



STRIVE National Sector Strategy Work with Corporation for a Skilled Workforce (CSW) Executive Summary

This 2019 report was created by STRIVE and CSW, with the insights of STRIVE affiliates, and is the product of STRIVE's comprehensive strategy planning process to evaluate current programming, positioning, and the overall implementation of a national sector strategy. The findings below reflect STRIVE's commitment to continuously improving services for the network's graduates while keeping a pulse on economic context and workforce strategy.

STRIVE's newly codified program model consists of five pillars:

- **STRIVE START (Success Through Attitude & Readiness Training):** Our signature communication, social & behavior training
- **Occupational Skills Training:** Our career paths are aligned with local labor market demand and employer need, resulting in industry-recognized credentials
- **Career Coaching:** All STRIVE participants receive intensive personal attention to address obstacles that stand in the way of their career success
- **Job Placement Assistance:** STRIVE forges deep relationships with employers and assists our graduates in securing jobs that are a good match with their skills and interests
- **Lifetime Support:** STRIVE provides active follow-up support and retention services well after graduation. Many alumni return for additional job placements as they pursue higher positions

This sectoral approach reflects a review of the second pillar, Occupational Skills Training. Choosing the most promising national sectors for career pathways will allow STRIVE consistency and flexibility in local markets. STRIVE will remain true to its heritage and mission by serving individuals who face barriers to employment, while continuing to seek excellence on par with the best workforce entities, to build careers and scale impact.

Summary of Research Methodology & Labor Market Analysis

Our analysis followed a three-step process, applying proven tools to assess potential sectors:

1. Analyzing Labor Market Information (LMI) from the regions identified by STRIVE, using data collection from Emsi, Burning Glass Technologies, and the Bureau of Labor Statistics.
2. Reviewing the findings with STRIVE affiliates to gain qualitative insights into the opportunities and barriers of each region. Affiliates are crucial to determining the most promising sectors, providing on-the-ground insight with their student population demographics and experiences in a way that data collection alone cannot.
3. Creating a weighed scoring analysis of different sectors to identify those with the most promise for a national rollout.

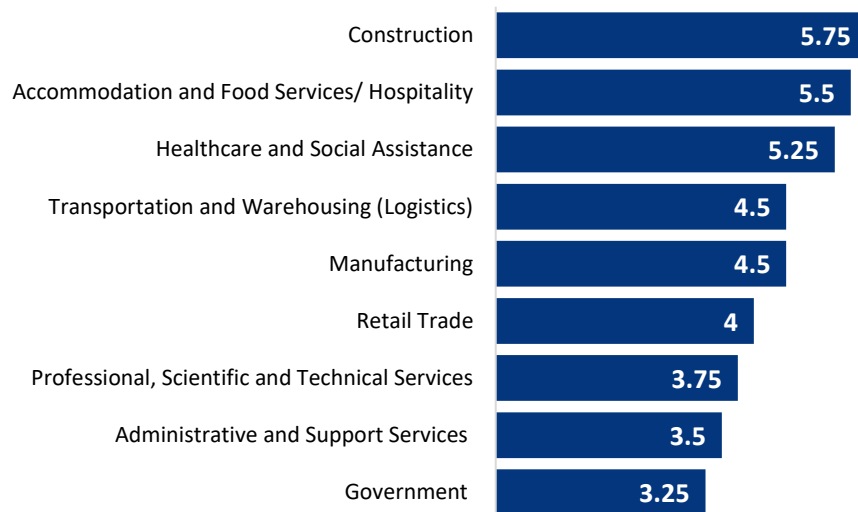
Using the LMI analysis and affiliate knowledge and program history, CSW identified nine sectors. For each sector, data was collected on the top occupations related to employment and projected growth. Additionally, demographic analysis was conducted on each region to better understand the context of the occupational and sectoral data for each affiliate.

Sector Analysis & Weighting Protocol

CSW applied a weighting system to nine different sectors to reflect the mix of priorities when industry planning with prominent differences in geography, demographics, higher ranked industries, and affiliate site programs. Each weight is defined as follows:

- **Ease of Entry:** speed with which the industry can be entered, experience needed (2x weight)
- **Pathway Potential:** opportunities to move up within or across occupation groups, education/training required to move up (2x weight)
- **Wages:** current wage level and wage trend, other benefits and incentives (1x weight)
- **Growth Potential:** historic growth pattern for the sector, growth projection, impact of automation, degree of variance (1x weight)

For each category, CSW developed a scoring matrix from 1 to 5. Using this matrix, Construction, Hospitality, Healthcare, and Transportation became the recommended four national sectors of focus.



Top 4 Sectors

Construction (Ease of Entry: 4; Pathway Potential: 4; Wages: 3; Growth Potential: 4) comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g. highways, utility systems). These jobs are in high demand across most affiliate regions, and many only require a high school degree. The positions often include on-the-job training or an apprenticeship model that leads to more advanced positions. Construction jobs are also projected to increase in the near future, as residential and commercial building increases.

TOTAL SCORE: 5.75

Accommodation and Food Services/Hospitality (Ease of Entry: 5; Pathway Potential: 3; Wages: 2; Growth Potential: 4) jobs are increasing and in shortage, causing employers to hire and onboard quickly. Barriers to entry are low, and the industry is attractive for justice-involved individuals. Wages at entry



level are mediocre, but pathway opportunities are prevalent. Hospitality jobs are also available across regions, particularly where many STRIVE students live.

TOTAL SCORE: 5.5

The **Healthcare and Social Assistance** (Ease of Entry: 3; Pathway Potential: 3; Wages: 3; Growth Potential: 4) sector will likely experience some of the most intense growth of all industries studied, has high job quality, and provides many pathway opportunities. However, wages are mediocre, and many of the positive sector attributes result in part from the fact that the industry is highly regulated, licensed, and credentialed, giving it a high barrier to entry.

TOTAL SCORE: 5

The **Transportation and Warehousing/Logistics** (Ease of Entry: 3; Pathway Potential: 4; Wages: 3; Growth Potential: 1) sector includes industries providing transportation of passengers and cargo, warehouse and storage, scenic and sightseeing transportation, and support activities related to modes of transportation. The sector is heavily dependent on local industry. The skills and credentials necessary for these occupations have significant overlap with sectors such as manufacturing and construction.

TOTAL SCORE: 4.5



STRIVE NATIONAL SECTORAL STRATEGY

2019

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Acknowledgements

This report is the product of a comprehensive strategic planning process undertaken by STRIVE, in order to evaluate current programming and positioning and implement and national sector strategy. The findings here reflect STRIVE's commitment to continuously improving services for their members, while keeping a pulse on economic context and workforce strategy. STRIVE and Corporation for a Skilled Workforce wishes to thank the affiliates who provided critical insights through the interview process, completed the survey and offered feedback at the Leadership Convening Meeting (June 2019).

Context

The sectoral approach is one of four key tenants of STRIVE's expanded Career Path model. In addition to STRIVE's newly codified signature job readiness training and commitment to improving the outcomes of our students, the national sector strategy outlined here will elevate our programs with proven best in class standards. STRIVE will remain true to its heritage and mission by serving individuals with significant barriers to employment and will continue to seek excellence on par with the best workforce entities to build careers and grow their impact. The goals laid out in the new strategic plan target key operational aspects, which will allow STRIVE to better serve members and affiliates in pursuit of valuable training and family sustaining jobs. The research and recommendations in this report support the use of a sectoral approach as a growth engine for replication across STRIVE's network.

Choosing the most promising national sectors for career pathways will allow STRIVE and its network to benefit from consistency and flexibility in their local markets. In addition to the national sector pathway guidance, affiliates will be able to adapt this information and approach to other regional sectors and skill groups that are valuable to members and employers. This hybrid deployment of programming is one of the most innovative and balanced approached in the country and is considered a best practice among workforce organizations. In addition to labor market research and affiliate reporting, the CSW team utilized a weighting matrix to evaluate industries by the four most important criteria 1) ease of entry 2) pathway potential 3) wages and 4) growth. This balance of indicators allowed the team to consider the importance of opportunities for members with minimal educational or credential attainments or and/or justice involvement along with other challenges.

Summary of Research Methodology

Sector strategies and career pathways integration are proven systemic interventions to meet the needs of both employers and job seekers. CSW is a national leader in sector strategy implementation and evaluation. For this project, we applied proven tools to assess potential sectors for a National focus by STRIVE. Our analysis follows a three-step process:

1. Analyzing Labor Market Information from the regions identified by STRIVE
2. Reviewing the findings with affiliates to gain qualitative insights into opportunities and barriers in each region
3. Conducting a weighed scoring analysis of different sectors to identify those with the most promise for national roll-out.

It is important to note that data driven decision making processes on sectors are only one of the key success factors for implementing successful sector strategies.

CSW used both secondary and primary data collection and analyses to develop the recommendations put forth in this report. Primary research activities included a literature and media review of industry health, growth and occupations nationally, a survey of STRIVE affiliates, as well as feedback collected at a National Partners' meeting on preliminary research findings. Secondary data collection included:

- Industry and occupational statistics and projections, including population and demographic data, from Economic Modeling Specialist, Inc. (Emsi)
- Job postings data, including required skills and credentials, from Burning Glass Technologies
- Poverty rates from the 2017 American Community Survey 1-Year Estimates, U.S. Census Bureau
- Crime rates collected from the 2014 and 2017 Uniform Crime Reporting Program, Federal Bureau of Investigation

Secondary data was collected using the 11 affiliate site geographies provided by STRIVE National. It was determined that Metropolitan Statistical Areas (MSAs) would be used in labor market data collection when possible to provide a more accurate picture of industry and workers in the region. However, two of the sites were too small for MSA analysis (Mt. Vernon and New Rochelle). To collect comparable data with the labor market information sources, data was collected for the appropriate aggregated zip codes for these cities. The map below depicts the 9 MSAs used in data collection. Mt. Vernon and New Rochelle are represented in the New York-Newark-Jersey City MSA.

The labor market information synthesized in this report was previously disseminated to STRIVE affiliates and stakeholders through two preliminary labor market information reports and one presentation (included in Appendices). These reports can be referenced for additional detail and full research methodology.

The first LMI report targeted population statistics and demographic characteristics including size of the affiliate sites by square miles and people, plus age, racial and gender breakdown. The first report also included a comprehensive scan of industry health and suitability for the national sector approach using metrics such as current job openings, project growth, wages and location quotient (concentration of an industry in a geographic area). This combination of data provided a snapshot of 'candidate' sectors across a broad range of important criteria and set up the more targeted research in round two. With guidance from the STRIVE National Team, the second LMI report went deeper into both the demographic and sector categories above. Because a significant portion of STRIVE members are justice-involved, we added crime and poverty rates as an indicator of the proportion of justice-involved workers in potential industries. Then all the sectors being examined were analyzed for top five credentials needed and top occupations across all affiliate sites.

