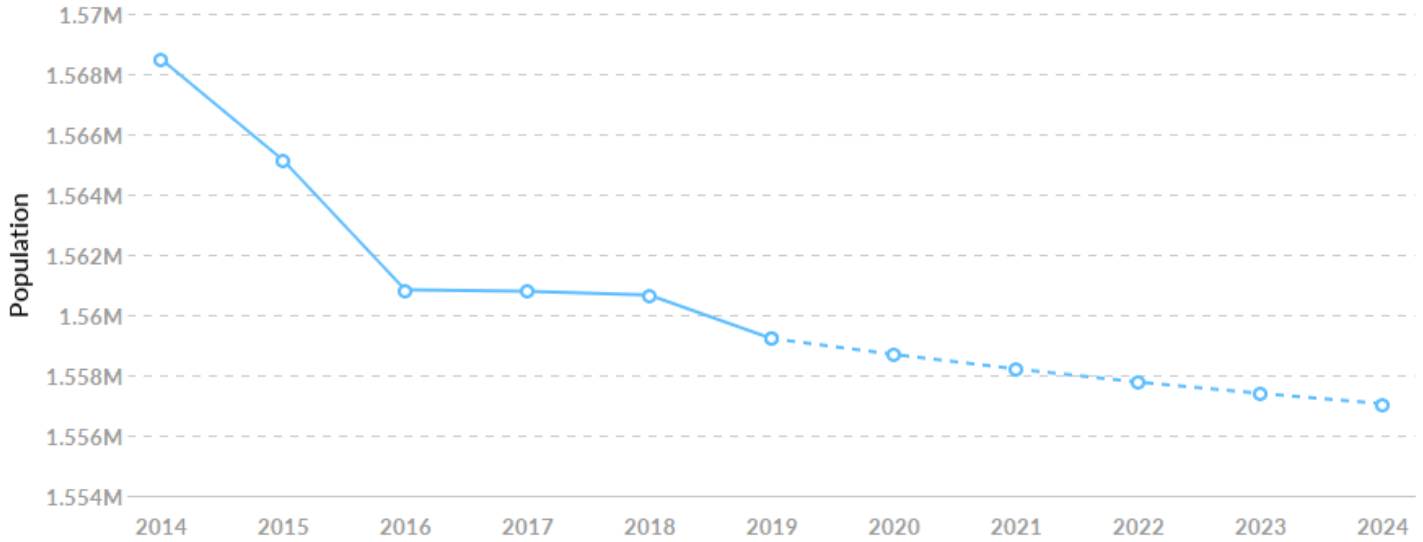


	% of Population	Population
● Less Than 9th Grade	5.8%	60,610
● 9th Grade to 12th Grade	8.9%	93,909
● High School Diploma	33.0%	346,122
● Some College	22.1%	231,895
● Associate's Degree	6.0%	63,306
● Bachelor's Degree	15.1%	158,539
● Graduate Degree and Higher	9.1%	96,047

Historic & Projected Trends

Population Trends

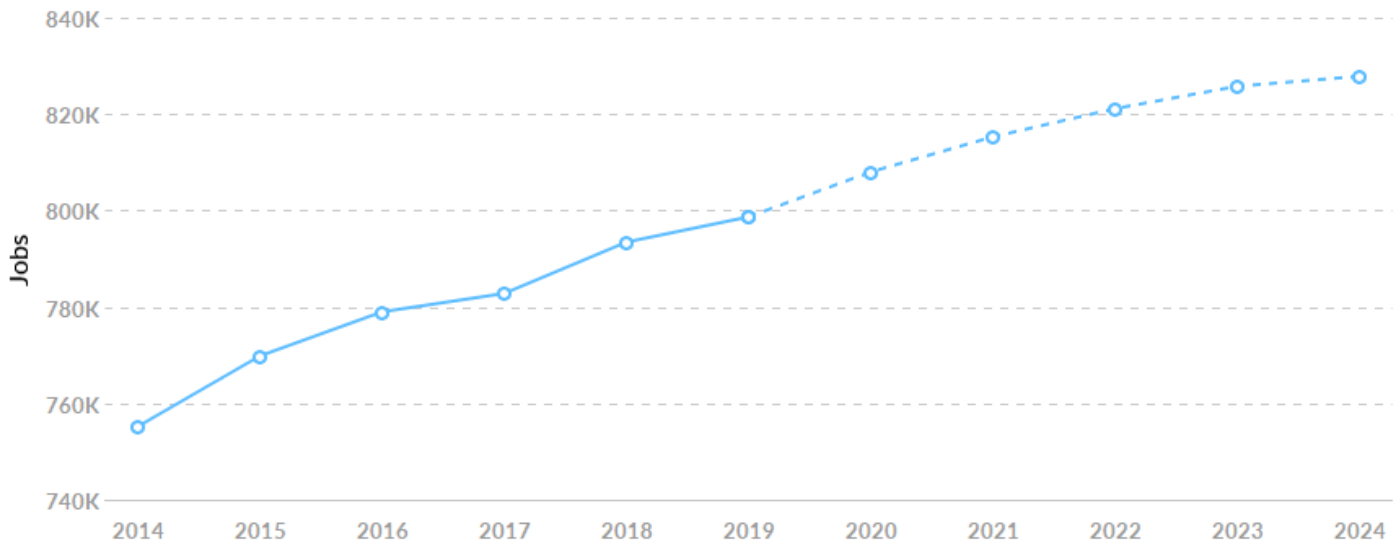
As of 2019 the region's population **declined by 0.6%** since 2014, falling by 9,286. Population is expected to **decrease by 0.1%** between 2019 and 2024, losing 2,162.



Timeframe	Population
2014	1,568,503
2015	1,565,144
2016	1,560,836
2017	1,560,785
2018	1,560,660
2019	1,559,217
2020	1,558,691
2021	1,558,207
2022	1,557,773
2023	1,557,397
2024	1,557,054

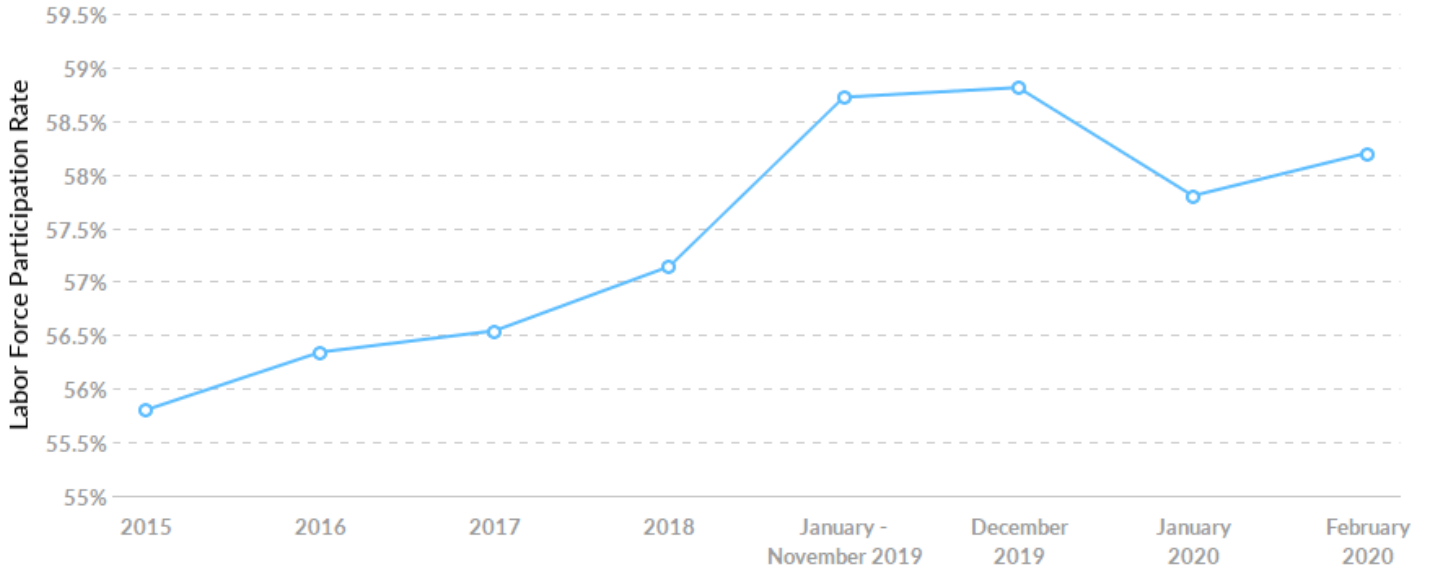
Job Trends

From 2014 to 2019, jobs increased by 5.8% in West TN from 755,171 to 798,666. This change fell short of the national growth rate of 7.6% by 1.8%.



Timeframe	Jobs
2014	755,171
2015	769,819
2016	778,973
2017	782,786
2018	793,433
2019	798,666
2020	807,993
2021	815,279
2022	821,125
2023	825,766
2024	827,835

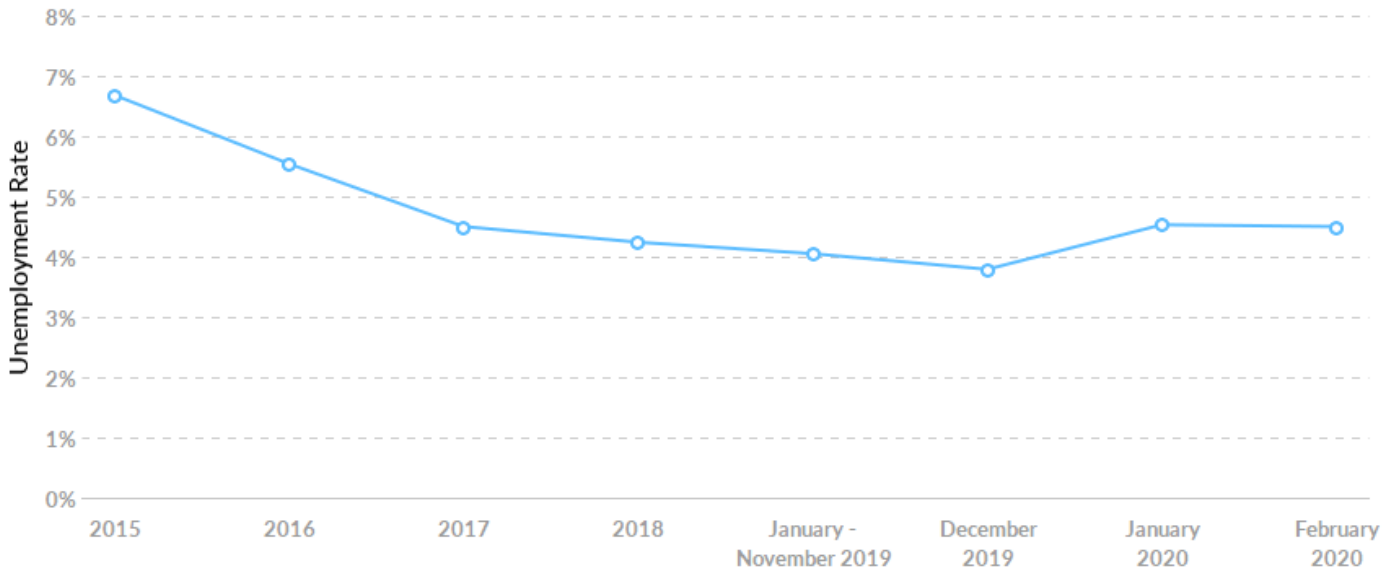
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2015	55.80%
2016	56.34%
2017	56.54%
2018	57.14%
January - November 2019	58.72%
December 2019	58.81%
January 2020	57.80%
February 2020	58.20%

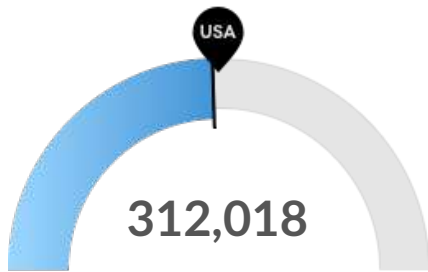
Unemployment Rate Trends

Your areas had a February 2020 unemployment rate of 4.50%, **decreasing from 6.68%** 5 years before.



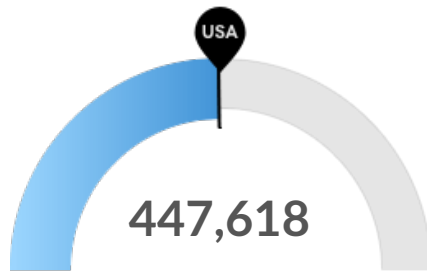
Timeframe	Unemployment Rate
2015	6.68%
2016	5.54%
2017	4.50%
2018	4.24%
January - November 2019	4.05%
December 2019	3.79%
January 2020	4.53%
February 2020	4.50%

Population Characteristics



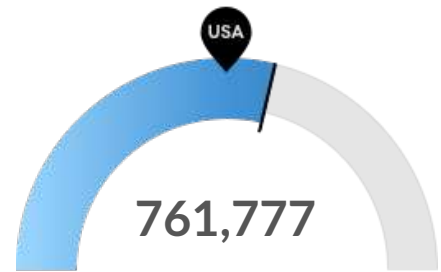
Millennials

Your area has 312,018 millennials (ages 25-39). The national average for an area this size is 320,851.



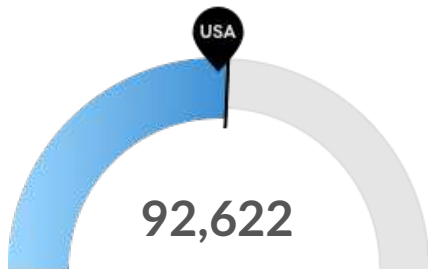
Retiring Soon

Retirement risk is about average in your area. The national average for an area this size is 451,758 people 55 or older, while there are 447,618 here.



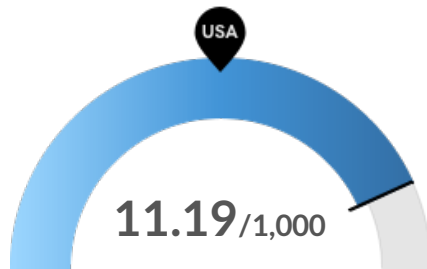
Racial Diversity

Racial diversity is high in your area. The national average for an area this size is 618,321 racially diverse people, while there are 761,777 here.



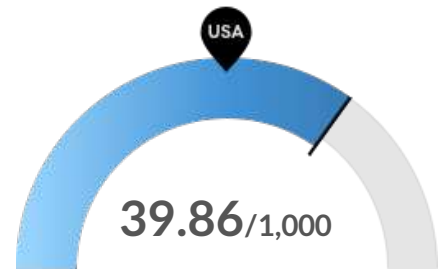
Veterans

Your area has 92,622 veterans. The national average for an area this size is 88,781.



Violent Crime

Your area has 11.19 violent crimes per 1,000 people. The national rate is 3.87 per 1,000 people.

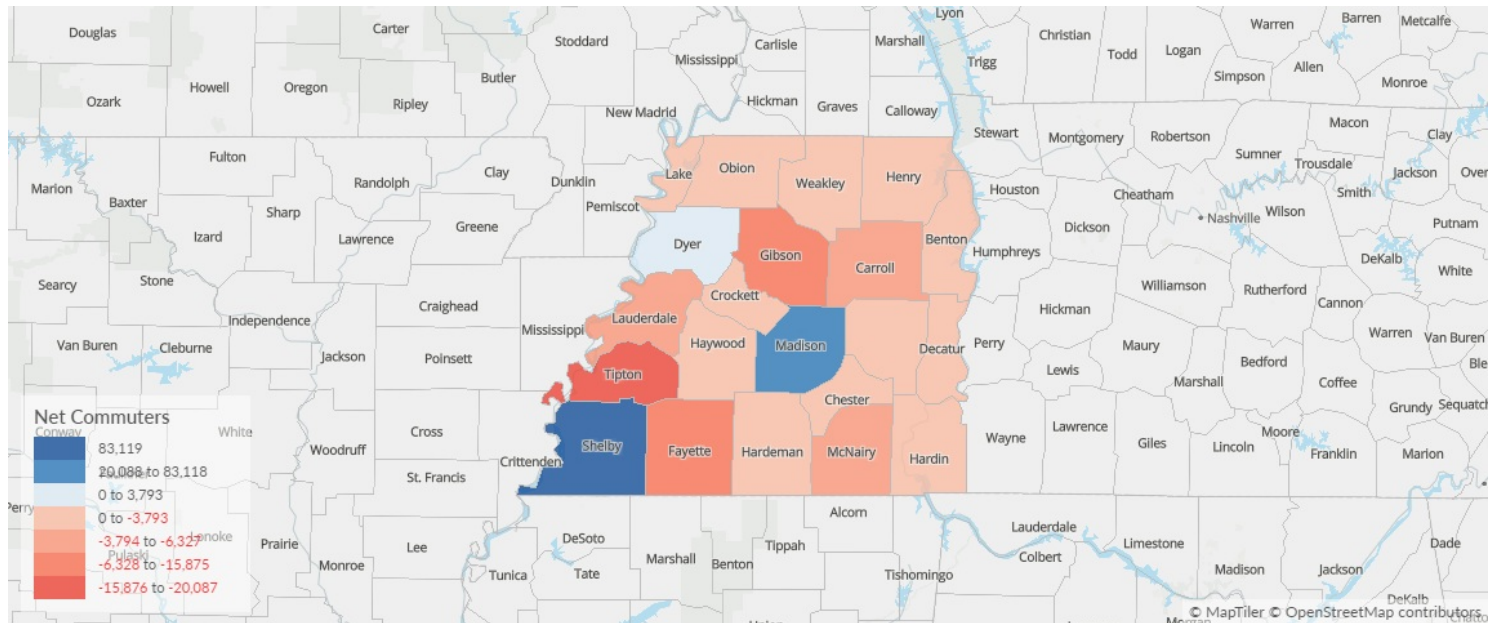


Property Crime

Your area has 39.86 property crimes per 1,000 people. The national rate is 22.98 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

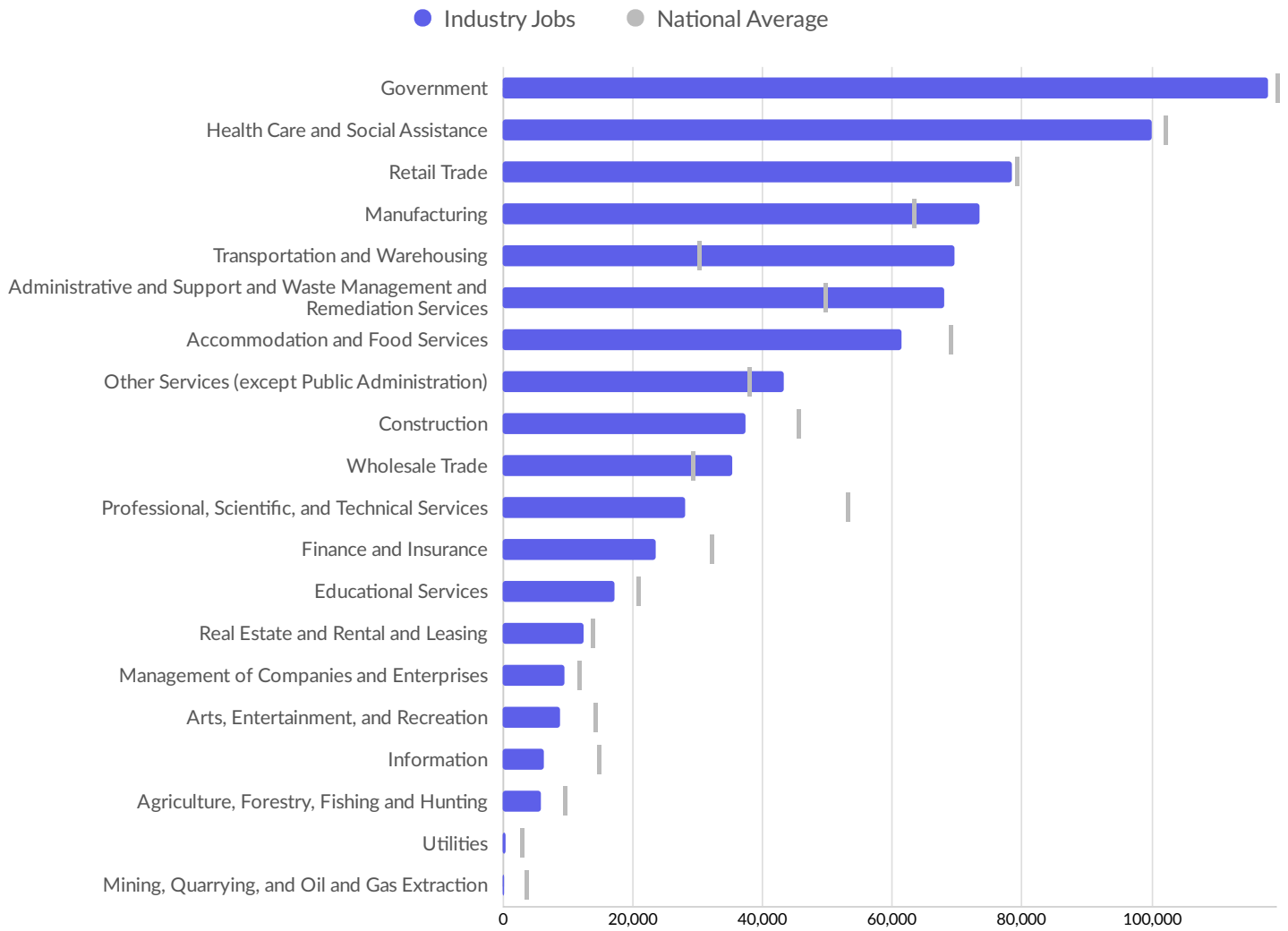
County	Name	2019 Employment
47157	Shelby County, TN	561,807
47113	Madison County, TN	64,640
47045	Dyer County, TN	17,212
47053	Gibson County, TN	16,684
47079	Henry County, TN	13,953

Where Talent Lives

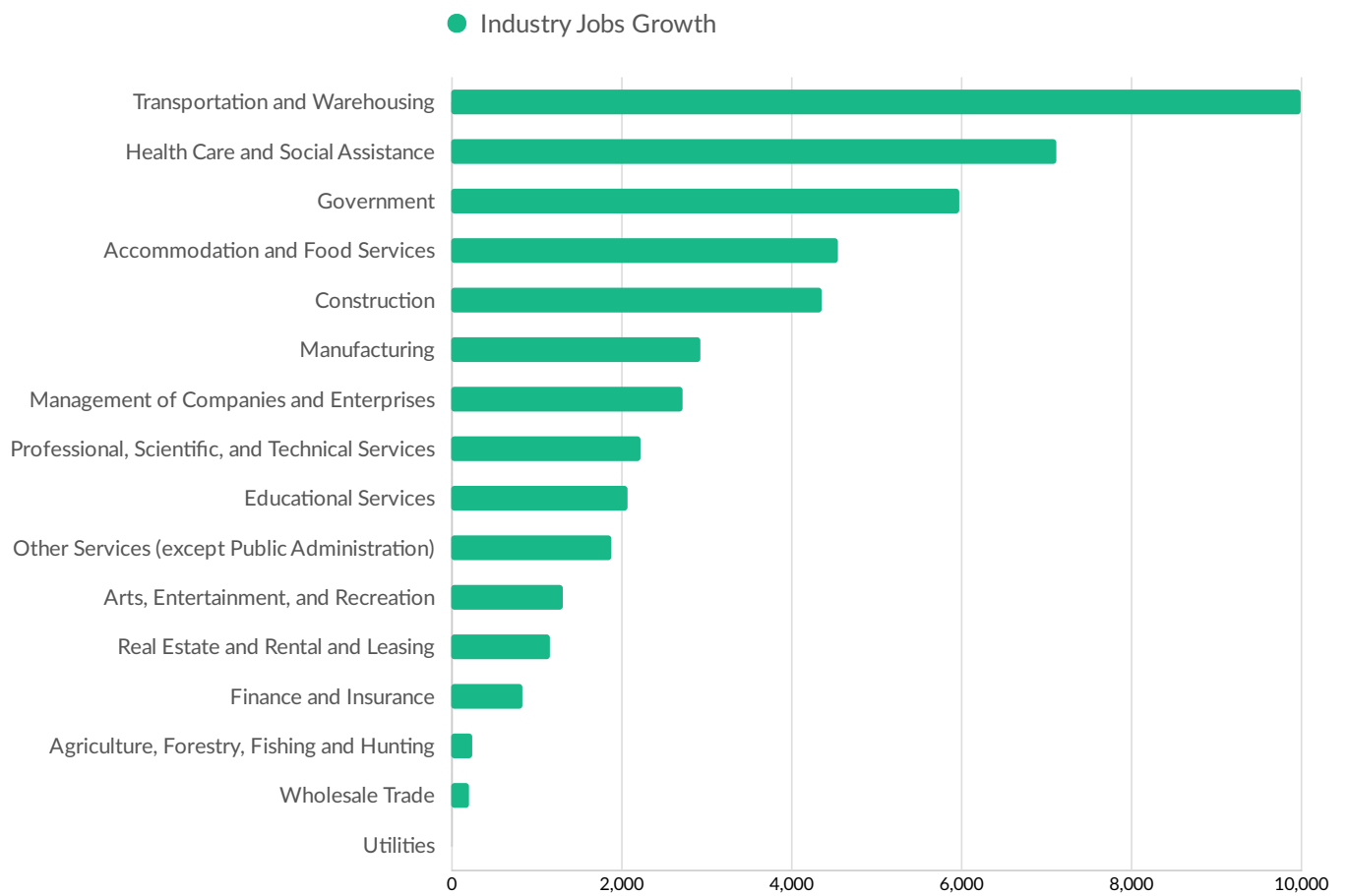
County	Name	2019 Workers
47157	Shelby County, TN	478,688
47113	Madison County, TN	44,553
47167	Tipton County, TN	29,803
47053	Gibson County, TN	24,711
47047	Fayette County, TN	16,678