Affiliate Reporting

In addition to labor market data, the CSW team had the pleasure of interviewing several of the STRIVE affiliates about their experience with STRIVE members and local employers. While national labor market data is a useful tool for sector planning, supplementing that data with regional employer and affiliate experiences is critical. In many cases, the on the ground reporting confirmed the findings of the LMI, but in others, the local experience provided different insights. Most of the affiliate organizations mentioned using the STRIVE curriculum to support

(sometimes exclusively) justice involved/re-entry and homeless populations. These segments of the workforce have unique attributes and challenges that were critical in assessing sector fit, specific occupations and credential attainment. Consistent with the LMI data, healthcare and manufacturing were the two sectors where the experience of affiliate organizations differed greatly. Most interviewees noted that healthcare could not be ignored because of its sheer size and rapid growth, but that STRIVE national would need to be deliberate and flexible regarding programming and implementation. Healthcare is a harder sector to get into, especially for members with criminal records, no credential or no permanent address. But examining ways to work with specific employers to get that first job will be worth it for the overall industry attributes and stability. Manufacturing is on the decline nationally and was not as promising as transportation and logistics for many affiliates, but manufacturing is a regional industry and remains critical to New York and Connecticut sites.

Many STRIVE affiliates mentioned the constellation of challenges that members face in accessing training and connecting to work. Several interviewees specifically said that the time period between training and the first day of work is critical, because they often need to arrange childcare, transportation, buy work boots, etc. and these steps can present obstacles without proper support. A common sentiment across affiliate sites was the need to connect to community and social organizations at affiliate sites in order to support STRIVE members beyond the training programs. This is particularly true for members living in homeless shelters or transitioning out of incarceration. This integrated approach could be constructed using survey data and financed by local foundations, government entities or employers.

Priority for members is getting into a job quickly, reconnecting with family, starting to make money. Justice-involved and homeless have an easier time acclimated to work in warehousing, construction, logistics where they do not have as much intensive interpersonal interaction (retail, healthcare, customer service, restaurants). Many affiliates who were interviewed mentioned that the STRIVE soft skills curriculum is very helpful in preparing members for work and that a digital curriculum would also help. Caroline Walcott of WestHab (NY) and William Clark of Career Resources Group (CT) surfaced an interesting insight about personal vs professional use of technology in their communities. They noted that many of the people they work with have cell phones are comfortable and competent using that technology for personal purposes, such as texting, social media and applications. But it's a totally different experience and much less familiar working on a desktop computer to fill out an online job application, search for work, write a professional email or create a word document. A digital competency module will be explored in greater detail later in this report, but could be used as a first step to give STRIVE participants a digital baseline that would apply to all industries and set the stage for simulation training, IPAD academies and other more industry specific offerings.

A STRIVE national sector strategy will bring structure to programming in the top industries, while still allowing flexibility to adapt to regional industries that best fit members. The analysis below will describe all the sectors examined and the two new competency modules that will supplement the soft skills training many affiliates sites already use. CSW believes this approach will yield the best results by combining specific industry pathways and opportunities, in addition to cross-cutting competencies that can prepare members to work in any industry. By adding a digital skills and customer service module, members can get training that reflects in-demand skills from employers no matter where they are located geographically or what their barriers are.

Labor Market Analysis

CSW began the analysis of potential national sectors of focus by starting with Labor Market Information (LMI) data collection from Emsi and Burning Glass Technologies. An initial scan was conducted across affiliate site regions for 20 sectors at the North American Industry Classification System (NAICS) 2-Digit level. Data collected included the following indicators, which are regularly used to determine industry health, number and quality of jobs and growth.

- Job Posting in Past 12 Months (to show recent demand)
- 2019 Employment (number of jobs in 2019 in the sector)
- 2024 Employment (number of jobs in 2024 in the sector)
- Projected Growth (% change between 2019 and 2024 employment)
- 2019 Wages & Salaries (averages wages across the industry)
- 2024 Location Quotient (concentration of industry in each region compared to the nation)

Sectors were then ranked to show their frequency among the top 10 for the criteria provided in each region.

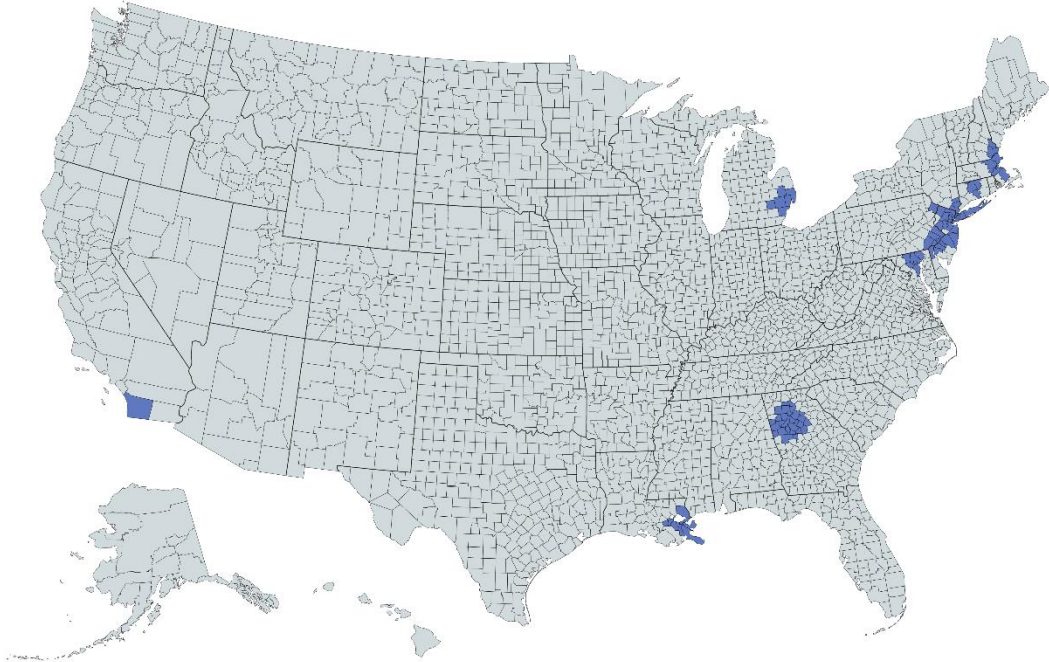
The next step in the analysis involved collecting and disseminating occupational information to STRIVE stakeholders. To start, sectors were limited to only those that ranked highly in the initial sectoral analysis (8). Government ranked highly but was removed because top occupations were determined to not be a good fit for the goals of the STRIVE program.

For each of these 8 sectors, data on top occupations related to employment and projected growth were collected. In addition, demographic analysis was conducted on each region to better understand the affiliate sites and so that context could be brought to bear when reviewing occupational and sectoral data. While labor market information data can provide information that is very helpful in understanding supply and demand in the region, it cannot account for everything a project may deem as important. For this reason, rather than determining sectors of focus based solely off LMI data collection, these data were presented to STRIVE stakeholders at the National meeting in June of 2019. The purpose was to make sure that experts in their region could provide additional insight into and validate the information that was collected. CSW was interested to learn if occupations identified were the type of occupations affiliates felt that they could prepare participants for, if there were known regional barriers to these sectors or jobs (e.g. a large regional employer that will not hire because of x, etc.), and if these sectors and occupations resonated with affiliates and represented their understanding of demand in their regions.

Attendees at this meeting agreed that the occupations and sectors that were identified in the preliminary data collection were a good fit, and therefore, research was then conducted on the preparation needed for these sectors and occupations. Additional demographic data was also collected to support better understanding crime and poverty in each affiliate region.

The graphs below provide a snapshot of the demographics for the affiliate sites as context for the sector planning and weighting protocol.

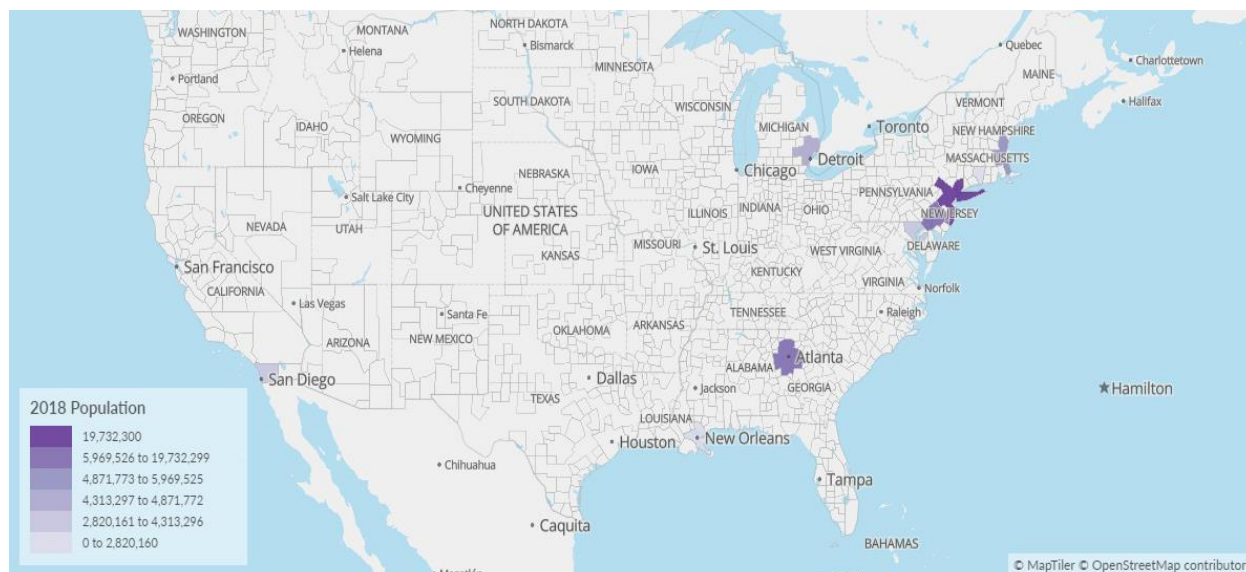
Exhibit 1: Map of STRIVE Affiliate Sites' Metropolitan Statistical Areas