Industry Characteristics

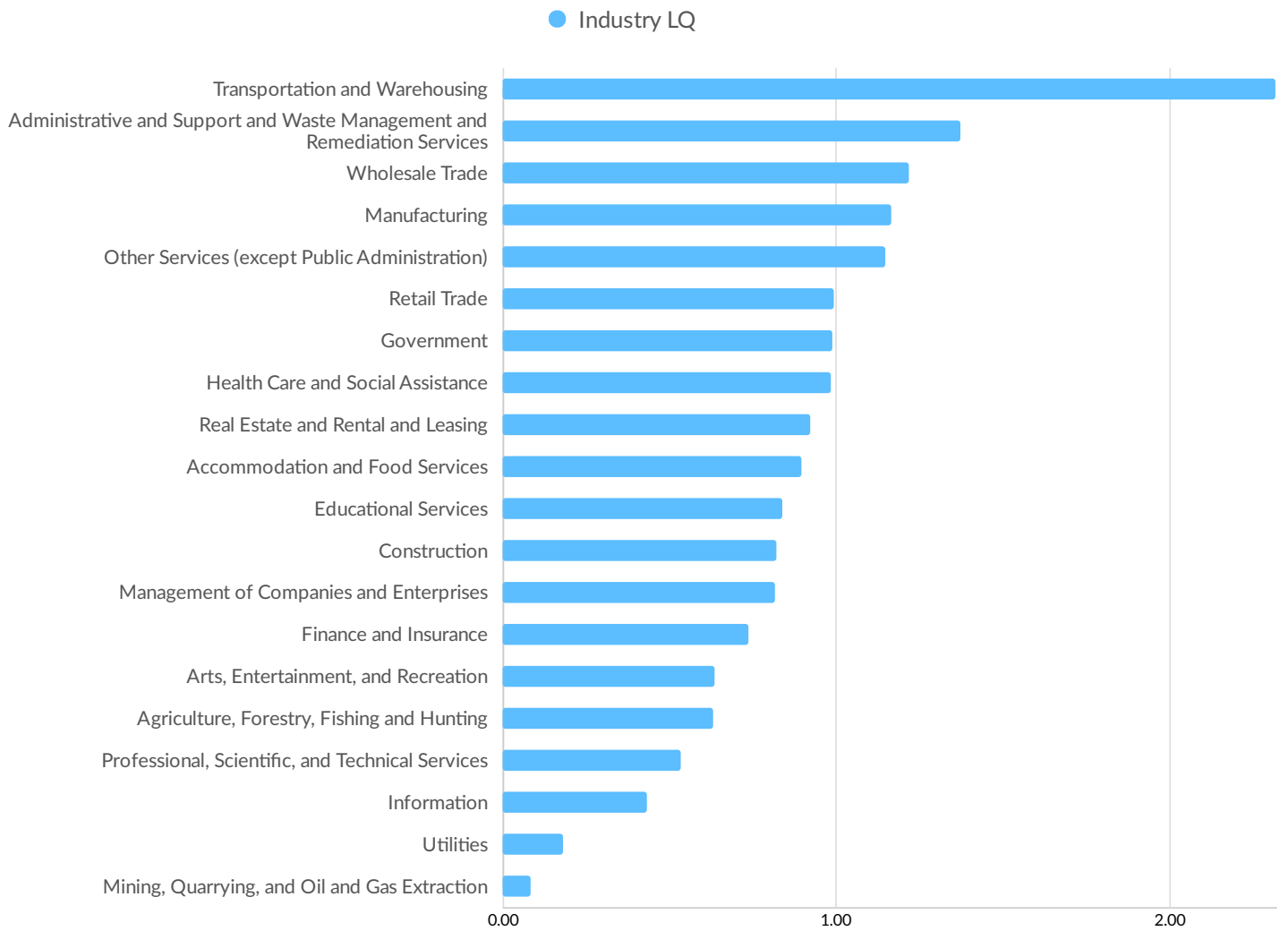
Largest Industries



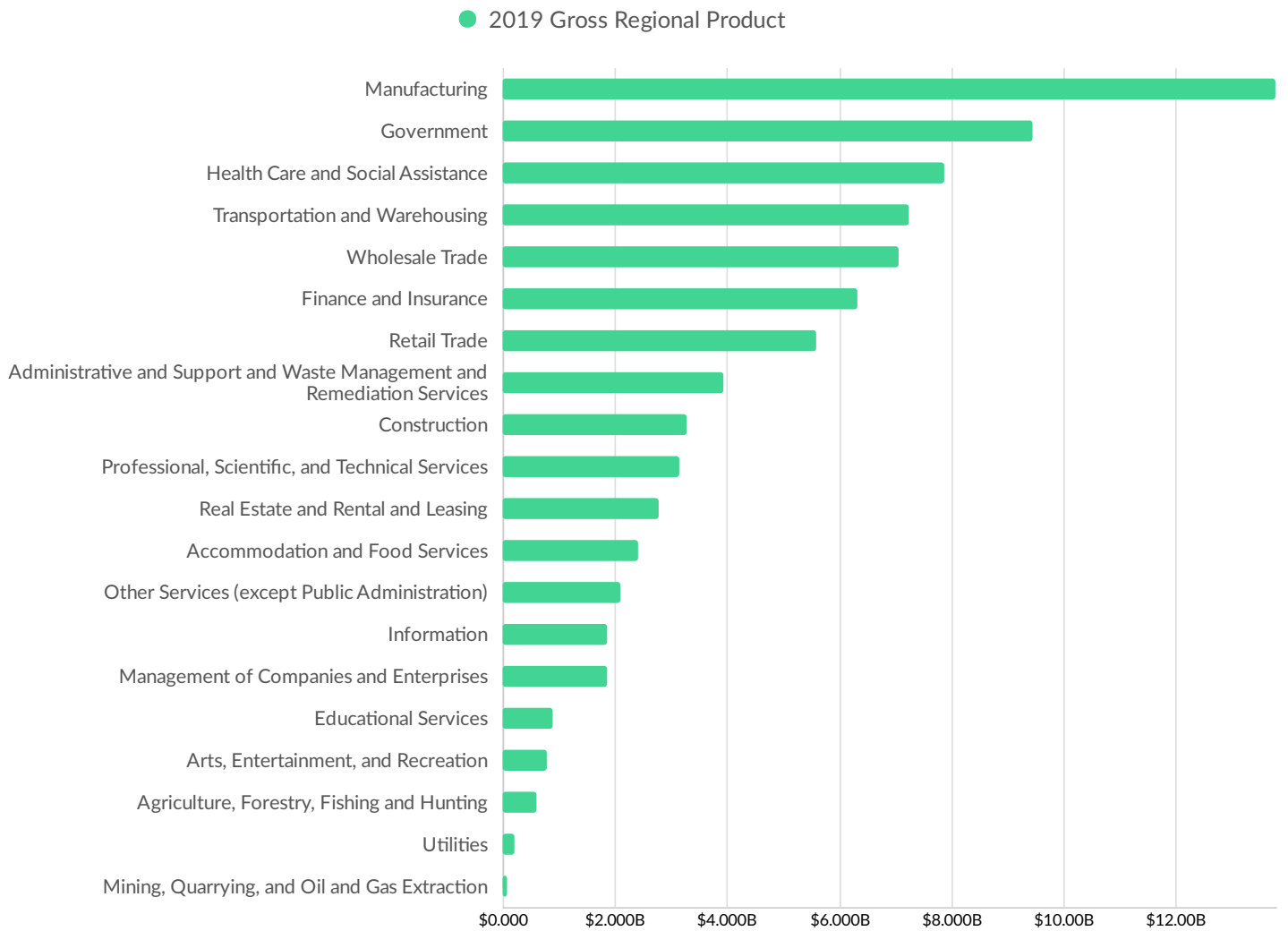
Top Growing Industries



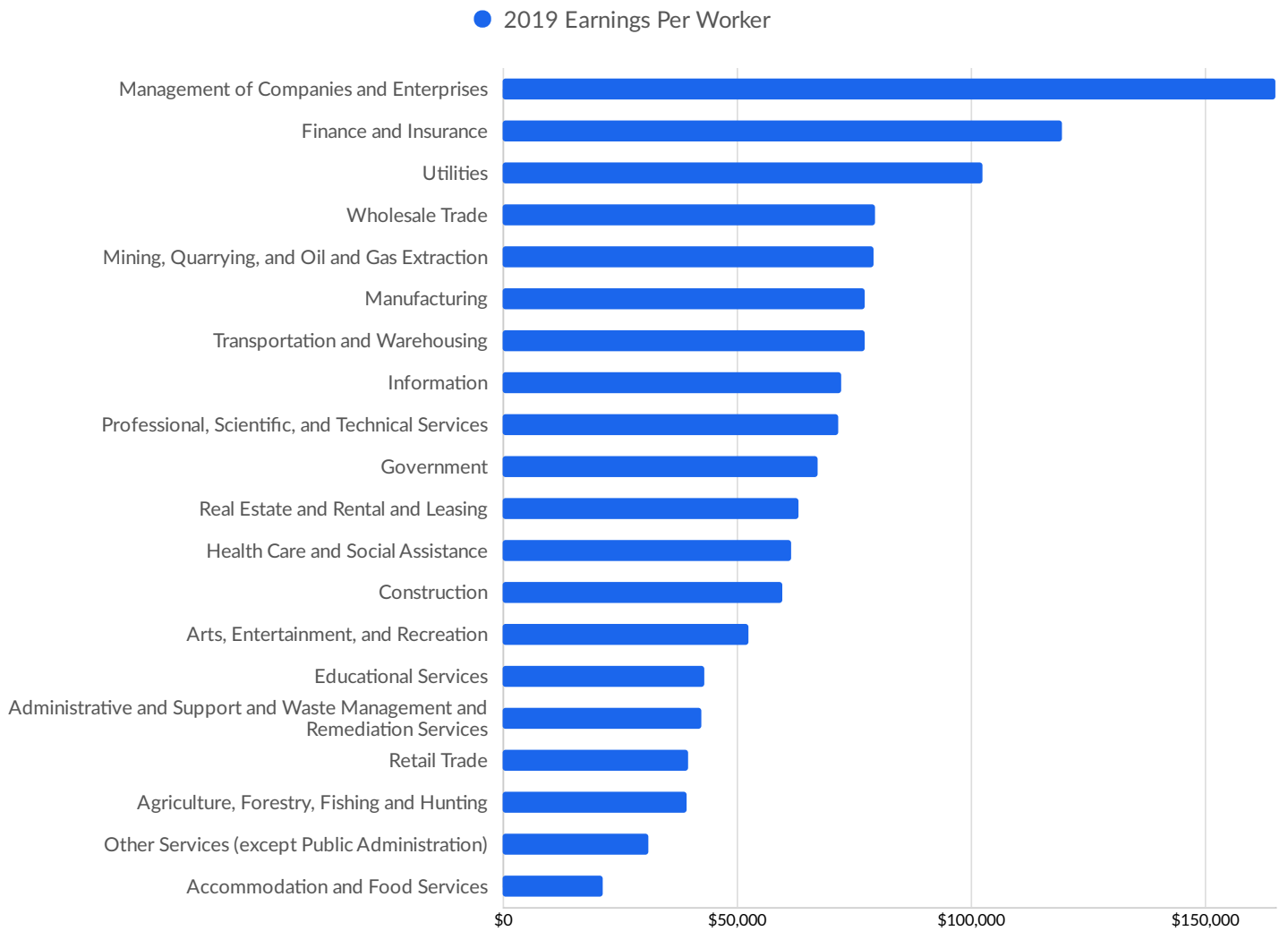
Top Industry LQ



Top Industry GRP



Top Industry Earnings





















Industry	2014 Jobs	2019 Jobs	Change in Jobs	% Change in Jobs	2019 LQ	2019 Earnings Per Worker	2019 GRP
Government	112,025	118,003	5,978	+5%	0.99	\$67,448	\$9.45B
Health Care and Social Assistance	92,997	100,124	7,127	+8%	0.98	\$61,849	\$7.87B
Retail Trade	78,601	78,574	-27	0%	1.00	\$39,624	\$5.60B
Manufacturing	70,605	73,546	2,941	+4%	1.17	\$77,576	\$13.78B
Transportation and Warehousing	59,672	69,675	10,003	+17%	2.32	\$77,282	\$7.25B
Administrative and Support and Waste Management and Remediation Services	71,031	68,053	-2,978	-4%	1.37	\$42,451	\$3.93B
Accommodation and Food Services	57,050	61,606	4,556	+8%	0.90	\$21,447	\$2.41B
Other Services (except Public Administration)	41,442	43,322	1,880	+5%	1.15	\$31,087	\$2.09B
Construction	33,012	37,366	4,354	+13%	0.82	\$59,746	\$3.27B
Wholesale Trade	35,283	35,498	215	+1%	1.22	\$79,700	\$7.07B
Professional, Scientific, and Technical Services	25,957	28,181	2,224	+9%	0.53	\$71,869	\$3.14B
Finance and Insurance	22,763	23,610	847	+4%	0.74	\$119,760	\$6.32B
Educational Services	15,168	17,250	2,082	+14%	0.84	\$43,182	\$904.08M
Real Estate and Rental and Leasing	11,379	12,539	1,160	+10%	0.92	\$63,396	\$2.78B
Management of Companies and Enterprises	6,708	9,430	2,722	+41%	0.82	\$165,248	\$1.87B
Arts, Entertainment, and Recreation	7,611	8,929	1,318	+17%	0.64	\$52,703	\$796.58M
Information	7,352	6,286	-1,066	-14%	0.43	\$72,483	\$1.88B
Agriculture, Forestry, Fishing and Hunting	5,622	5,867	245	+4%	0.63	\$39,368	\$603.08M
Utilities	480	489	9	+2%	0.18	\$102,760	\$219.82M
Mining, Quarrying, and Oil and Gas Extraction	382	276	-106	-28%	0.08	\$79,438	\$87.02M

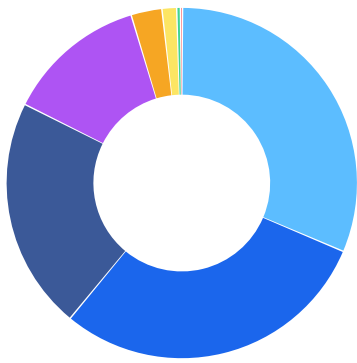
Business Characteristics

129,664 Companies Employ Your Workers

Online profiles for your workers mention 129,664 companies as employers, with the top 10 appearing below. In the last 12 months, 18,083 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Fedex Corporation	17,736 	CRST International, Inc.	7,819 
Shelby County Schools	4,384 	Fedex Corporation	3,728 
St. Jude Children's Research Ho...	3,712 	Anthem, Inc.	3,052 
University of Memphis	3,544 	Oracle Corporation	2,750 
Baptist Memorial Health Care C...	3,434 	Methodist Le Bonheur Healthca...	2,501 
Methodist Le Bonheur Healthca...	3,145 	HealthCare Employment Netwo...	2,351 
Wal-Mart Stores, Inc.	3,060 	Dollar General Corporation	2,139 
Memphis City Schools	2,971 	Baptist Memorial Health Care C...	1,843 
Nike, Inc.	2,820 	Cbre Group, Inc.	1,738 
University of Tennessee	2,362 	St. Jude Children's Research Ho...	1,707 

Business Size

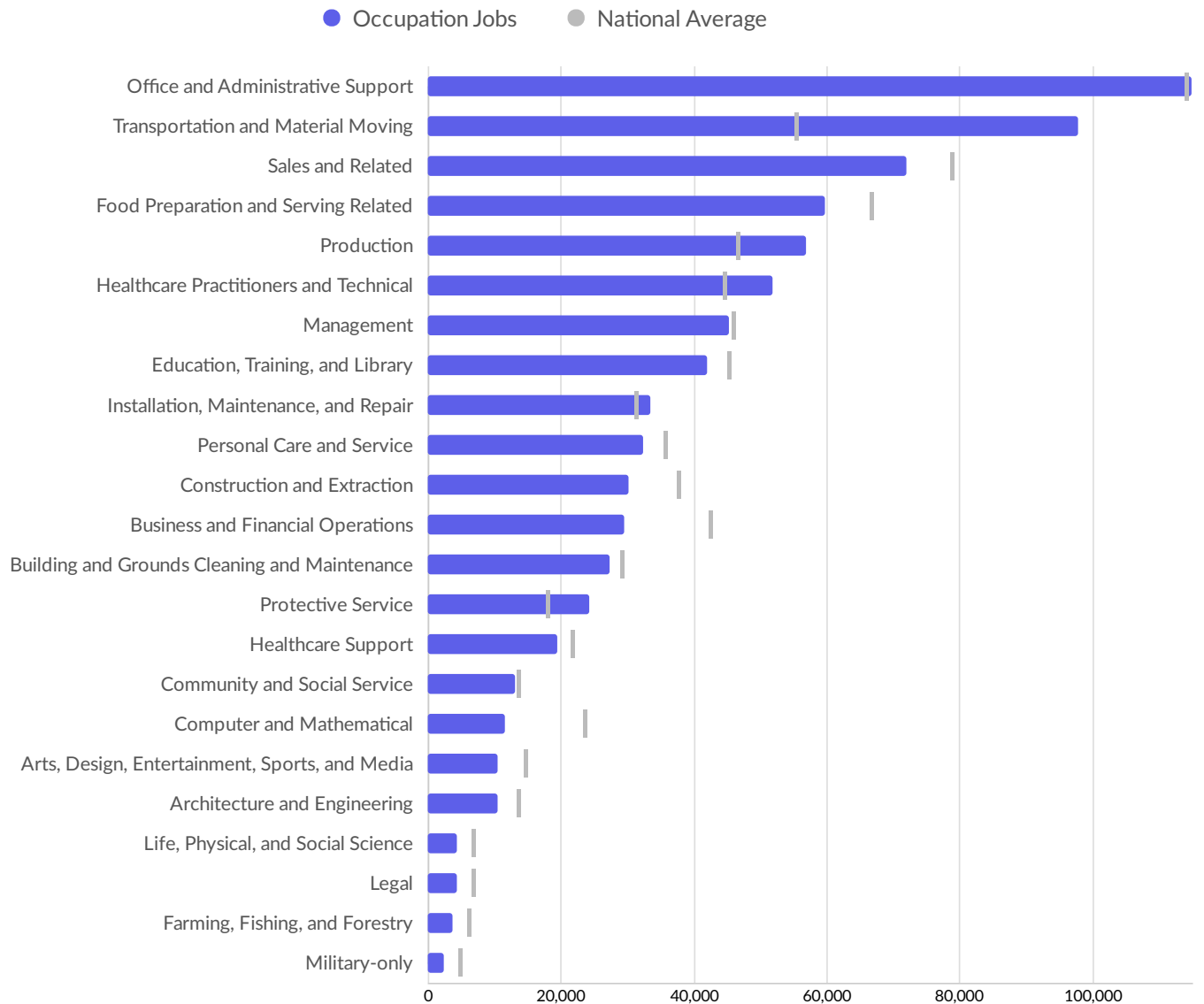


	Percentage	Business Count
1 to 4 employees	31.3%	17,069
5 to 9 employees	29.6%	16,146
10 to 19 employees	21.4%	11,676
20 to 49 employees	12.9%	7,057
50 to 99 employees	2.8%	1,554
100 to 249 employees	1.3%	736
250 to 499 employees	0.3%	187
500+ employees	0.2%	104

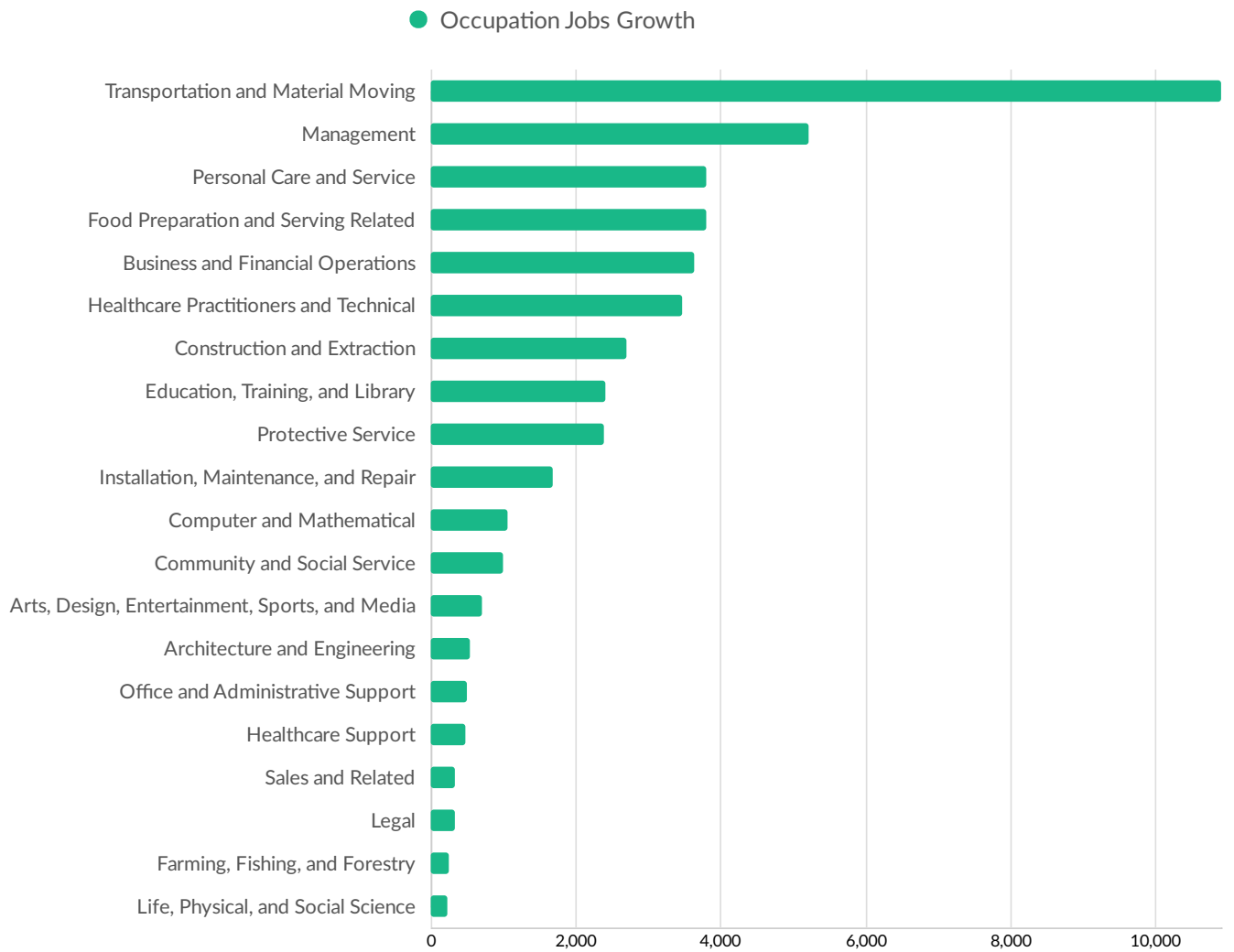
*Business Data by DatabaseUSA.com is third-party data provided by Emsi to its customers as a convenience, and Emsi does not endorse or warrant its accuracy or consistency with other published Emsi data. In most cases, the Business Count will not match total companies with profiles on the summary tab.