Created with mapchart.net ©

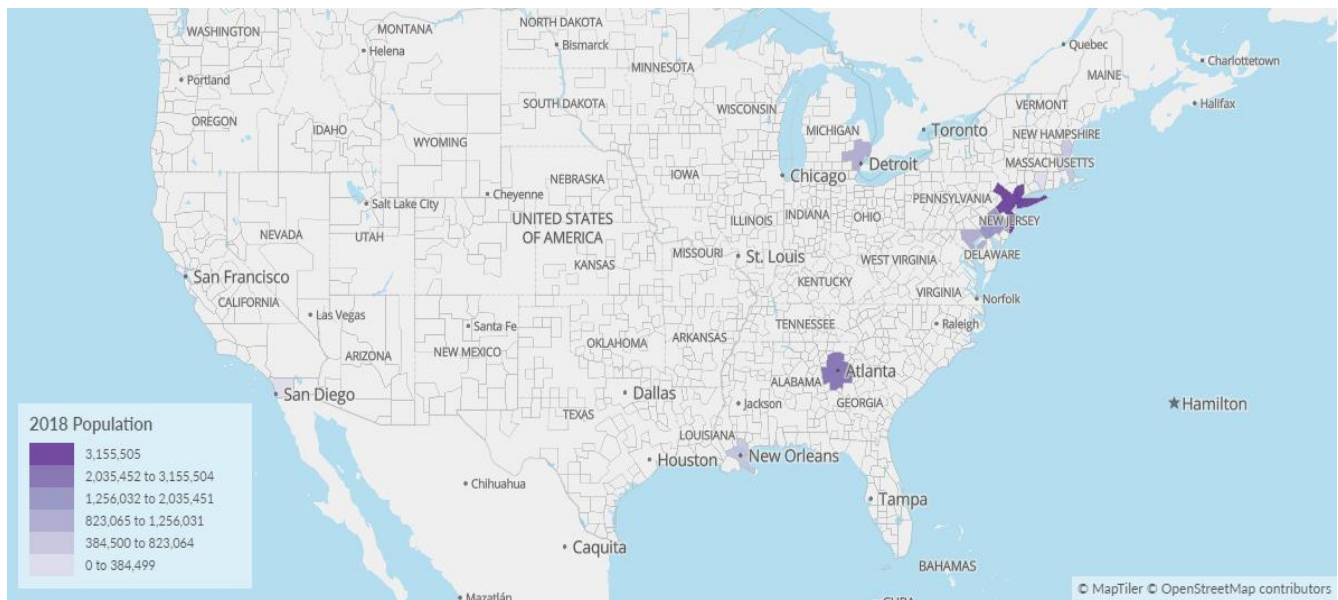
Metropolitan Statistical Areas	Aggregated Zip Codes
Atlanta-Sandy Springs-Alpharetta, GA	Mt. Vernon, NY (4 aggregated with zip codes)
Baltimore-Columbia-Towson, MD	New Rochelle, NY (4 aggregated zip codes)
Boston-Cambridge-Nashua, MA-NH	
Detroit-Warren-Dearborn, MI	
Hartford-West Hartford-East Hartford, CT	
New Orleans-Metairie, LA	
New York-Newark-Jersey City, NY-NJ-PA	
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	
San Diego-Chula Vista-Carlsbad, CA	

Exhibit 2: 2018 Population Heat Map for STRIVE MSAs (Overall Population)



MSA Name	2018 Population
New York-Newark-Jersey City, NY-NJ-PA	19,732,300
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	6,111,686
Atlanta-Sandy Springs-Alpharetta, GA	5,969,526
Boston-Cambridge-Newton, MA-NH	4,871,773
Detroit-Warren-Dearborn, MI	4,313,297
San Diego-Chula Vista-Carlsbad, CA	3,371,527
Baltimore-Columbia-Towson, MD	2,820,161
New Orleans-Metairie, LA	1,287,857
Hartford-East Hartford-Middletown, CT	1,209,759
	49,687,887

Exhibit 3: 2018 Population Heat Map for STRIVE MSAs (Black or African American Residents, Non-Latinx)



MSA Name	2018 Population	2018 % of Pop.
New York-Newark-Jersey City, NY-NJ-PA	3,155,505	16%
Atlanta-Sandy Springs-Alpharetta, GA	2,035,452	34%
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1,256,032	21%
Detroit-Warren-Dearborn, MI	955,555	22%
Baltimore-Columbia-Towson, MD	823,065	29%
New Orleans-Metairie, LA	448,183	35%
Boston-Cambridge-Newton, MA-NH	384,500	8%
San Diego-Chula Vista-Carlsbad, CA	158,419	5%
Hartford-East Hartford-Middletown, CT	131,715	11%
	9,348,427	

Exhibit 4: Violent Crime

New Orleans, Atlanta, and Baltimore MSAs had the highest rates of Property Crime in 2017, while Baltimore, New Orleans, and Detroit experienced the highest rates of Violent Crime.

2017 Rates

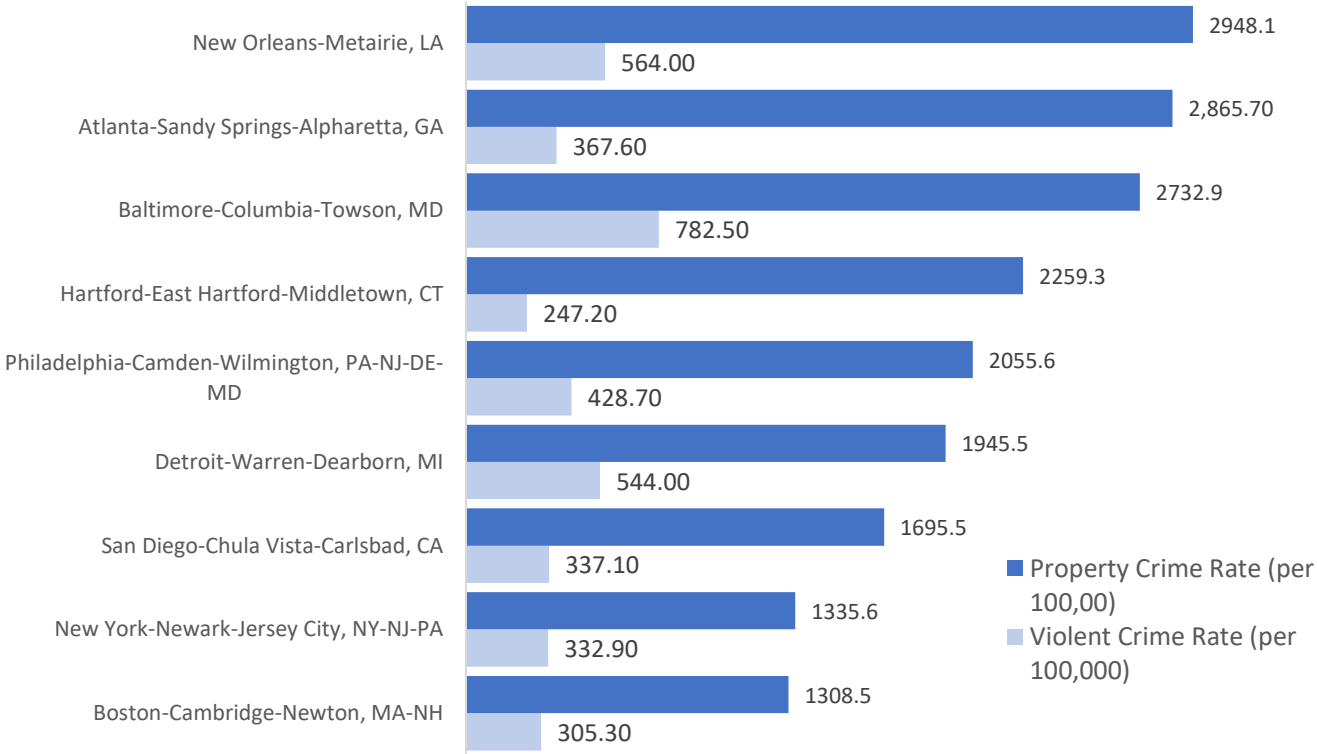
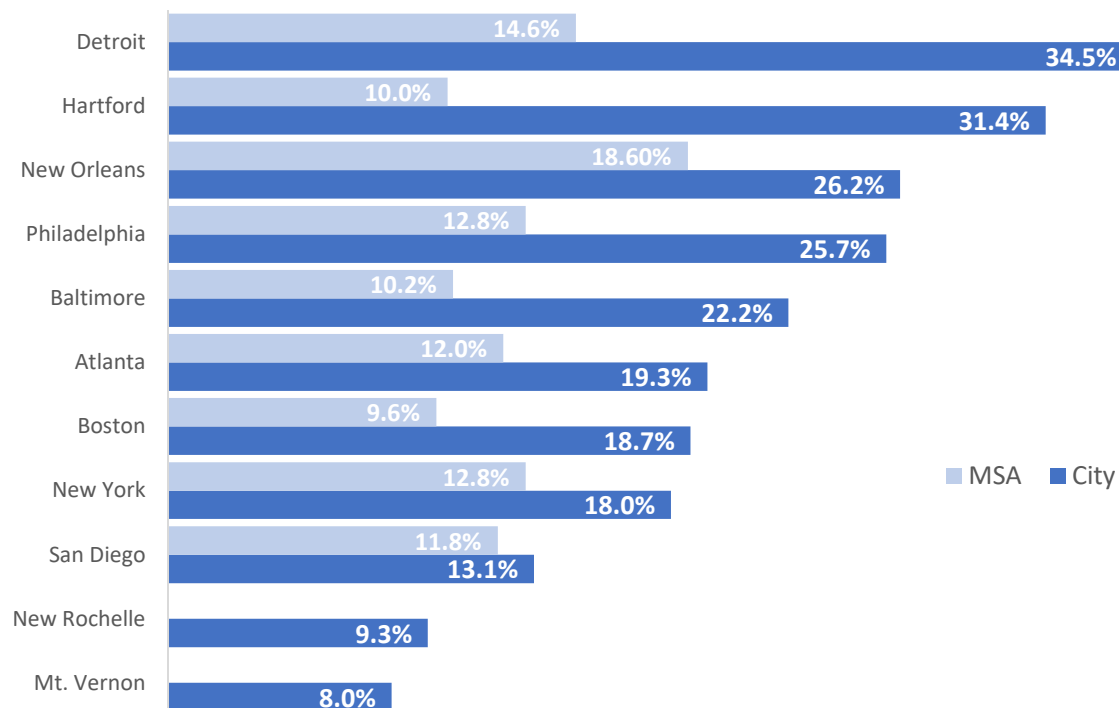


Exhibit 5: Poverty

When looking at poverty at the city-level, Detroit and Hartford have the highest poverty rates, while New Rochelle and Mt. Vernon have the lowest. For affiliate sites where MSA analysis can be conducted, the poverty rate was typically considerably lower



Sector Analysis and Weighting Protocol

CSW scored nine different sectors using weighted sector analysis coupled with research into each industry to inform STRIVE understanding of each sector and its potential. In determining the fit of sectors to STRIVE programming and member needs, CSW applied a ‘weighting’ system in order to reflect the mix of priorities at play when undertaking industry planning. As discussed, there are prominent differences in geographies, including differences in demographics and higher ranked industries, as well as affiliate site programs.

Weights were determined by industry characteristics as discussed above, occupation group match, credential characteristics, national (and global) labor market trends and demographic overlays (crime, poverty, racial, gender, age). In addition to the EMSI and Burning Glass labor market data, Bureau of Labor Statistics (BLS) data on wages, current job openings, projected growth and retention by affiliate MSA were used. This is how we define each weight:

1. **Ease of entry** – How quickly can someone enter a job within the industry? What is the application process, time to placement and level of credential needed? How much experience is needed? Are challenges STRIVE members face, such as being justice-involved, going to be a significant barrier or not? **WEIGHT 2x.**
2. **Pathway potential** – What are the opportunities within the industry to move up either within or across occupation groups? How much education and training (if any) is required to move along a pathway within the industry? Are there regulatory or other barriers that impede opportunities? **WEIGHT 2x.**

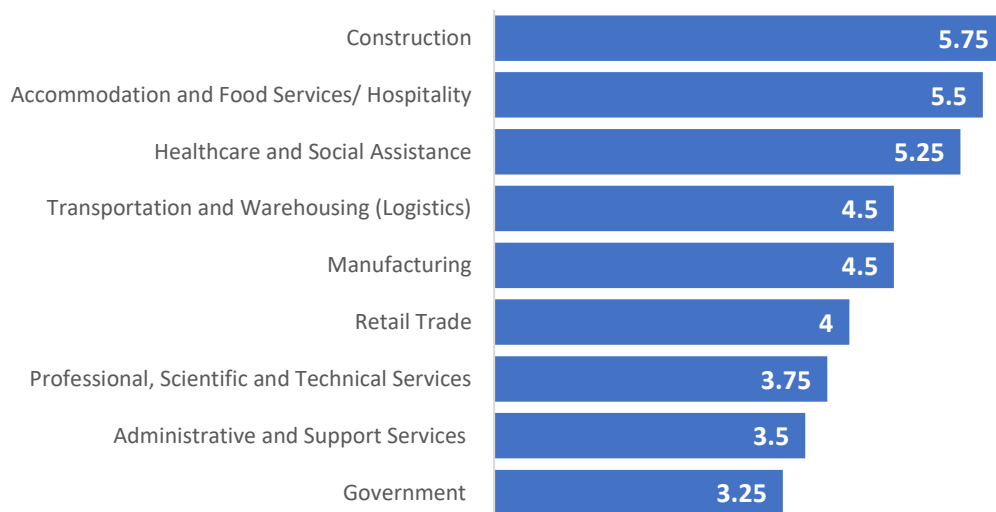
3. **Wages** – What is the current wage level within the industry and specific occupations where members will be placed? What is the wage trend within the industry (have they been on the rise or flat)? Does the occupation also include benefits and other ‘good job’ financial incentives?
4. **WEIGHT 1X.**
Growth potential – What is the historic growth pattern for this sector both in the affiliate MSA and nationally? What is the growth projection for 2025? What will the impact of AI/automation and other disruptive technology on these industries be? What is the degree of occupation variance and change within the industry?

WEIGHT 1X.

Within each of these categories CSW developed a scoring matrix from 1 to 5 for each. [This table](#) describes the quantitative and qualitative inputs and how each sector ranked. We then describe and data, strengths, challenges, opportunities and recommendations for each section.

Given this, we recommend hospitality, construction, healthcare and transportation (logistics) as the four national sectors of focus, supported by digital and customer service competency modules. In the supporting analysis below – detail of how the competency modules directly support the national sectors, but also provide cross-cutting skills that can be used to enter other sectors.

Using this weighting system, the Construction, Accommodation, and Healthcare sectors rose to the top.



With the demographic data above as context for the industry snapshots, this section provides an overview of each sector in descending order by ranking and illustrates strengths, weaknesses and considerations. Each sector page also denotes what the most promising occupations are for STRIVE affiliates within the sector and links to a detailed pathway map, which shows entry points, progression opportunities and sample wage data to aid in affiliate site planning. The career pathways were adapted from CSW work product produced for the city of Detroit and cross-referenced with national sector pathway maps to best fit STRIVE sector planning and implementation needs. Key occupations in each sector are highlighted in green to showcase potential entry points to the sector.

Construction BLS NAICS CODE 47-2061

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). [Laborers] perform tasks involving physical labor at construction sites. May operate hand and power tools of all types: air hammers, earth tampers, cement mixers, small mechanical hoists, surveying and measuring equipment, and a variety of other equipment and instruments. May clean and prepare sites, dig trenches, set braces to support the sides of excavations, erect scaffolding, and clean up rubble, debris and other waste materials.¹

STRENGTHS AND CHALLENGES

Construction occupations are in high demand across most of the affiliate sites and many jobs don't require more than a high school degree. Starting wages are higher than hospitality and manufacturing, but lower than healthcare on average. The positions usually involve on-the-job training or an apprenticeship model that leads to more advanced positions and wages. Construction jobs increase as residential and commercial building increases. We know that by 2025, almost 80% of the world's population will live in or near a city and this global urbanization will require almost constant construction in many geographies. Top three occupations are Laborers, HVAC (Heating, Ventilation and Air Conditioning), Electricians and Refrigeration Mechanics and Installers. A driver's license is almost always required to begin construction work and the most frequently requested credentials are OSHA 10 and OSHA 30. The occupation-specific credentials for laborers, electricians and HVAC are a Commercial Driver's License (CDL), Certified Electrician and Environmental Protection Agency Chlorofluorocarbon (EPA CFC) respectively. [See the full construction pathway here.](#)

CONSTRUCTION LABORERS AND HELPERS OCCUPATION GROUP HAS THE MOST CONCENTRATED EMPLOYMENT WITHIN THIS SECTOR. ACROSS THE 11 AFFILIATE SITES, NO FORMAL EDUCATION OR WORK EXPERIENCE IS REQUIRED AND SHORT-TERM ON THE JOB TRAINING IS COMMON. CONSTRUCTION JOBS ALSO HAVE THE SHORTEST TIME TO HIRE OF ANY INDUSTRY, AVERAGING 12.7 DAYS.²

EASE OF ENTRY: 4

SIX OUT OF THE EIGHT TOP OCCUPATIONS IN THE SECTOR (EXCLUDING PLUMBERS AND ELECTRICIANS) DO NOT REQUIRE SPECIALIZED CREDENTIALS AND THIS ALLOWS FOR GREATER MOVEMENT UP WITH A SPECIFIC EMPLOYER OR NEW ONE.

PATHWAYS: 4

RANKED AS A TOP INDUSTRY BY BLS, THE MEAN HOURLY WAGE FOR LABORERS IS \$19.40 AND MEAN HOURLY WAGE FOR THE ENTIRE SECTOR WAS \$30.84 IN AUGUST 2019 AND RISING.³

WAGES: 3

EMPLOYMENT OF CONSTRUCTION AND EXTRACTION OCCUPATIONS IS PROJECTED TO GROW 10% FROM 2018 TO 2028, FASTER THAN THE AVERAGE FOR ALL OCCUPATIONS, A GAIN OF ABOUT 704,000 NEW JOBS.⁴

NATIONAL PROJECTED GROWTH: 4

TOTAL SCORE: 5.75

¹ <https://www.bls.gov/oes/current/oes472061.htm>

² <https://resources.workable.com/tutorial/time-to-hire-industry>

³ <https://www.bls.gov/iag/tgs/iag23.htm#earnings>

⁴ <https://www.bls.gov/ooh/construction-and-extraction/home.htm>

Accommodation and Food Services (Hospitality) BLS NAICS CODE 35-3021

*The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.*⁵

STRENGTHS AND CHALLENGES

Nationally, we know that hospitality jobs are on the rise and remain amongst some of the most difficult to fill due to high turnover, competition among employers, and large numbers of positions. Barriers to entry in hospitality remain low and because of the shortages, employers want to hire aggressively and onboard quickly. Hospitality is also an attractive industry for justice-involved folks, as many hospitality employers have begun to ‘ban the box’ and not require disclosure of criminal history or background checks until after a preliminary hiring decision has been made.⁶ The wages at the entry level positions – table bussers, dishwashers, cleaning staff are mediocre, but pathway opportunities are more prevalent and becoming a priority for industry. Another key positive indicator for this sector is that hospitality jobs are present almost everywhere and spread evenly across the affiliate sites examined. They also tend to be in the urban core where many STRIVE members live, minimizing transportation and access challenges. Top occupations are waiters/waitresses, cooks and first-line supervisors. Per employer reporting, more than half of front-line supervisors began in another position in the restaurant industry, which is a promising pathway opportunity. ServSafe Food Protection Certification and ServSafe Food Handler are the most frequently requested credential and can often be completed in a short amount of time, sometimes onsite or as part of employment training. [See the full hospitality pathway here.](#)

NEW YORK, ATLANTA, PHILADELPHIA AND DETROIT ALL RANK IN THE TOP CATEGORY FOR HIGHEST EMPLOYMENT LEVEL FOR FOOD PREPARATION AND SERVER OCCUPATIONS. AVERAGE OCCUPATIONAL OPENINGS PROJECTED THROUGH 2028 IS 19,624 (UNFILLED) AND THIS SECTOR REQUIRES NO FORMAL EDUCATION OR WORK EXPERIENCE AND PROVIDES SHORT-TERM ON-THE-JOB TRAINING. TIME TO HIRE IS 20.7 DAYS NATIONALLY.⁷

EASE OF ENTRY: 5

OF THE 3.76M WORKERS EMPLOYED IN THIS SECTOR, 2.9M ARE IN THE TOP HOSPITALITY OCCUPATIONS FOR STRIVE MEMBERS – FOOD PREPARATION, WAITSTAFF, COOKS, FIRST LINE SUPERVISORS.⁸ THERE ARE MANY RELATED HORIZONTAL AND VERTICAL POSITIONS IN THIS INDUSTRY (AND SPECIFIC EMPLOYER) AND SKILLS CAN TRANSLATE FROM ONE OCCUPATION TO ANOTHER.

PATHWAY OPPORTUNITIES: 3

THIS IS A BUREAU OF LABOR STATISTICS (BLS) TOP-RANKED OCCUPATION FOR ITS HIGH CONCENTRATION OF EMPLOYMENT AND ENTRY-LEVEL WAGES NATIONALLY. THE MEAN HOURLY WAGE FOR THESE OCCUPATIONS WAS \$10.64 AS OF MAY 2018.