Workforce Characteristics

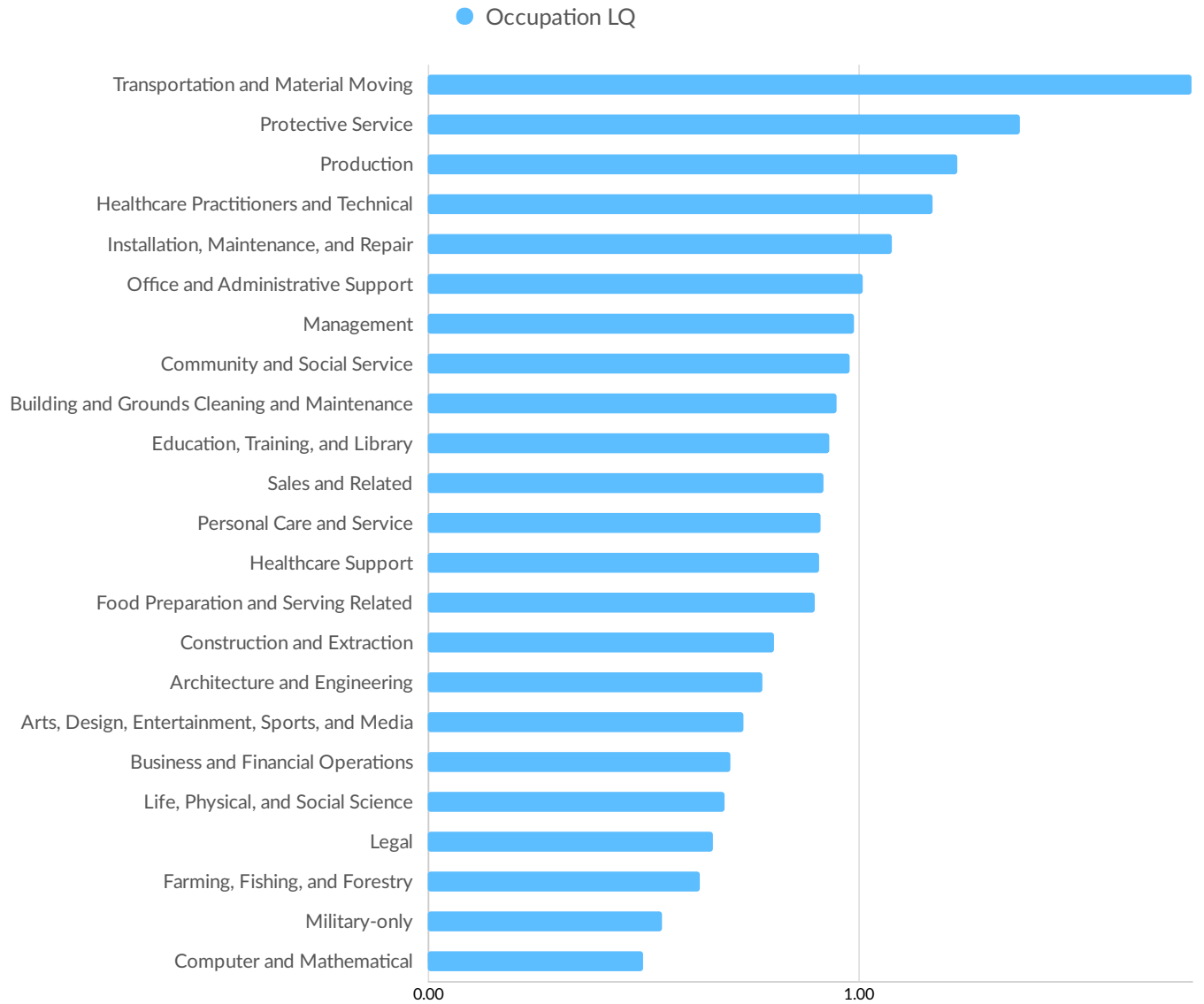
Largest Occupations



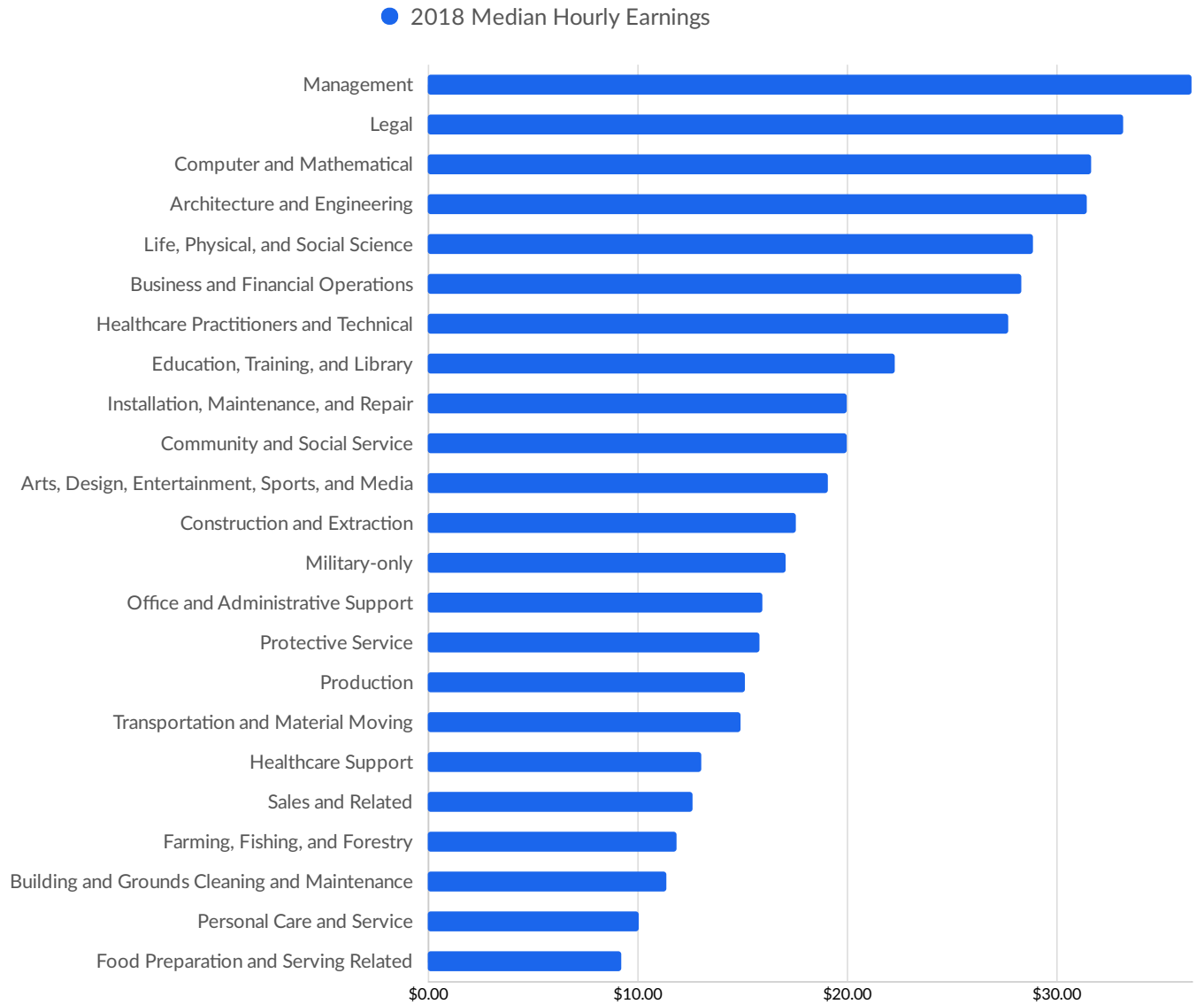
Top Growing Occupations



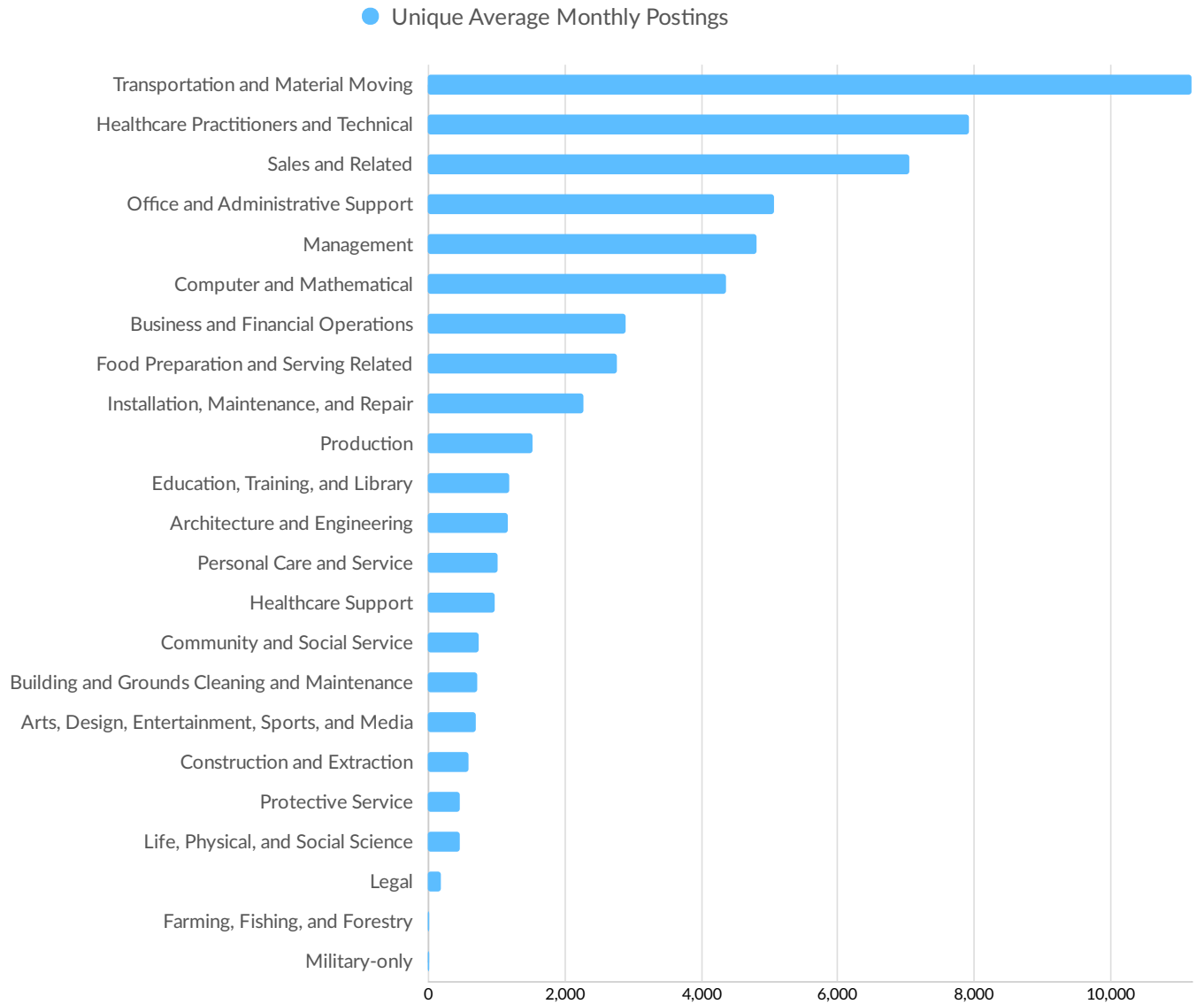
Top Occupation LQ



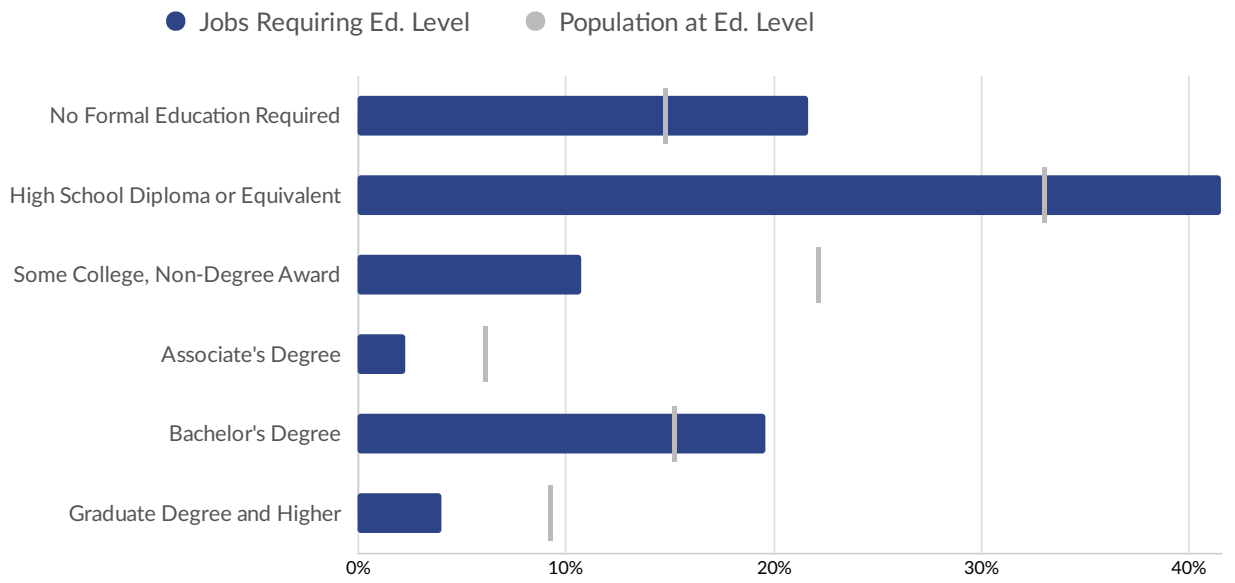
Top Occupation Earnings



Top Posted Occupations



Underemployment



Occupation	2014 Jobs	2019 Jobs	Change in Jobs	% Change in Jobs	2019 LQ	2018 Median Hourly Earnings	Apr 2019 - Mar 2020 Unique Average Monthly Postings
Office and Administrative Support	114,490	114,989	499	+0%	1.01	\$16.01	5,082
Transportation and Material Moving	86,892	97,805	10,913	+13%	1.77	\$14.95	11,199
Sales and Related	71,705	72,030	325	+0%	0.92	\$12.66	7,056
Food Preparation and Serving Related	55,969	59,771	3,802	+7%	0.90	\$9.27	2,771
Production	58,026	57,020	-1,006	-2%	1.23	\$15.12	1,529
Healthcare Practitioners and Technical	48,493	51,956	3,463	+7%	1.17	\$27.72	7,926
Management	40,102	45,313	5,211	+13%	0.99	\$36.49	4,817
Education, Training, and Library	39,567	41,972	2,405	+6%	0.93	\$22.28	1,201
Installation, Maintenance, and Repair	31,778	33,470	1,692	+5%	1.08	\$20.02	2,276
Personal Care and Service	28,539	32,353	3,814	+13%	0.91	\$10.10	1,034
Construction and Extraction	27,439	30,148	2,709	+10%	0.80	\$17.55	601
Business and Financial Operations	25,968	29,605	3,637	+14%	0.70	\$28.38	2,901
Building and Grounds Cleaning and Maintenance	27,909	27,418	-491	-2%	0.95	\$11.39	731
Protective Service	22,005	24,395	2,390	+11%	1.37	\$15.82	480
Healthcare Support	19,006	19,492	486	+3%	0.91	\$13.07	991
Community and Social Service	12,185	13,179	994	+8%	0.98	\$20.00	756
Computer and Mathematical	10,583	11,647	1,064	+10%	0.50	\$31.67	4,378
Arts, Design, Entertainment, Sports, and Media	9,898	10,611	713	+7%	0.73	\$19.14	701

Occupation	2014 Jobs	2019 Jobs	Change in Jobs	% Change in Jobs	2019 LQ	2018 Median Hourly Earnings	Apr 2019 - Mar 2020 Unique Average Monthly Postings
Architecture and Engineering	9,874	10,423	549	+6%	0.77	\$31.50	1,172
Life, Physical, and Social Science	4,224	4,463	239	+6%	0.69	\$28.92	476
Legal	4,054	4,377	323	+8%	0.66	\$33.22	202
Farming, Fishing, and Forestry	3,491	3,750	259	+7%	0.63	\$11.89	30
Military-only	2,976	2,478	-498	-17%	0.54	\$17.13	11

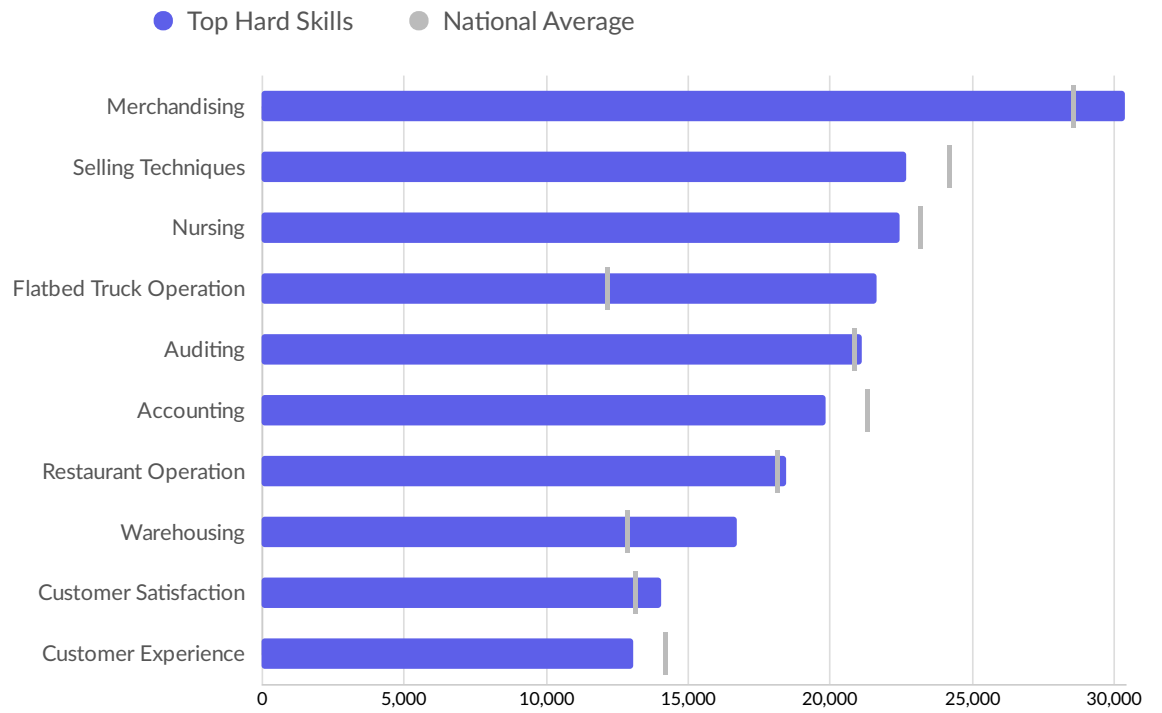
Educational Pipeline

In 2018, there were 18,188 graduates in West TN. This pipeline has shrunk by 1% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, Registered Nursing/Registered Nurse, and "Multi-/Interdisciplinary Studies, Other".

School	Total Graduates (2018)	Graduate Trend (2014 - 2018)
University of Memphis	4,420	
The University of Tennessee-Martin	1,274	
Southwest Tennessee Community College	1,204	
Union University	1,090	
Bethel University	1,059	
The University of Tennessee-Health Science Center	967	
Concorde Career College-Memphis	824	
Jackson State Community College	747	
Christian Brothers University	618	
Dyersburg State Community College	566	

● Certificate
 ● Associate's
 ● Bachelor's
 ● Master's or Higher

In-Demand Skills



Appendix A (Geographies)

Code	Description
47005	Benton County, TN
47017	Carroll County, TN
47023	Chester County, TN
47033	Crockett County, TN
47039	Decatur County, TN
47045	Dyer County, TN
47047	Fayette County, TN
47053	Gibson County, TN
47069	Hardeman County, TN
47071	Hardin County, TN
47075	Haywood County, TN

Code	Description
47077	Henderson County, TN
47079	Henry County, TN
47095	Lake County, TN
47097	Lauderdale County, TN
47109	McNairy County, TN
47113	Madison County, TN
47131	Obion County, TN
47157	Shelby County, TN
47167	Tipton County, TN
47183	Weakley County, TN

West Tennessee LWDA's Top 10 Industries based on Employment

Southwest Tennessee LWDA

Industry Title	Industry Code	Establishments	Average Employment	Average Weekly Wage
Educational Services	611	48	8,385	\$696
Food Services and Drinking Places	722	416	7,788	\$293
Hospitals	622	16	7,123	\$922
Administrative and Support Services	561	240	6,461	\$553
Ambulatory Health Care Services	621	426	6,211	\$1,222
Executive, Legislative, and Other General Gov	921	51	3,786	\$633
Fabricated Metal Product Manufacturing	332	63	3,256	\$1,009
Nursing and Residential Care Facilities	623	57	3,195	\$580
General Merchandise Stores	452	108	3,181	\$452
Machinery Manufacturing	333	33	3,011	\$965
Total / Average		1,458	52,397	\$732.50

Source: Tennessee Department of Labor and Workforce Development QCEW data, July 2019

Northwest Tennessee LWDA

Industry Title	Industry Code	Establishments	Average Employment	Average Weekly Wage
Educational Services	611	44	8,074	\$687
Food Services and Drinking Places	722	395	5,957	\$257
Food Manufacturing	311	21	3,704	\$827
Ambulatory Health Care Services	621	361	3,646	\$823
Nursing and Residential Care Facilities	623	72	3,303	\$545
Executive, Legislative, and Other General Gov	921	63	3,282	\$583
Administrative and Support Services	561	208	3,098	\$519
General Merchandise Stores	452	107	2,881	\$467
Hospitals	622	19	2,258	\$926
Electrical Equipment, Appliance, and Components	335	9	2,173	\$1,176
Total / Average		1,299	38,376	\$681

Source: Tennessee Department of Labor and Workforce Development QCEW data, July 2019

Greater Memphis LWDA

Industry Title	Industry Code	Establishments	Average Employment	Average Weekly Wage
Administrative and Support Services	561	1,449	50,218	\$701
Educational Services	611	344	40,339	\$890
Food Services and Drinking Places	722	1,953	38,985	\$342
Hospitals	622	36	31,081	\$1,234
Couriers and Messengers	492	130	28,193	\$1,711
Ambulatory Health Care Services	621	1,636	25,474	\$1,280
Professional, Scientific, and Technical Servi	541	2,458	22,091	\$1,194
Executive, Legislative, and Other General Gov	921	46	17,639	\$1,070
Merchant Wholesalers, Durable Goods	423	1,145	15,487	\$1,363
Specialty Trade Contractors	238	1,034	13,909	\$1,119
Total / Average		10,231	283,416	\$1,090.40

Source: Tennessee Department of Labor and Workforce Development QCEW data, July 2019

Industries by Replacement Jobs

NAICS	Description	% of Industry 55+
11	Agriculture, Forestry, Fishing and Hunting	40.1%
21	Mining, Quarrying, and Oil and Gas Extraction	31.2%
53	Real Estate and Rental and Leasing	30.8%
81	Other Services (except Public Administration)	30.3%
52	Finance and Insurance	27.6%
22	Utilities	27.0%
90	Government	27.0%
42	Wholesale Trade	26.0%
31	Manufacturing	25.9%
48	Transportation and Warehousing	25.7%
54	Professional, Scientific, and Technical Services	25.6%
23	Construction	24.2%
61	Educational Services	23.5%
62	Health Care and Social Assistance	23.4%
55	Management of Companies and Enterprises	23.2%
51	Information	22.1%
44	Retail Trade	21.9%
71	Arts, Entertainment, and Recreation	21.8%
56	Administrative and Support and Waste Management and Remediation Services	21.0%
72	Accommodation and Food Services	11.0%

Occupations by Replacement Jobs

SOC	Description	% of Workforce Aged 55+
23-0000	Legal Occupations	31.7%
21-0000	Community and Social Service Occupations	29.6%
11-0000	Management Occupations	29.4%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	29.0%
45-0000	Farming, Fishing, and Forestry Occupations	27.1%
41-0000	Sales and Related Occupations	24.7%
39-0000	Personal Care and Service Occupations	24.5%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	26.5%
19-0000	Life, Physical, and Social Science Occupations	25.8%
25-0000	Education, Training, and Library Occupations	26.5%
43-0000	Office and Administrative Support Occupations	26.7%
33-0000	Protective Service Occupations	23.0%
13-0000	Business and Financial Operations Occupations	26.0%
17-0000	Architecture and Engineering Occupations	26.4%
53-0000	Transportation and Material Moving Occupations	24.2%
49-0000	Installation, Maintenance, and Repair Occupations	25.4%
29-0000	Healthcare Practitioners and Technical Occupations	23.6%
47-0000	Construction and Extraction Occupations	21.7%
51-0000	Production Occupations	23.8%
31-0000	Healthcare Support Occupations	16.9%
35-0000	Food Preparation and Serving Related Occupations	10.9%
15-0000	Computer and Mathematical Occupations	16.9%
55-0000	Military-only occupations	2.1%
99-0000	Unclassified Occupation	0.0%

Source: EMSI, 2020.2 – QCEW Employees, Non-QCEW Employees, and Self-Employed

Top Occupations by Top Industry Sectors

Industry	SOC	Description	Annual Openings	2018 Jobs	2028 Jobs	2018 - 2028 Change	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training	2018 Location Quotient	2018 Resident Workers	2018 Net Commuters	Automation Index	Median Hourly Earnings	Avg. Hourly Earnings
Transportation	11-1021	General and Operations Managers	857	9,177	10,029	852	Bachelor's degree	5 years or more	None	0.83	8,950	227	82.2	\$41.78	\$53.49
Transportation	43-4051	Customer Service Representatives	1,711	12,654	13,327	673	HS diploma or equivalent	None	Short-term on-the-job training	0.93	11,985	669	96.4	\$14.61	\$15.98
Transportation	53-3032	Heavy and Tractor-Trailer Truck Drivers	1,969	17,517	18,161	644	Postsecondary nondegree award	None	Short-term on-the-job training	1.78	16,955	562	110.1	\$18.29	\$19.35
Transportation	53-3033	Light Truck or Delivery Services Drivers	681	5,909	6,288	379	HS diploma or equivalent	None	Short-term on-the-job training	1.28	5,612	297	112.9	\$15.67	\$17.62
Transportation	41-3099	Sales Representatives, Services, All Other	583	4,454	4,797	343	HS diploma or equivalent	None	Moderate-term on-the-job training	0.83	4,058	396	96.7	\$20.96	\$25.74
Bus. Services	11-1021	General and Operations Managers	857	9,177	10,029	852	Bachelor's degree	5 years or more	None	0.83	8,950	227	82.2	\$41.78	\$53.49
Bus. Services	43-4051	Customer Service Representatives	1,711	12,654	13,327	673	HS diploma or equivalent	None	Short-term on-the-job training	0.93	11,985	669	96.4	\$14.61	\$15.98
Bus. Services	13-1111	Management Analysts	275	2,288	2,858	570	Bachelor's degree	Less than 5 years	None	0.55	2,103	185	91.1	\$34.37	\$35.91
Bus. Services	11-3031	Financial Managers	321	3,449	3,969	520	Bachelor's degree	5 years or more	None	1.13	3,106	343	85.8	\$44.38	\$52.82
Bus. Services	13-1161	Market Research Analysts and Marketing Specialists	247	1,799	2,305	506	Bachelor's degree	None	None	0.57	1,688	111	88.6	\$26.69	\$29.44
Healthcare	39-9021	Personal Care Aides	1,357	6,658	9,126	2,468	HS diploma or equivalent	None	Short-term on-the-job training	0.59	6,452	206	94.2	\$9.37	\$9.65
Healthcare	29-1141	Registered Nurses	1,021	14,283	16,697	2,414	Bachelor's degree	None	None	0.99	13,565	718	85.3	\$30.30	\$30.78
Healthcare	31-1011	Home Health Aides	300	1,259	2,287	1,028	HS diploma or equivalent	None	Short-term on-the-job training	0.29	1,338	(79)	92.0	\$10.59	\$10.72
Healthcare	31-1014	Nursing Assistants	964	7,319	8,233	914	Postsecondary nondegree award	None	None	1.01	7,005	314	97.0	\$11.69	\$11.95
Healthcare	31-9092	Medical Assistants	532	3,852	4,675	823	Postsecondary nondegree award	None	None	1.16	3,562	290	97.3	\$14.71	\$15.38
Manufacturing	11-1021	General and Operations Managers	857	9,177	10,029	852	Bachelor's degree	5 years or more	None	0.83	8,950	227	82.2	\$41.78	\$53.49
Manufacturing	43-4051	Customer Service Representatives	1,711	12,654	13,327	673	HS diploma or equivalent	None	Short-term on-the-job training	0.93	11,985	669	96.4	\$14.61	\$15.98
Manufacturing	49-9071	Maintenance and Repair Workers, General	822	7,773	8,266	493	HS diploma or equivalent	None	Moderate-term on-the-job training	1.05	7,542	231	109.6	\$17.49	\$18.37
Manufacturing	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	573	5,178	5,517	339	HS diploma or equivalent	None	Moderate-term on-the-job training	0.74	4,702	476	91.5	\$27.23	\$32.92
Manufacturing	51-4041	Machinists	212	1,835	2,008	173	HS diploma or equivalent	None	Long-term on-the-job training	0.96	1,815	20	115.2	\$20.31	\$21.42

Greater Memphis Tennessee

(Fayette, Lauderdale, Shelby, and Tipton Counties)



In Demand Occupations to 2026

Personal Skills and Abilities

- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Health Specialties Teachers, Postsecondary	190	\$90,626	●	●	●	●	●			A
Lawyers	115	\$95,577	●	○	●	●				A
Master's degree										
Healthcare Social Workers	100	\$52,595	●	○	●	●	○			A
Nurse Practitioners	80	\$104,265	●	○	●	●	●			A
Education Administrators, Elementary and Secondary School	75	\$88,940	●	●	●	●				A
Bachelor's degree										
General and Operations Managers	810	\$94,202	●	○	●	●	○			
Registered Nurses	715	\$65,890	●	○	●	●	○			
Elementary School Teachers, Except Special Education	340	\$56,559	●	○	●	●	○			A
Accountants and Auditors	340	\$64,176	●	●	●	●				
Financial Managers	280	\$102,893	●	●	●	●				
Secondary School Teachers, Except Special and Career/Technical Education	265	\$54,883	●	○	●	●	○			A
Clergy	245	\$49,596	●	○	●	●				A
Market Research Analysts & Marketing Specialists	235	\$56,843	●	●	○	●	○	○		
Human Resources Specialists	215	\$55,758	●	○	●	○				A
Sales Managers	195	\$114,440	●	●	●	●				
Medical and Health Services Managers	190	\$95,608	●	○	●	●	○			
Management Analysts	175	\$79,304	●	●	●	●				
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	160	\$67,510	●	○	●	●				A
Administrative Services Managers	135	\$84,032	●	○	●	●				
Special Education Teachers, Kindergarten and Elementary School	125	\$56,221	●	○	●	●				A
Computer Systems Analysts	120	\$69,886	●	●	○	○	○	●		
Compliance Officers	115	\$64,678	●	○	●	●				

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 75 expected annual job openings

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability	
Bachelor's degree continued											
Training and Development Specialists	110	\$57,657	●	○	●	●				A	✓ Jobs in Demand
Wholesale and Retail Buyers, Except Farm Products	105	n/a	●	●	●	●					
Substance Abuse and Behavioral Disorder Counselors	105	n/a	●	○	●	●	○			A	
Chief Executives	105	\$146,946	●	●	●	●				A	
Construction Managers	95	\$73,761	●	●	●	●	○				
Child, Family, and School Social Workers	90	\$42,719	●	○	●	●	○			A	
Medical and Clinical Laboratory Technologists	90	n/a	●	●	●	○	●	○	○		✓ Positive Job Growth
Software Developers, Applications	90	\$80,064	●	○	○	○	○	●			
Marketing Managers	90	\$93,927	●	○	●	●				A	
Computer and Information Systems Managers	85	\$107,326	●	●	○	●		○			
Financial Analysts	85	\$65,875	●	●	○	○					
Middle School Teachers, Except Special and Career/Technical Education	80	\$54,531	●	●	●	●				A	
Network and Computer Systems Administrators	80	\$74,608	●	○	●	○	○	●	●		✓ At least 75 expected annual job openings
Personal Financial Advisors	80	\$61,449	●	●	●	●					
Industrial Engineers	80	\$75,999	●	●	○	○					
Associate's degree											
Paralegals and Legal Assistants	85	\$41,139	●		●	○					
Postsecondary non-degree award											
Heavy and Tractor-Trailer Truck Drivers	1,415	\$45,614	●	○	○	○			○		
Licensed Practical and Licensed Vocational Nurses	285	\$43,664	●	○	●	●	○				
Automotive Service Technicians and Mechanics	225	\$44,993	○	○	○	○			●		