WAGES: 2

ACROSS THE 11 AFFILIATE SITES, 475,462 PEOPLE WERE EMPLOYED IN THE TOP OCCUPATION (FOOD PREPARATION, SERVERS, COOKS) AND THIS IS ALSO THE FASTEST GROWING OCCUPATION IN THE INDUSTRY AT 9%.

NATIONAL PROJECTED GROWTH: 4

TOTAL SCORE: 5.5

⁵ <https://www.bls.gov/iag/tgs/iag72.htm>

⁶ [Chicago Tribune](#)

⁷ <https://resources.workable.com/tutorial/time-to-hire-industry>

⁸ <https://www.bls.gov/oes/current/oes353021.htm#top>

Healthcare and Social Assistance BLS NAICS CODE 31-1011

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.⁹

STRENGTHS AND CHALLENGES

Healthcare will likely experience some of the most intense growth of all the industries studied, but the review of occupations has big implications for the planning process. Healthcare is a good example of the trade-offs that resulted in the weighting protocol. As a sector, healthcare is growing rapidly, job quality is good and pathway opportunities are plentiful, but wages are mediocre. However, these positive sector attributes result in part from the fact that healthcare is highly regulated, licensed and credentialed. Because of these higher barriers to entry, it is harder to break into and has a longer runway to start of employment. These positions also have less forgiving disciplinary and performance structures and are less likely to hire justice-involved workers. While registered nurses are the most in-demand occupation, most RN positions require a 4-year degree. Home Health Aide, Personal Care Aide and Medical Assistant are the next three occupations in high demand nationwide. These three positions require occupation specific credentials include Certified Home Health Aide, Medical Assistant Certification and CPR. [See the full healthcare pathway here.](#)

THE TOP OCCUPATION ACROSS AFFILIATE SITES WAS HOME HEALTH AND PERSONAL CARE AIDES AND THIS SEGMENT MAKES UP 31.15% OF THE SECTOR NATIONALLY.¹⁰ OF ALL THE SECTORS EXAMINED, HEALTHCARE HAD THE HIGHEST LEVEL OF EMPLOYMENT ACROSS AFFILIATE SITES, INCLUDING 692,337 PEOPLE EMPLOYED IN HOME HEALTH AND PERSONAL CARE OCCUPATIONS. THESE JOBS SOMETIMES REQUIRE A HIGH SCHOOL DIPLOMA, BUT NO PREVIOUS EXPERIENCE AND PROVIDE SHORT ON-THE-JOB TRAINING. BECAUSE OF REGULATORY STRUCTURE AND HIRING PROCESSES, THESE JOBS HAVE A LONGER TIME TO HIRE, AVERAGING 49 DAYS.

EASE OF ENTRY: 3

WHILE THIS OCCUPATION TENDS TO HAVE HIGHER TURNOVER, THESE AIDES CAN ALSO BE PLACED IN CNA POSITIONS OR IN OTHER 'CARE' POSITIONS WITH ADJACENT INDUSTRIES OR AGENCIES. THESE SKILLS TRANSLATE TO JOBS WITH RETIREMENT HOMES, SCHOOLS AND COMMUNITY ORGANIZATIONS FOR EXAMPLE.

PATHWAYS: 3

THE MEAN STARTING WAGE FOR HOME HEALTH AIDES IS \$11.67 BUT STARTS AT \$19.05 FOR ALL HEALTHCARE SUPPORT OCCUPATIONS. WAGES INCREASE ON A SCHEDULE IN HEALTHCARE AND MOST POSITIONS INCLUDE BENEFITS.

WAGES: 3

HEALTHCARE IS GROWING FASTER THAN ANY OTHER SECTOR. NATIONALLY, THERE ARE 3,253,000 OPEN POSITIONS FOR HOME HEALTH AND PERSONAL CARE AIDES AND THIS JOB GROUP IS EXPECTED TO GROW 36% BY 2028.¹¹

NATIONAL PROJECTED GROWTH: 5

TOTAL SCORE: 5

⁹ <https://www.bls.gov/iag/tgs/iag62.htm>

¹⁰ <https://www.bls.gov/oes/2017/may/oes311011.htm>

¹¹ <https://www.bls.gov/ooh/healthcare/home-health-aides-and-personal-care-aides.htm>

Transportation and Warehousing (Logistics) BLS NAICS CODE 48-49

The Transportation and Warehousing sector include industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.¹²

STRENGTHS AND CHALLENGES

Logistics like manufacturing tends to be very heavily dependent on local industry. Atlanta affiliates for example reported many opportunities within the sector due primarily to firms like Amazon, Delta, FedEx, DHL and other transport companies being in the area. We know these jobs will continue to be critical to the Atlanta affiliate site, but not as much at the other sites. As we demonstrate later in this report, the skills and credentials necessary for logistics occupations have significant overlap with adjacent recommended national sectors such as manufacturing and construction. We will address this by incorporating two competency modules along with the national sectors. The top occupation for this sector is Heavy and Tractor Trailer Truck Drivers, followed by Laborers and Freight, Stock, and Material Movers and Light Truck/Delivery Services Drivers. CDL Class A is the most requested credential for this sector and is the primary consideration nationally. At much smaller scale, Forklift Certification and Good Conduct and CDL Class B may be relevant. [See the full transportation/logistics pathway here.](#)

AS OF MARCH 2019, TRANSPORTATION AND MATERIAL MOVING OCCUPATIONS HAD EMPLOYMENT OF 10.2 MILLION, REPRESENTING 7.1% OF TOTAL NATIONAL EMPLOYMENT.¹³ LABORERS AND FREIGHT, STOCK AND MATERIAL MOVERS REMAINS THE LARGEST SEGMENT OF THE OCCUPATION AND 428,071 PEOPLE ARE CURRENTLY EMPLOYED IN THESE JOBS ACROSS AFFILIATE SITES. THERE WERE 4,234,900 JOBS IN 2018 AND THEY REQUIRE NO FORMAL CREDENTIAL OR EXPERIENCE BUT OFFER SHORT TERM ON THE JOB TRAINING. TIME TO HIRE IS 24.9 DAYS IN LOGISTICS.¹⁴ LOGISTICS JOBS ALSO TEND TO OFFER GREATER FLEXIBILITY IN SHIFTS AS MANY EMPLOYERS OPERATE AROUND THE CLOCK.

EASE OF ENTRY: 3

MANY STOCK AND FREIGHT JOBS ARE IN WAREHOUSES, WHERE EMPLOYEES CAN MOVE FROM ENTRY LEVEL POSITIONS INTO HIGHER PAYING ONES, SUCH AS FORKLIFT OPERATORS, SHIFT LEADERS, SUPERVISORS, ACCOUNT MANAGERS OR TRUCK DRIVERS. THE SECOND LARGEST SEGMENT WITHIN THIS SECTOR IS TRUCK DRIVERS, WHICH REQUIRES A COMMERCIAL DRIVER'S LICENSE. SOME FELONY CHARGES MAY PREVENT ATTAINMENT OF A CDL.

PATHWAYS: 4

WAGES FOR THIS SECTOR BEGIN AT \$13.11 PER HOUR AND ARE MORE LIKELY TO OFFER BENEFITS SUCH AS HEALTHCARE DUE TO THE MORE DEMANDING PHYSICAL NATURE OF THE JOBS AND INCREASE RISK OF INJURY. THIS SECTOR TENDS TO BE MORE UNIONIZED THAN OTHERS, WHICH CAN OFFER BENEFITS AND CHALLENGES REGIONALLY.

WAGES: 3

THIS SECTOR IS EXPECTED TO GROW 4% NATIONALLY THROUGH 2028, THOUGH THE NUMBER OF JOBS WILL LIKELY BE HAMPERED BY TECHNOLOGICAL INNOVATION, SPECIFICALLY DARK FACTORIES AND AUTONOMOUS VEHICLES.

NATIONAL PROJECTED GROWTH: 1

TOTAL SCORE: 4.5

¹² <https://www.bls.gov/iag/tgs/iag48-49.htm>

¹³ <https://www.bls.gov/news.release/ocwage.nr0.htm>

¹⁴ <https://resources.workable.com/tutorial/time-to-hire-industry>

Manufacturing (Production) BLS NAICS CODE 31-33

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.¹⁵

STRENGTHS AND CHALLENGES

Nationally manufacturing industry growth is on the decline and already experiencing job loss to technology innovation and overseas production. However, manufacturing remains a very regionally important industry. For example, upstate New York and Connecticut affiliates identified manufacturing as the critical industry in their area and one that is routinely reliable for placing STRIVE members. Another key geographic challenge is that manufacturing plants or campuses are often outside the urban core as it's a land intensive and space intensive operation. This can cause transportation challenges for those who live downtown but would need to work in the suburbs. Manufacturing job postings have declined considerably, and this is reflected in the national and regional growth numbers below. Beyond a driver's license, manufacturing credentials in demand are very regional just as the type of manufacturing industry is. Baltimore, San Diego and New York still have very healthy job posting levels in manufacturing and top credential is a security clearance and project management. Manufacturing occupations also includes many sub-sectors, which may have unique requirements depending on geography.

MANUFACTURING IS STILL A LARGE INDUSTRY NATIONALLY, EMPLOYING 9,115,530 PEOPLE.¹⁶ SO WHILE THE SECTOR IS NOT GROWING, THERE ARE MANY MORE JOBS IN THIS SECTOR THAN OTHERS WITHIN THE AFFILIATE SITE REGIONS. TIME TO HIRE IS APPROXIMATELY 30 DAYS.

EASE OF ENTRY: 3

MANUFACTURING IS A PROMISING SECTOR FOR PATHWAY POTENTIAL, OFTEN WITHIN A LINE, CELL OR FACTORY, EMPLOYEES ARE CROSS-TRAINED AND CAN EASILY TAKE ON MORE RESPONSIBILITY. RETENTION TENDS TO BE HIGHER IN ENTRY LEVEL MANUFACTURING THAN OTHER SECTORS FOR THIS REASON.

PATHWAYS: 4

THE MEAN HOURLY WAGE IS \$18.84 AND OFFERS A VARIETY OF SHIFTS TO ACCOMMODATE SCHEDULING CHALLENGES. MANY ASSEMBLY AND PRODUCTION OCCUPATIONS ONLY REQUIRE A HIGH SCHOOL DEGREE AND OFFER APPRENTICESHIPS OR ON THE JOB TRAINING.

WAGES: 3

MANUFACTURING IS DECLINING NATIONALLY AT 5% AND WILL LOSE APPROXIMATELY 429,500 JOBS BETWEEN 2018-2028 DUE PRIMARILY TO TECHNOLOGICAL INNOVATION ESPECIALLY FOR ENTRY LEVEL POSITIONS.

NATIONAL PROJECTED GROWTH: 1

TOTAL SCORE: 4.5

¹⁵ <https://www.bls.gov/iag/tgs/iag31-33.htm>

¹⁶ <https://www.bls.gov/oes/current/oes510000.htm>

Retail Trade BLS NAICS CODE 44-45

*The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. This sector includes store and non-store retail.*¹⁷ The future of retail holds multiple contradictory indicators available in the sector.

STRENGTHS AND CHALLENGES

Despite retail being a very common job for STRIVE members and these populations, there is a slightly longer on-ramp into work particularly for large employers (i.e. Walmart). The length of the on-ramp depends heavily on the role and whether it is 'front of house' and customer facing like cashiers or 'back of house' like stocking and warehousing. CSW is currently supporting large employers and their partners to examine front line retail wages and competencies, in order to build more pathway opportunities into their hiring operations. Despite these investments in pathway training and more equitable hiring, front line retail workers still tend to be plagued with low wages, lack of opportunity, poor schedules and inflexible work design.

In retail, there is a need for front-line supervisors, cashiers and stock clerks and order fillers and the retail 'giants' make up a large percentage of the job postings in this sector (i.e. WalMart). Even though these positions do not require high levels of education, they do require a bit more training than the less customer-facing jobs with smaller employers in the industries above. Retail employers are looking for the Computer Learning Certificate, Forklift Operator and Pharmacy Technician Certification Board (PTCB) credentials. The first two can be obtained quickly and sometimes on the job and the pharmacy jobs within large retailers take longer and are more expensive. It is key to note that as smart stores (AmazonGo) and automation of front line check out functions grow, other retail occupations requiring more skills and credentials will increase more than those positions that best fit STRIVE affiliates and members.

LIKE MANUFACTURING, RETAIL IS AN ESTABLISHED AND LARGE INDUSTRY IN THE UNITED STATES, EMPLOYING 4,448,120 PEOPLE.¹⁸ RETAIL SALESPERSONS MAKES UP THE LARGEST SEGMENT WITHIN THIS SECTOR AND DOES NOT REQUIRE A FORMAL CREDENTIAL OR PREVIOUS WORK EXPERIENCE. TIME TO HIRE IS 24.6 DAYS.

EASE OF ENTRY: 3

STOCK WORKERS AND CASHIERS ARE THE MOST COMMON OCCUPATIONS WITHIN THIS SECTOR AND WHILE LARGE RETAILERS ARE BUILDING INTERNAL TRAINING AND ADVANCEMENT PROGRAMS, THE INVERSE PYRAMID WORKFORCE DISTRIBUTION (MANY MORE FRONT LINES THAN SENIOR) WITHIN A STORE OFFERS LIMITED OPPORTUNITIES.

PATHWAYS: 3

MEAN HOURLY WAGE IS \$13.61 NATIONALLY.¹⁹

WAGES: 2

THIS SECTOR IS SLOWLY DECLINING IN NUMBER OF JOBS AND GROWTH, AT APPROXIMATELY -2% BY 2028 DUE IN PART TO SHIFTS IN CONSUMER BUYING BEHAVIOR (ONLINE) AND TECHNOLOGICAL ADVANCES.

NATIONAL PROJECTED GROWTH: 2

TOTAL SCORE: 4.0

¹⁷ <https://www.bls.gov/iag/tgs/iag44-45.htm>

¹⁸ <https://www.bls.gov/oes/current/oes412031.htm>

¹⁹ <https://resources.workable.com/tutorial/time-to-hire-industry>

Professional, Scientific and Technical Services BLS NAICS CODE 541

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.²⁰

STRENGTHS AND CHALLENGES

Wages tend to be quite steady in professional services and this industry is home to many of the fastest growing occupations nationally – including software developers, project managers, management analysts and paralegals. Additionally, because there is higher demand in this sector and lower supply, employers can afford to be more selective and specific about hiring and tend to be less receptive to those workers who have been justice-involved or don't have as much education, training and/or work experience. The third consideration is the fact that many of the skills required for the occupations in these industries crosscut several of the occupations in other industries – specifically customer service, administration, communication and digital skills. The analysis of this super sector focused mostly on the technology (as opposed to technical or scientific) and while there are some jobs that require less education, there are fewer job postings compared to the other industries and most of them require a bachelor's degree or similar education. Customer Service and Computer Support Specialist are two occupations that have fewer barriers to entry, but all other occupations in that job family require more education and training.²¹

MANY OF THE JOBS IN THIS SECTOR REQUIRE EDUCATION, TRAINING AND CREDENTIALS. THE TOP OCCUPATIONS IN THIS SECTOR FOR STRIVE MEMBER EMPLOYMENT ACROSS AFFILIATE SITES WERE OFFICE CLERKS AND ADMINISTRATIVE ASSISTANTS. BOTH JOBS REQUIRE A HIGH SCHOOL DIPLOMA AND NO ADDITIONAL EXPERIENCE. THERE WERE 3,158,500 OFFICE CLERK JOBS AND 3,786,800 NATIONALLY, BUT BOTH ARE DECLINING IN GROWTH BY -4% AND -7% RESPECTIVELY.

EASE OF ENTRY: 2

PATHWAY OPPORTUNITIES IN THIS SECTOR DEPENDS HEAVILY ON THE SPECIFIC EMPLOYER AND ALSO ON THE INDUSTRY, I.E. LAW OFFICES VS TECHNOLOGY COMPANIES. THESE TEND TO BE STABLE JOBS AND PRESENT OPPORTUNITIES TO STAY LONG TERM AND MOVE INTO HIGHER LEVEL ROLES.

PATHWAYS: 2

MEAN WAGES FOR OFFICE CLERKS AND ADMINISTRATIVE ASSISTANTS WERE \$15.74/HR. AND \$18.69/HR. RESPECTIVELY. POSITIONS IN THIS SECTOR ARE MORE LIKELY TO COME WITH HEALTHCARE AND OTHER BENEFITS THAN OTHER SECTORS.

WAGES: 4

BOTH OCCUPATIONS ARE ON THE DECLINE FOR 5- AND 10-YEAR PROJECTIONS, AND THE INDUSTRY GROWTH OF 5% WILL MOSTLY BE SEEN IN HIGHER LEVEL TECHNOLOGY FOCUSED JOBS.

NATIONAL PROJECTED GROWTH: 3

TOTAL SCORE: 3.75

²⁰ <https://www.bls.gov/iag/tgs/iag54.htm>

²¹ <https://www.bls.gov/ooh/computer-and-information-technology/computer-support-specialists.htm#tab-8>

Administrative and Support Services BLS NAICS 561

Industries in the Administrative and Support Services subsector group establishments engaged in activities that support the day-to-day operations of other organizations. The processes employed in this sector (e.g., general management, personnel administration, clerical activities, cleaning activities) are often integral parts of the activities of establishments found in all sectors of the economy.

The establishments classified in this subsector have specialization in one or more of these activities and can, therefore, provide services to clients in a variety of industries and, in some cases, to households. The individual industries of this subsector are defined on the basis of the process that they are engaged in and the particular services they provide.²²

STRENGTHS AND CHALLENGES

Typically, these jobs only require a high school degree but pay lower wages and typically have limited pathways unless moving to another type of occupation. Pathway opportunities may be available in aligned occupational clusters. For example, a STRIVE client may be hired into an administrative job scanning and filing documents in a Human Resources Department and may be able to move into a higher-level position within that area. This makes this cluster more likely to require a closer regional affiliate analysis with their employers. This industry has historically been quite reliable for placing STRIVE members and these jobs are spread evenly geographically, which has resulted in ease of access. However, the top occupations are janitors, office clerks, building cleaning staff and landscaping. And these jobs are at the bottom of the future growth statistics for the industry. As with the technology sub sector of professional services, the addition of a customer service competency module would provide the skills needed to enter administrative support roles in many different industries without focusing on this sector as a whole.

THIS IS A LARGE SECTOR THAT EMPLOYS PEOPLE ACROSS MANY OTHER SECTORS IN SUPPORT FUNCTIONS. ENTRY LEVEL POSITIONS TEND TO BE FAVORABLE FOR IMMIGRANTS, JUSTICE-INVOLVED AND DISABLED WORKERS, BUT THE WAGES AND OPPORTUNITY ARE MEDIOCRE. THERE ARE 2,156,270 PEOPLE EMPLOYED AS JANITORS OR CLEANING STAFF IN THIS SECTOR AND ENTRY DOES NOT REQUIRE A CREDENTIAL OR TRAINING.

EASE OF ENTRY: 3

PATHWAYS: 2

THE MEAN HOURLY WAGE IS \$13.92 BUT THERE IS VARIABILITY BY INDUSTRY WITH GOVERNMENT (POSTAL), MINING, POWER AND WAREHOUSING PAYING THE HIGHEST WAGES FOR THESE OCCUPATIONS.²³

WAGES: 2

THERE IS NATIONAL GROWTH FOR THIS SECTOR AT 6.8% AND TENDS TO BE DISTRIBUTED EVENLY ACROSS GEOGRAPHIC AREAS.²⁴

NATIONAL PROJECTED GROWTH: 2

TOTAL SCORE: 3.5

²² <https://www.bls.gov/iag/tgs/iag561.htm>

²³ <https://www.bls.gov/oes/current/oes372011.htm>

²⁴ https://www.bls.gov/oes/current/naics4_561700.htm

Federal, State and Local Government BLS NAICS 92

The Public Administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, and provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant.

STRENGTHS AND CHALLENGES

This sector was ruled out early in the research study because all levels of government tend to require more advanced background checks, education and credentials. We know that some cities, like New Orleans, have relaxed many of the typical requirements and have been making great progress in recruiting and employing STRIVE members, but nationally this sector still presents significant barriers. There are also significant challenges developing projections for ‘government’ as opposed to functional sectors like the others.²⁵

POSITIONS IN CITY, STATE AND FEDERAL GOVERNMENT SPAN ALL INDUSTRIES AND THOUSANDS OF OCCUPATION GROUPS. AND TYPICALLY REQUIRE A BACHELOR’S DEGREE OR OTHER CREDENTIAL OR CERTIFICATION. VETERAN’S PREFERENCE CAN MAKE SOME POSITIONS WITH THE GOVERNMENT MORE ACCESSIBLE FOR STRIVE MEMBERS.

EASE OF ENTRY: 2

ALL LEVELS OF GOVERNMENT, BUT PARTICULARLY THE FEDERAL SYSTEM HAVE VERY STRUCTURED JOB PROGRESSION AND PAY SCALES AND THIS CAN PROVIDE SECURITY. MANY FEDERAL AND STATE JOBS ALSO CONSIDER EMPLOYEES AS ‘INTERNAL’ APPLICANTS ONCE THEY HAVE SERVED FIVE YEARS, WHICH MAKES IT EASIER FOR THEM TO MOVE INTO OTHER ROLES OR DIVISIONS.