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Postsecondary non-degree award continued										
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	155	\$42,517	●	○	○	○	○		●	
Emergency Medical Technicians and Paramedics	110	\$39,106	●	○	●	○	●			
Firefighters	85	\$52,241	●	○	●	●	○		○	
Some college, no degree										
Computer User Support Specialists	215	\$47,120	●	○	●	○	○	○	○	
High school diploma or equivalent										
First-Line Supervisors of Office and Administrative Support Workers	620	\$53,670	●	○	●	●				
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	380	\$57,010	●	○	●	●				
Food Service Managers	325	\$42,844	●	○	●	●				
Electricians	250	\$48,688	●	●	○	○	○		●	
Plumbers, Pipefitters, and Steamfitters	210	\$54,112	●	○	●	○			●	
First-Line Supervisors of Production and Operating Workers	195	\$53,941	●	○	○	●			○	
Production, Planning, and Expediting Clerks	190	\$44,796	●	○	○	○				
Police and Sheriff's Patrol Officers	185	\$53,280	●	○	●	●				
Property, Real Estate, and Community Association Managers	180	\$47,512	●	○	●	●				
Claims Adjusters, Examiners, and Investigators	175	\$71,704	●	●	●	○				
Bus and Truck Mechanics and Diesel Engine Specialists	170	\$44,037	○	○	○	○			●	
First-Line Supervisors, Mechanics, Installers, Repairers	160	\$71,307	●	●	●	●			●	
Machinists	160	\$45,936	●	○	○	○			○	
Insurance Sales Agents	155	\$51,793	●	●	●	●				

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
First-Line Supervisors of Non-Retail Sales Workers	145	\$77,583	●	●	●	●				
Industrial Machinery Mechanics	110	\$54,872	○	○	○	○	○	○	●	
Dispatchers, Except Police, Fire, and Ambulance	110	\$43,748	●	○	●	○				
Executive Secretaries and Executive Administrative Assistants	100	\$52,618	●	○	●	○				
Welders, Cutters, Solderers, and Brazers	90	\$49,660	●	○	○	○			○	
Transportation, Storage, and Distribution Managers	85	\$85,143	●	●	●	●				

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Northwest Tennessee

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Personal Skills and Abilities

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Physical Therapists	15	\$88,617	●	○	●	●	●			
Pharmacists	10	\$120,305	●	●	●	●	●			
Master's degree										
Education Administrators, Elementary and Secondary School	20	\$74,341	●	●	●	●				A
Educational, Guidance, School, and Vocational Counselors	20	\$45,672	●	○	●	●				A
Instructional Coordinators	15	\$67,999	●	○	●	●				A
Healthcare Social Workers	10	\$45,449	●	○	●	●	○			A
Speech-Language Pathologists	10	\$58,505	●	○	●	●	○			A
Nurse Practitioners	10	\$89,985	●	○	●	●	●			A
Librarians	10	\$46,817	●	○	●	○				A
Bachelor's degree										
Elementary School Teachers, Except Special Education	85	\$46,208	●	○	●	●	○			A
General and Operations Managers	80	\$69,567	●	○	●	●	○			
Registered Nurses	75	\$54,412	●	○	●	●	○			
Secondary School Teachers, Except Special and Career/Technical Education	50	\$48,494	●	○	●	●	○			A
Medical and Health Services Managers	40	\$64,122	●	○	●	●	○			
Middle School Teachers, Except Special and Career/Technical Education	35	\$47,501	●	●	●	●				A
Accountants and Auditors	30	\$53,034	●	●	●	●				
Financial Managers	30	\$65,361	●	●	●	●				
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	20	\$40,583	●	○	●	●				A
Loan Officers	15	\$54,558	●	●	●	○				
Kindergarten Teachers, Except Special Education	15	\$42,110	●	○	●	●				A
Special Education Teachers, Kindergarten and Elementary School	15	\$41,853	●	○	●	●				A
Industrial Engineers	10	\$86,670								

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Bachelor's degree continued										
Market Research Analysts & Marketing Specialists	10	\$41,474	●	●	○	●	○	○		
Sales Managers	10	\$90,175	●	●	●	●				
Administrative Services Managers	10	\$85,211	●	○	●	●				
Industrial Production Managers	10	\$93,023	●	●	○	●				
Probation Officers and Correctional Treatment Specialists	10	\$43,330	●		●	●				
Career/Technical Education Teachers, Secondary School	10	51272	●	○	●	●				A
Associate's degree										
Physical Therapist Assistants	25	\$62,459	●	○	●	○	○			
Civil Engineering Technicians	10	n/a	●	●	○	○	○			A
Electrical and Electronics Engineering Technicians	10	n/a	●	●	○	○	○	○	●	
Industrial Engineering Technicians	10	n/a	●	●	○	○	○		○	
Postsecondary non-degree award										
Licensed Practical and Licensed Vocational Nurses	145	\$35,860	●	○	●	●	○			
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	45	\$39,806	●	○	○	○	○		●	
High school diploma or equivalent										
First-Line Supervisors of Production and Operating Workers	55	\$52,217	●	○	○	●			○	
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	55	\$48,091	●	○	●	●				
Industrial Machinery Mechanics	50	\$45,552	○	○	○	○	○	○	●	
Electricians	40	\$48,335	●	●	○	○	○		●	
First-Line Supervisors of Construction Trades and Extraction Workers	35	\$50,560	●	○	●	●	○		○	
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	30	n/a	●	○	●	●			○	

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Personal Skills and Abilities

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
First-Line Supervisors, Mechanics, Installers, Repairers	25	\$64,527	●	●	●	●			●	
Electrical Power-Line Installers and Repairers	20	\$58,475	●	○	○	○			●	
Excavating and Loading Machine and Dragline Operators	20	\$38,866	●	○	○	●			●	
Sales Representatives, Services, All Other	20	\$38,167								
First-Line Supervisors of Non-Retail Sales Workers	15	\$64,445	●	●	●	●				
Maintenance Workers, Machinery	15	\$42,727	●	○	○	○			●	
First-Line Supervisors of Police and Detectives	10	\$53,495	●	○	●	●				
Millwrights	10	\$54,519	●	○	●	●			●	
Operating Engineers and Other Construction Equipment Operators	10	\$36,125	○	○	○	○			○	
Paving, Surfacing, and Tamping Equipment Operators	10	\$35,042	○	○	○	○			○	
Production, Planning, and Expediting Clerks	10	\$41,686	●	○	○	○				
Property, Real Estate, and Community Association Managers	10	n/a	●	○	●	●				
Transportation, Storage, and Distribution Managers	10	\$54,439	●	●	●	●				

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Southwest Tennessee

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Doctoral or professional degree										
Physical Therapists	15	\$93,508	●	○	●	●	●			
Pharmacists	15	\$120,586	●	●	●	●	●			
Lawyers	10	\$94,378	●	○	●	●				A
Master's degree										
Education Administrators, Postsecondary	25	n/a	●	○	●	○	○			A
Education Administrators, Elementary and Secondary School	20	\$68,346	●	●	●	●				A
Mental Health and Substance Abuse Social Workers	20	\$31,559	●	○	●	●	○			A
Educational, Guidance, School, and Vocational Counselors	20	\$48,768	●	○	●	●				A
Nurse Practitioners	15	\$90,932	●	○	●	●	●			A
Librarians	10	\$49,112	●	○	●	○				A
Bachelor's degree										
Registered Nurses	200	\$56,418	●	○	●	●	○			
General and Operations Managers	140	\$77,491	●	○	●	●	○			
Elementary School Teachers, Except Special Education	75	\$45,841	●	○	●	●	○			A
Appraisers and Assessors of Real Estate	65	\$67,721	●	●	●	●				
Secondary School Teachers, Except Special and Career/Technical Education	55	\$48,298	●	○	●	●	○			A
Accountants and Auditors	45	\$53,539	●	●	●	●				
Medical and Health Services Managers	45	\$75,790	●	○	●	●	○			
Human Resources Specialists	40	\$50,989	●	○	●	○				A
Financial Managers	30	\$83,960	●	●	●	●				
Middle School Teachers, Except Special and Career/Technical Education	30	\$46,383	●	●	●	●				A
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	25	\$64,815	●	○	●	●				A
Industrial Engineers	25	\$79,336	●	●	○	○				
Construction Managers	20	\$76,470	●	●	●	●	○			

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Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability	
Bachelor's degree continued											
Child, Family, and School Social Workers	20	\$44,539	●	○	●	●	○			A	✓ Jobs in Demand
Loan Officers	20	\$51,510	●	●	●	○					
Market Research Analysts & Marketing Specialists	15	\$45,327	●	●	○	●	○	○			
Sales Managers	15	\$109,598	●	●	●	●					
Administrative Services Managers	15	\$65,395	●	○	●	●					
Industrial Production Managers	15	\$84,452	●	●	○	●					
Kindergarten Teachers, Except Special Education	15	\$46,036	●	○	●	●				A	✓ Positive Job Growth
Social and Community Service Managers	10	\$55,915	●	○	●	●	○			A	
Purchasing Agents, Except Wholesale, Retail, and Farm Products	10	n/a	●	○	●	●					
Compliance Officers	10	\$43,921	●	○	●	●					
Special Education Teachers, Kindergarten and Elementary School	10	\$45,863	●	○	●	●				A	
Training and Development Specialists	10	\$49,239	●	○	●	●				A	
Career/Technical Education Teachers, Secondary School	10	\$48,391	●	○	●	●				A	
Associate's degree											
Physical Therapist Assistants	40	\$60,877	●	○	●	○	○				
Radiologic Technologists	20	\$45,786	●	○	●	○	○				
Occupational Therapy Assistants	15	\$67,822	●	○	●	●				A	✓ At least 10 expected annual job openings
Electrical and Electronics Engineering Technicians	10	\$68,568	●	●	○	○	○	○	●		
Postsecondary non-degree award											
Licensed Practical and Licensed Vocational Nurses	115	\$36,236	●	○	●	●	○				
Dental Assistants	25	\$40,808	●	○	●	○	○				
Some college, no degree											
Computer User Support Specialists	15	\$40,130	●	○	●	○	○	○	○		

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- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent										
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	70	\$53,275	●	○	●	●				
Property, Real Estate, and Community Association Managers	65	\$48,403	●	○	●	●				
Machinists	60	\$44,431	●	○	○	○			○	
Food Service Managers	55	\$43,168	●	○	●	●				
Carpenters	45	\$35,937	●	○	○	○			○	
Police and Sheriff's Patrol Officers	40	\$42,643	●	○	●	●				
First-Line Supervisors of Construction Trades and Extraction Workers	35	\$53,022	●	○	●	●	○		○	
Bus and Truck Mechanics and Diesel Engine Specialists	35	\$39,649	●	○	○	○			●	
First-Line Supervisors, Mechanics, Installers, Repairers	30	\$58,100	●	●	●	●			●	
Production, Planning, and Expediting Clerks	30	\$41,532	●	○	○	○				
Operating Engineers and Other Construction Equipment Operators	30	\$38,489	○	○	○	○			○	
Plumbers, Pipefitters, and Steamfitters	30	\$37,044	●	○	●	○			●	
Electricians	25	\$46,782	●	●	○	○	○		●	
Executive Secretaries and Executive Administrative Assistants	25	\$48,060	●	○	●	○				
First-Line Supervisors of Non-Retail Sales Workers	20	\$68,574	●	●	●	●				
Excavating and Loading Machine and Dragline Operators	20	n/a								
Industrial Machinery Mechanics	15	\$49,052	○	○	○	○	○	○	●	A
Mobile Heavy Equipment Mechanics, Except Engines	15	\$39,964	●	○	○	○			●	
Electrical Power-Line Installers and Repairers	15	\$61,626	●	○	○	○			●	

✓ Jobs in Demand

✓ Positive Job Growth

✓ At least 10 expected annual job openings

Southwest Tennessee

(Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy Counties)



In Demand Occupations to 2026

Personal Skills and Abilities


- advanced skills required
- moderate skills required
- A artistic/creative ability required

Job Title	2016-2026 Average Annual Openings	2018 Median Salary	Personal Skills: Reading (English)	Math Skills	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
High school diploma or equivalent continued										
Highway Maintenance Workers	15	\$35,390	○	○	○	○			○	
First-Line Supervisors of Police and Detectives	15	\$58,086	●	○	●	●				
Transportation, Storage, and Distribution Managers	10	\$78,150	●	●	●	●				

✓ Jobs in Demand
✓ Positive Job Growth
✓ At least 10 expected annual job openings

For more information, please contact:
 Workforce Insights, Research and Reporting Engine Division
 Wired.Info@tn.gov; (615) 741-2284

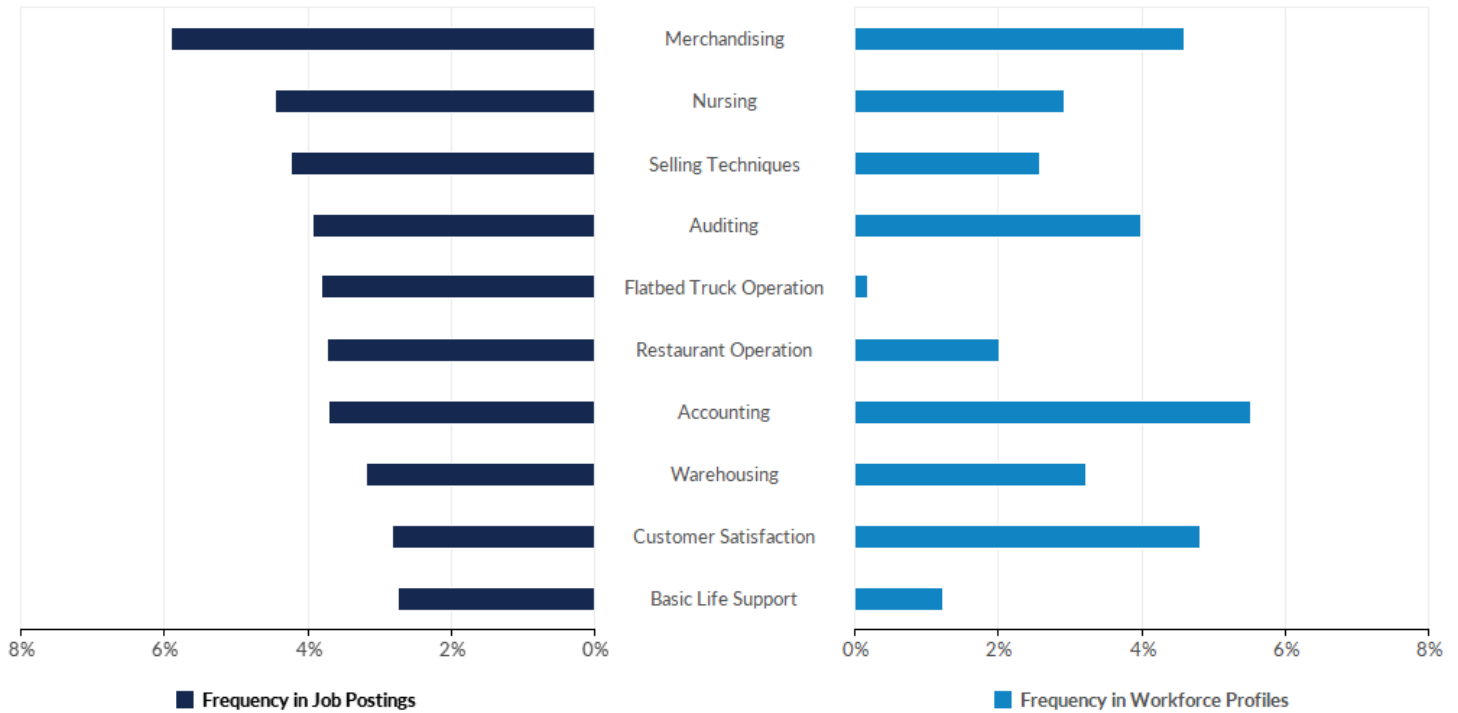
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 Tennessee Department of Labor and Workforce Development; Authorization No. 337626, February 2020; This public document was promulgated for electronic use only.