PATHWAYS: 2

WAGES FOR GOVERNMENT JOBS DEPEND HEAVILY ON THE TYPE OF SECTOR AND OCCUPATION GROUP AND ARE CLOSELY CORRELATED TO SPECIFIC INDUSTRY WAGES. I.E. A STATE OF NEW YORK JANITORIAL JOB WILL HAVE SIMILAR INCENTIVE STRUCTURE TO THAT SECTOR.

WAGES: 3

THE FEDERAL GOVERNMENT IS THE LARGEST EMPLOYER IN THE UNITED STATES. FEDERAL GOVERNMENT HAD LOWEST HIRES-PER-JOB-OPENING RATIO (0.29) IN APRIL 2019, FOLLOWED BY STATE AND LOCAL GOVERNMENT. THIS NUMBER SIGNIFIES DIFFICULTY HIRING WORKERS, A LONGER HIRING PROCESS, OR SOME OTHER TIMING ISSUE FOR JOB POSTINGS.²⁶ GOVERNMENT SECTOR GROWTH HAS ALSO BEEN FAIRLY FLAT SINCE THE 2008 RECESSION AND THIS SECTOR IS TYPICALLY SLOWER TO RECOVER THAN THE PRIVATE SECTOR.²⁷

NATIONAL PROJECTED GROWTH: 2

TOTAL SCORE: 3.25

²⁵ <https://www.census.gov/cgi-bin/sssd/naics/naicsrch?code=92&search=2017%20NAICS%20Search>

²⁶ https://www.bls.gov/opub/ted/2019/federal-government-had-lowest-hires-per-job-opening-ratio-in-april-2019.htm?view_full

²⁷ <https://www.governing.com/topics/mgmt/gov-government-job-growth-charts.html>

Competency Modules

With four national sectors of focus (above), two competency modules could be built out to both compliment these sectors and crosscut many other sectors. This would allow a variety of entry points for members and flexibility for affiliate sites to craft custom programming. Certainly, there are hundreds of sectors within the economy and there is a tremendous amount of overlap in skills, credentials and occupations. Similarly, just because specific training and skills will be valuable for STRIVE members and likely lead to better economic outcomes, does not mean focusing national planning on the entire sector is equally advantageous. Digital competencies and customer service competencies illustrate the value of this matrixed approach. Digital skills are necessary in almost every industry today, but the Technology and Professional Services industry includes occupations like software developer, data scientist, lawyer and consultant, which require much higher levels of education and training. Providing a base level of digital skills training to STRIVE members would allow them to enter a variety of industries and occupations and potentially continue to train for higher level jobs or move up in a technology capacity in any industry. The other benefit of digital skills training is that it increases connectivity and access to information, which are powerful tools for accessing resources and increasing self-sufficiency.

Module One: Digital Skills

Technology is pervasive in our everyday lives, but we know a divide in access and proficiency with digital tools exists and is widening. While most individuals now have a phone, there are large segments of the workforce who are not comfortable with desktop or tablet computers. Additionally, using technology in a professional capacity is a much different and much more underdeveloped skill set than personal use for our members. For example, texting and tweeting are second nature, but placing orders on a restaurant computer or entering an inventory report at a warehouse are not. A technology module would be a set of competencies that crosscut and support a variety of industries as well as the job search process itself. The module would include basic computing, Microsoft suite, job application websites, resume and email writing, website browsing and information location, data entry and basic troubleshooting skills.

All of these skills families are highlighted in the pathways for the four national sectors in Appendix B and the matrix below shows the overlapping nature of digital skills and how they provide the support scaffolding for the national sector strategy. It will be critical to get employer input on the specific areas that are most valuable and needed at each affiliate site and nationally.

The digital skills in the top row of the table are common across all four national sector pathway maps and were pulled directly from the occupations included in the pathway. These are the most requested digital skills by employers in the sectors and occupations included in this strategy. The industry specific digital skills represent the in-demand digital skills groups for each sector, as indicated by credentials and/or job postings in each industry. These digital skill families in the matrix are at a general level and should be used as a starting point for a digital competency module supporting the national sector strategy. For example, reservation software is applicable to restaurants and hotels, but industry-specific software programs will be a specific skill group of the digital module that will support learning healthcare, construction and inventory software program interfaces at a basic level.

An important distinction to note is between digital literacy and computer literacy. Digital literacy is a broader term indicating comfort with finding and communicating about information. Computer-specific literacy covers hardware and software skills related to computerized devices in particular (desktop, iPad, smart phone, etc.)

Certainly, the technology sector is growing rapidly nationally and will continue to grow. But currently most of the jobs require more advanced education and training and if they are with large companies; a background check or security clearance is sometimes required. The best way to balance these hurdles with the opportunity it presents for STRIVE members is to design a custom competency module around digital skills needed to enter the four national sectors, which can then be adapted regionally based on employer.

This is one of the challenges with national sector planning, there will always be a few occupations that are a good fit and can still be focused on regionally. This is also the argument for the digital skills and customer service competency modules, which can give members key technical skills without focusing on the tech sector where you need a bachelor's degree and competition is fierce. And you need digital skills in all sectors now, which is a more comprehensive approach than sector or occupation specific digital skills training.

Module Two: Customer service

The top occupations in three of the national sectors and in many other sectors include a customer service or administrative component. And in most cases, these competencies are not sector specific and there is low variability across sectors. Competency statements in this module will allow for description of the different contexts in which specific skills will be performed, i.e. at a desk vs in a warehouse or in person vs on the phone. All three competency modules will have slight overlap and this one is no different. Core competencies like 'communicating respectfully with an angry customer or patron' would be part of both soft skills and customer service. Construction and logistics share many digital and customer service skills, as do hospitality and healthcare. The baseline digital and customer service skills crosscut all four national sectors and should be adapted based on regional employers and specific occupations where STRIVE members are being placed.

Many skills crosscut both digital and customer service and in the matrix below, the colors indicated which module they would fall into is meant to serve as an example of how curriculum could be build around these choices and trade-offs for the most complete scaffolding to support the national sectors.

Competency Module Matrix

Digital Skills <ul style="list-style-type: none"> ✓ Computer literacy including hardware functions including power, security, mouse use, keyboard functionality and touch screen commands. ✓ Software functions including browser use, information location, job application sites and programs and Microsoft Office (Word, Excel, PowerPoint, Outlook). ✓ Written communication including email, chat, professional correspondence. 			
Construction	Logistics	Hospitality	Healthcare
Blueprint reading		Clerical	
Software			
		Customer service	
Inventory management			
Self-management			
		Cashier skills	
Schematics			
Scheduling			
Project management			
Telephone skills			
Budgeting			
Shipping and receiving			
Data entry			
			Medical devices
Customer Service <ul style="list-style-type: none"> ✓ Communication, verbal and written, English and/or bilingual ✓ Self-management, such as problem solving, emotional management, active listening, energetic and adaptable, detail-oriented, multi-tasking. ✓ Tactical activities such as customer service, scheduling, telecommunications, sales, industry knowledge and point of sale system/software. 			

Roadmap for the Future: Implementing Sector Strategies

Roughly 25 years ago, a handful of community-based organizations pioneered in demonstrating that workforce development programs focused at the sector level could produce better results for clients than do traditional training programs. Two rigorous evaluations at that time validated the power of sector strategies in improving both earnings and employment.

Since then, sector strategies have become a staple of workforce development at the federal level, in nearly every state, and in many cities. Today, it is possible to find sector-based workforce initiatives led by workforce development boards, chambers of commerce, labor organizations, community colleges, as well as community-based organizations. These efforts vary in quality and impact, depending on the strength of the industry partnerships involved and the appropriateness of the training and support services provided to needs identified by companies in the chosen industries.

STRIVE's national sector strategy offers affiliates the strength of a consistent methodology that combines the power of STRIVE's workforce development module with the contextual impact of focusing at the industry sector level in their communities. STRIVE is bringing together two important models that have been proven to work and can complement each other to achieve even greater results.

STRIVE can and should take advantage of both its national strategic presence and the positioning of affiliates within their regions. STRIVE can combine building relationships with key industry leaders at the national and regional levels. In some industries, such as transportation and logistics, it will make the most sense to build industry partnerships at the national level. In others, such as healthcare, the work more likely will be regionally based. In some instances, it is likely STRIVE can build important industry relationships at the national level that can support affiliates in doing the same within their communities. STRIVE can combine national strategy and regional flexibility in implementing the overall approach.

A key to success will be to ensure that all STRIVE's sector work, whether national or regional, incorporates methodologies that others have found consistently work. These include:

- Working with multiple firms within an industry, not just one, to ensure you're preparing participants for legitimate pathways and not only the hiring needs of individual companies;
- Ensuring those partnerships have a strong convener who is credible to the participating companies, to ensure their continuing engagement;
- Engaging employers in program design, to ensure it aligns with their needs;
- Providing learners with competency-based credentials, either using existing credentials valued by employers in the selected industry or by creating new credentials in partnership with the employers.
- Tracking data about the sector initiative. If STRIVE and its affiliates can agree to use a common metrics tool, it becomes possible over time both to communicate with industry partners and funders about results consistently and to aggregate data from multiple affiliates to tell a national story about STRIVE's sector work.

In each of the four proposed sectors, STRIVE can do crucial groundwork at the national level to ensure credibility, consistency and effectiveness in affiliate site implementation:

- **Industry Certifications** -- Setting a standard that program participants will earn one or more employer-valued industry certifications that demonstrate their readiness to enter employment and a career

pathway within that industry. The career pathways provided with this document offer a strong starting point in determining certifications on which to focus.

- **Program Design** – STRIVE should create a base program design for deployment in each sector, that combines the attitudinal and job readiness model components and sector specific training. That design should provide for contextual delivery of basic skills needed for success in the occupational training, such as through on-ramp bridge programs or integrated education and training approaches. The specific modules of relevance likely will vary by site, depending on the needs of local employers and the interests and readiness of program participants.
- **Industry Relationships** – At a national level, STRIVE can build relationships with key national employers, industry associations, and other interest groups that can create multi-site initiatives, as well as inform program design. For example, within transportation and logistics, connecting with Amazon to become a contributor to the staffing of their rapidly expanding network of warehouses and delivery systems is an immediate opportunity. In hospitality, several national chains are focused on retention and pathways for entry workers and are undertaking partnerships already. In retail, Walmart Foundation has supported extensive work about effective career pathways that start with a retail job.
- **Data Support** – STRIVE can subscribe to tools such as those provided by Burning Glass and Emsi and provide affiliates with real-time labor market assessments to support their sector program development choices. The national office should manage a compelling analysis of results from programs across the country, using the Apricot system all sites will be using.
- **Build Pathways to Post-Employment Education** – With a rigorously built program design, STRIVE could develop partnerships to ensure participants gain supports that encourage them to pursue a further educational credential after getting an initial job. Actions to support that opportunity would include qualifying STRIVE sector training as appropriate for credit for prior learning and working with the hiring employers on post-employment learning opportunities that can be offered to entry workers.