The following provides insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. Along with Emsi's job posting analytics, this comparison leverages Emsi's dataset of more than 100M online resumés and profiles. All resumés and profiles used in these comparisons have been updated within the last three years.

*The skills associated with workforce profiles represent workers of all education and experience levels.

Top Hard Skills



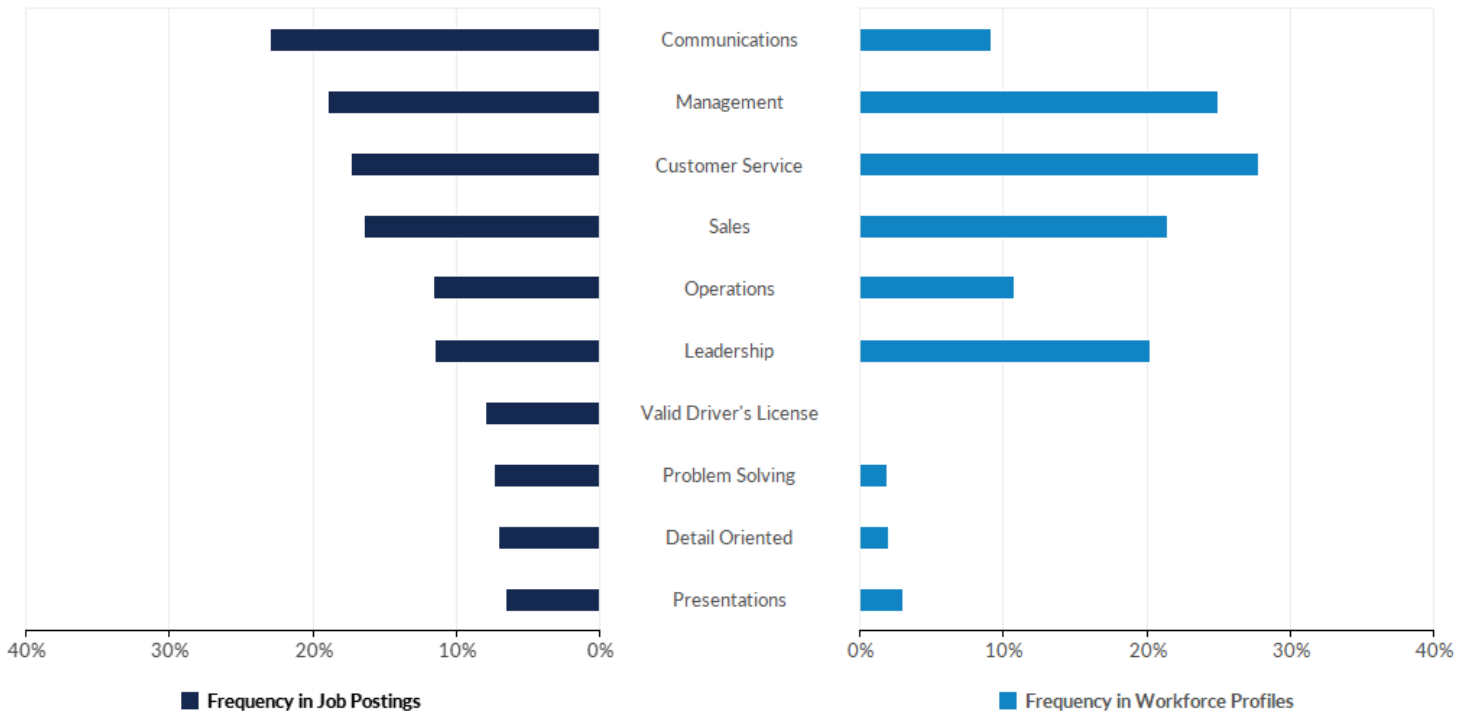
Top Hard Skills

	Frequency in Postings	Postings with Skill / Total Postings (Jul 2019 - Apr 2020)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 - 2020)
Merchandising	6%	13,810 / 233,915	5%	26,956 / 585,886
Nursing	4%	10,398 / 233,915	3%	17,095 / 585,886
Selling Techniques	4%	9,884 / 233,915	3%	15,094 / 585,886
Auditing	4%	9,213 / 233,915	4%	23,364 / 585,886
Flatbed Truck Operation	4%	8,930 / 233,915	0%	1,084 / 585,886
Restaurant Operation	4%	8,723 / 233,915	2%	11,865 / 585,886
Accounting	4%	8,696 / 233,915	6%	32,390 / 585,886
Warehousing	3%	7,449 / 233,915	3%	18,834 / 585,886

Customer Satisfaction	3%	6,579 / 233,915	5%	28,177 / 585,886
Basic Life Support	3%	6,397 / 233,915	1%	7,169 / 585,886
Customer Experience	3%	6,037 / 233,915	1%	4,980 / 585,886
Cash Register	2%	5,741 / 233,915	1%	7,182 / 585,886
Cardiopulmonary Resuscitation (CPR)	2%	5,419 / 233,915	2%	14,561 / 585,886
Purchasing	2%	4,504 / 233,915	3%	19,080 / 585,886
Visual Acuity	2%	4,425 / 233,915	0%	0 / 585,886
Customer Relationship Management	2%	4,419 / 233,915	3%	19,605 / 585,886
Billing	2%	3,956 / 233,915	3%	20,248 / 585,886
SQL (Programming Language)	2%	3,922 / 233,915	2%	9,479 / 585,886
Advanced Cardiovascular Life Support (ACLS)	2%	3,798 / 233,915	1%	4,556 / 585,886
Packaging And Labeling	2%	3,793 / 233,915	2%	13,098 / 585,886
Forecasting	2%	3,730 / 233,915	2%	12,700 / 585,886
Budgeting	2%	3,665 / 233,915	4%	23,548 / 585,886
Automation	2%	3,606 / 233,915	1%	5,488 / 585,886
Strategic Planning	2%	3,514 / 233,915	7%	42,344 / 585,886
HVAC	1%	3,468 / 233,915	1%	4,684 / 585,886
Mechanics	1%	3,443 / 233,915	1%	5,033 / 585,886
Project Management	1%	3,431 / 233,915	4%	23,678 / 585,886
Loans	1%	3,416 / 233,915	2%	10,877 / 585,886
Agile Software Development	1%	3,379 / 233,915	1%	2,934 / 585,886
Food Services	1%	3,330 / 233,915	1%	6,049 / 585,886
Corrective And Preventive Action (CAPA)	1%	3,319 / 233,915	1%	3,654 / 585,886
Computer Science	1%	3,270 / 233,915	0%	2,384 / 585,886
Java (Programming Language)	1%	3,221 / 233,915	1%	6,143 / 585,886
Quality Control	1%	3,185 / 233,915	1%	7,622 / 585,886
Forklift Truck	1%	3,129 / 233,915	4%	24,329 / 585,886
Rehabilitation	1%	3,123 / 233,915	1%	3,389 / 585,886
Business Development	1%	3,104 / 233,915	3%	19,075 / 585,886

Caregiving	1%	3,006 / 233,915	1%	3,781 / 585,886
New Product Development	1%	2,906 / 233,915	2%	11,422 / 585,886
Intensive Care Unit	1%	2,852 / 233,915	0%	2,615 / 585,886
Pediatrics	1%	2,836 / 233,915	1%	5,522 / 585,886
Collections	1%	2,803 / 233,915	2%	11,861 / 585,886
Food Safety	1%	2,782 / 233,915	0%	2,835 / 585,886
Financial Statements	1%	2,780 / 233,915	2%	11,791 / 585,886
Standard Operating Procedure	1%	2,740 / 233,915	0%	987 / 585,886
Business Process	1%	2,709 / 233,915	1%	4,417 / 585,886
Deposit Accounts	1%	2,673 / 233,915	1%	7,516 / 585,886
Surgeries	1%	2,662 / 233,915	1%	5,223 / 585,886
Inventory Management	1%	2,629 / 233,915	4%	23,859 / 585,886
Franchising	1%	2,624 / 233,915	0%	1,616 / 585,886

Top Common Skills



Top Common Skills

	Frequency in Postings	Postings with Skill / Total Postings (Jul 2019 - Apr 2020)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 - 2020)
Communications	23%	53,780 / 233,915	9%	53,564 / 585,886
Management	19%	44,325 / 233,915	25%	146,160 / 585,886
Customer Service	17%	40,422 / 233,915	28%	162,866 / 585,886
Sales	16%	38,482 / 233,915	21%	125,828 / 585,886
Operations	12%	27,218 / 233,915	11%	63,153 / 585,886
Leadership	11%	26,860 / 233,915	20%	118,560 / 585,886
Valid Driver's License	8%	18,509 / 233,915	0%	154 / 585,886
Problem Solving	7%	17,164 / 233,915	2%	11,107 / 585,886
Detail Oriented	7%	16,547 / 233,915	2%	11,981 / 585,886
Presentations	7%	15,236 / 233,915	3%	17,602 / 585,886
Written Communication	5%	12,823 / 233,915	1%	3,392 / 585,886
Computer Literacy	5%	11,909 / 233,915	2%	13,999 / 585,886
Microsoft Office	5%	11,832 / 233,915	15%	89,653 / 585,886

Microsoft Excel	5%	11,705 / 233,915	16%	93,511 / 585,886
Coordinating	5%	11,601 / 233,915	3%	17,464 / 585,886
Interpersonal Communications	5%	11,313 / 233,915	1%	8,178 / 585,886
Research	5%	11,018 / 233,915	9%	55,493 / 585,886
Scheduling	5%	10,602 / 233,915	2%	10,071 / 585,886
Organizational Skills	4%	9,883 / 233,915	0%	1,934 / 585,886
Innovation	4%	9,409 / 233,915	1%	6,862 / 585,886
Teamwork	4%	8,964 / 233,915	3%	17,695 / 585,886
Troubleshooting (Problem Solving)	4%	8,674 / 233,915	2%	14,519 / 585,886
Time Management	4%	8,482 / 233,915	5%	29,838 / 585,886
Professionalism	3%	7,911 / 233,915	1%	3,623 / 585,886
Verbal Communication Skills	3%	7,366 / 233,915	1%	3,398 / 585,886
Good Driving Record	3%	6,843 / 233,915	0%	26 / 585,886
Teaching	3%	6,673 / 233,915	6%	34,415 / 585,886
Decision Making	3%	6,489 / 233,915	1%	6,147 / 585,886
Microsoft Outlook	3%	6,417 / 233,915	5%	27,743 / 585,886
Microsoft PowerPoint	3%	6,114 / 233,915	11%	62,512 / 585,886
Cleanliness	3%	6,063 / 233,915	0%	1,330 / 585,886
Mentorship	3%	5,859 / 233,915	3%	16,913 / 585,886
Enthusiasm	2%	5,506 / 233,915	0%	344 / 585,886
Prioritization	2%	5,354 / 233,915	0%	688 / 585,886
Mathematics	2%	5,138 / 233,915	1%	6,449 / 585,886
Microsoft Word	2%	4,677 / 233,915	12%	67,901 / 585,886
Oral Communication	2%	4,536 / 233,915	0%	671 / 585,886
Consulting	2%	4,474 / 233,915	2%	11,539 / 585,886
Negotiation	2%	4,450 / 233,915	4%	22,353 / 585,886
Self Starter	2%	4,371 / 233,915	0%	687 / 585,886
Sanitation	2%	4,212 / 233,915	1%	3,580 / 585,886
Hospitality	2%	4,031 / 233,915	1%	7,347 / 585,886

Retail Sales	2%	3,960 / 233,915	2%	12,273 / 585,886
Data Entry	2%	3,956 / 233,915	6%	32,610 / 585,886
Investigation	2%	3,916 / 233,915	1%	6,521 / 585,886
Critical Thinking	2%	3,758 / 233,915	1%	5,682 / 585,886
Writing	2%	3,755 / 233,915	2%	12,919 / 585,886
Clerical Works	2%	3,659 / 233,915	1%	7,299 / 585,886
Unloading	2%	3,529 / 233,915	1%	8,630 / 585,886
Integration	1%	3,496 / 233,915	1%	7,715 / 585,886