At the regional/local level, crucial elements for a STRIVE affiliate to launch a high-quality sector program include:

- **Gathering local intelligence about entry-level hiring in a targeted industry** – It will be important to get local information about entry-level opportunities that could both be good fits for STRIVE participants and in sufficient demand by employers to result in placement.
- **Mapping the local industry training ecosystem** – In every community, training is already going on in every industry a STRIVE affiliate might enter. A crucial first step is to build an inventory of providers focusing on that industry, areas of training they specialize in, the geography of their reach, employers with whom they work, and their results. With that information in combination with the labor market analytic information, a site can do needed conversations and analysis to determine niches on which STRIVE should focus locally.
- **Doing local customization of the national STRIVE program design** – Each affiliate can use the STRIVE program design in finalizing a sector-focused program, including many mandatory components. Local customization must then be done to ensure that what's delivered is relevant to the context of participant readiness and employer needs.
- **Hiring faculty with needed skills** – The affiliates will need to ensure they have staff with the industry knowledge that can be combined with expertise on the CORE model to deliver high quality training that results in completion, certification, and employment.
- **Engaging in sector partnerships** – Depending on the community, an affiliate may find multi-firm partnerships focused on workforce issues already are in operation. If so, the affiliate should seek to join those conversations. If no such partnership exists in an industry that the affiliate sees major opportunities within, the affiliate could choose to become a convener of a new partnership involving multiple firms and education/training providers.

- **Identifying local sector funding opportunities** --- Most workforce development boards prioritize sector-based training, and many have competitive processes for funding such work. Similarly, local philanthropic funders in many places are open to sector-based strategies.

Appendix A: Sector Weight Table

Sector	Ease (2x)	Pathway (2x)	Wages	Growth	Score
Quantitative data elements (Bureau of Labor Statistics, EMSI, Burning Glass, Census Bureau)	Number of job postings Level of credential in posting Time to hire	Number of occupations within an industry Credential needed at each level Wage data	National mean hourly wage National mean annual salary Regional mean hourly wage National and regional wage growth National wage spread for target occupations	Current size of sector Current number of jobs Current unfilled positions Projected growth 2025 Trend growth 2018-2028	
Qualitative data elements (CSW sector expertise, affiliate interviews)	Education and training needed Employer reporting Affiliate reporting	Occupations steps Retention Employer reporting Affiliate reporting	Benefit structure Employer reporting Affiliate reporting Adjacent industry wages	Demographic outline of all affiliate sites Employer reporting Affiliate reporting	
Construction	4	4	3	4	5.75
Accommodation and Food Services/Hospitality	5	3	2	4	5.5
Healthcare and Social Assistance	3	3	3	5	5
Transportation and Warehousing (Logistics)	3	4	3	1	4.5
Manufacturing	3	4	3	1	4.5
Retail Trade	3	3	2	2	4
Professional, Scientific and Technical Services	2	2	4	3	3.75
Administrative and Support Services	4	1	2	2	3.5
Government	2	2	3	2	3.25

Appendix B: Pathway Maps

SEE PDF ATTACHED

- **Construction**
- **Hospitality**
- **Healthcare**
- **Transportation and Logistics**

Appendix C: LMI Report 1 Demographics and Sectors

SEE PDF ATTACHED

Appendix D: LMI Report 2 Occupations and Credentials

SEE PDF ATTACHED

Sector	Ease (2x)	Pathway (2x)	Wages	Growth	Score
Quantitative data elements (Bureau of Labor Statistics, EMSI, Burning Glass, Census Bureau)	Number of job postings Level of credential in posting Time to hire	Number of occupations within an industry Credential needed at each level Wage data	National mean hourly wage National mean annual salary Regional mean hourly wage National and regional wage growth National wage spread for target occupations	Current size of sector Current number of jobs Current unfilled positions Projected growth 2025 Trend growth 2018-2028	
Qualitative data elements (CSW sector expertise, affiliate interviews)	Education and training needed Employer reporting Affiliate reporting	Occupations steps Retention Employer reporting Affiliate reporting	Benefit structure Employer reporting Affiliate reporting Adjacent industry wages	Demographic outline of all affiliate sites Employer reporting Affiliate reporting	
Construction	4	4	3	4	5.75
Accommodation and Food Services/Hospitality	5	3	2	4	5.5
Healthcare and Social Assistance	3	3	3	5	5
Transportation and Warehousing (Logistics)	3	4	3	1	4.5
Manufacturing	3	4	3	1	4.5
Retail Trade	3	3	2	2	4
Professional, Scientific and Technical Services	2	2	4	3	3.75
Administrative and Support Services	4	1	2	2	3.5
Government	2	2	3	2	3.25

Pathway Key

The color of the box tells you what category of wages applies to the job.

This is the wage range for this occupation nationally.

Job 1
\$10.50-\$20.00

This is an estimate of how much time it will take overall to advance to the next level of occupations. This is based on credential attainment and work experience needed and does not account for personal factors on the part of the jobseeker that could impact time needed.

1-2 Years

Job 2
\$17.50- \$27.50

This is the Bureau of Labor Statistics Occupation title, which may not exactly match the job title posted.

These are common job titles for this occupation.

These are the most requested skills for this occupation.

Job 1

Title 1, Title 2, Title 3

Top Skills Requested:
Skill 1
Skill 2
Skill 3
Skill 4
Skill 5

Top Credentials Requested:
Credential 1
Credential 2
Credential 3

Top employers hiring for these occupations will vary by region.

These are the credentials most often requested for this occupation.

A Few Notes:

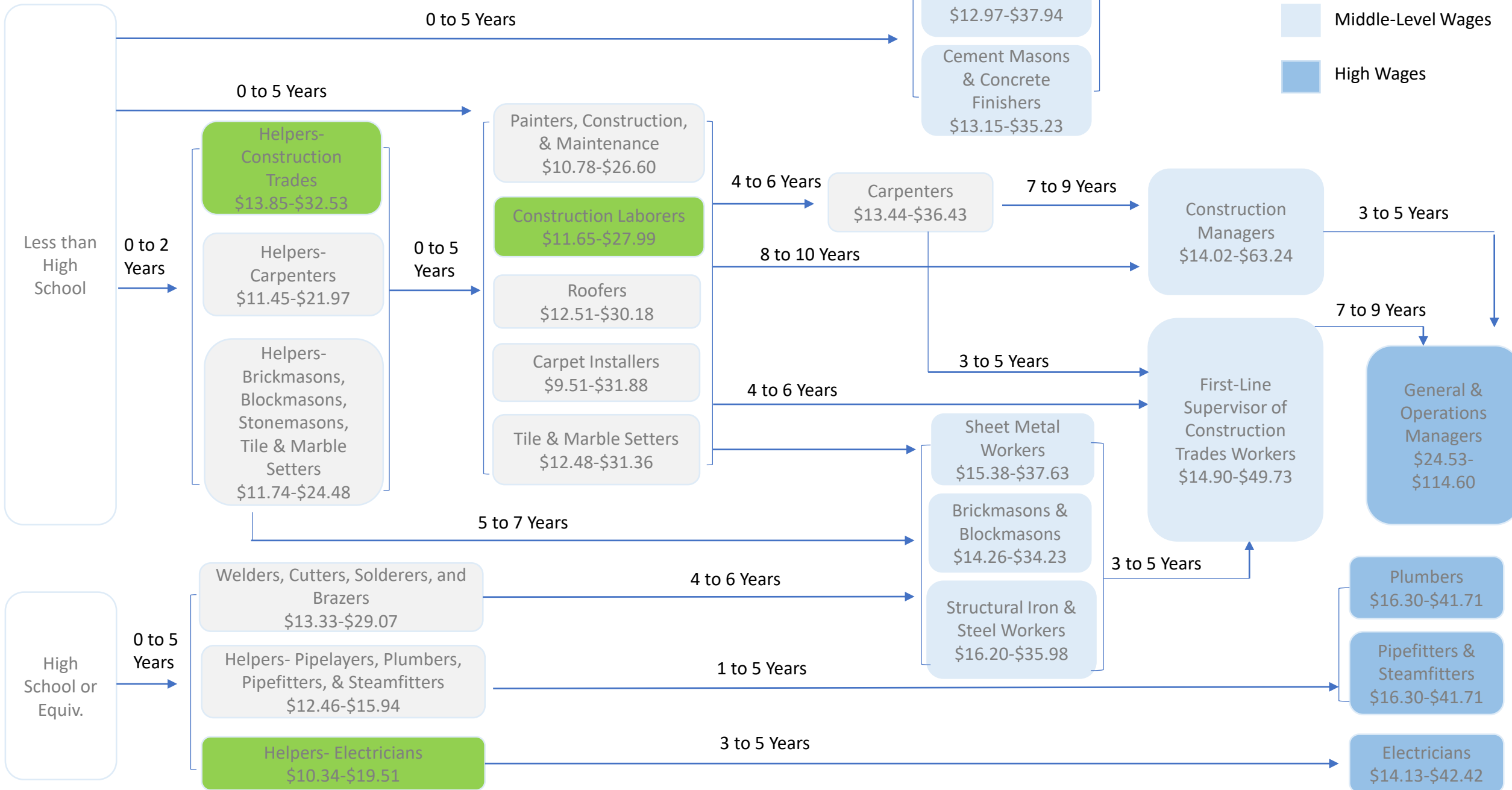
- This pathway is grounded in Labor Market Information (LMI) from Bureau of Labor Statistics, EMSI and Burning Glass. Specific affiliate site regions may pay different wages, require different skills, have different job titles, require different credentials, or work experience depending on their local employers.

- Each employer has their own process for advancing workers which might not be reflected on this pathway. Additionally, work experience and education required are not always provided in job postings, and therefore, the data is not always representative. A key part of developing career pathways is validating them with employers and other regional stakeholders. This process was not completed as part of this project.
- The wage data represents national averages and is based on a specific regional example.

Color	Wage Level	Definition
	Entry Level	Median Wages are under \$20 an hour.
	Middle-Level	Median wages are between \$20 and \$30 an hour.
	High Wages	Median wages are above \$30 an hour.

Construction Pathway

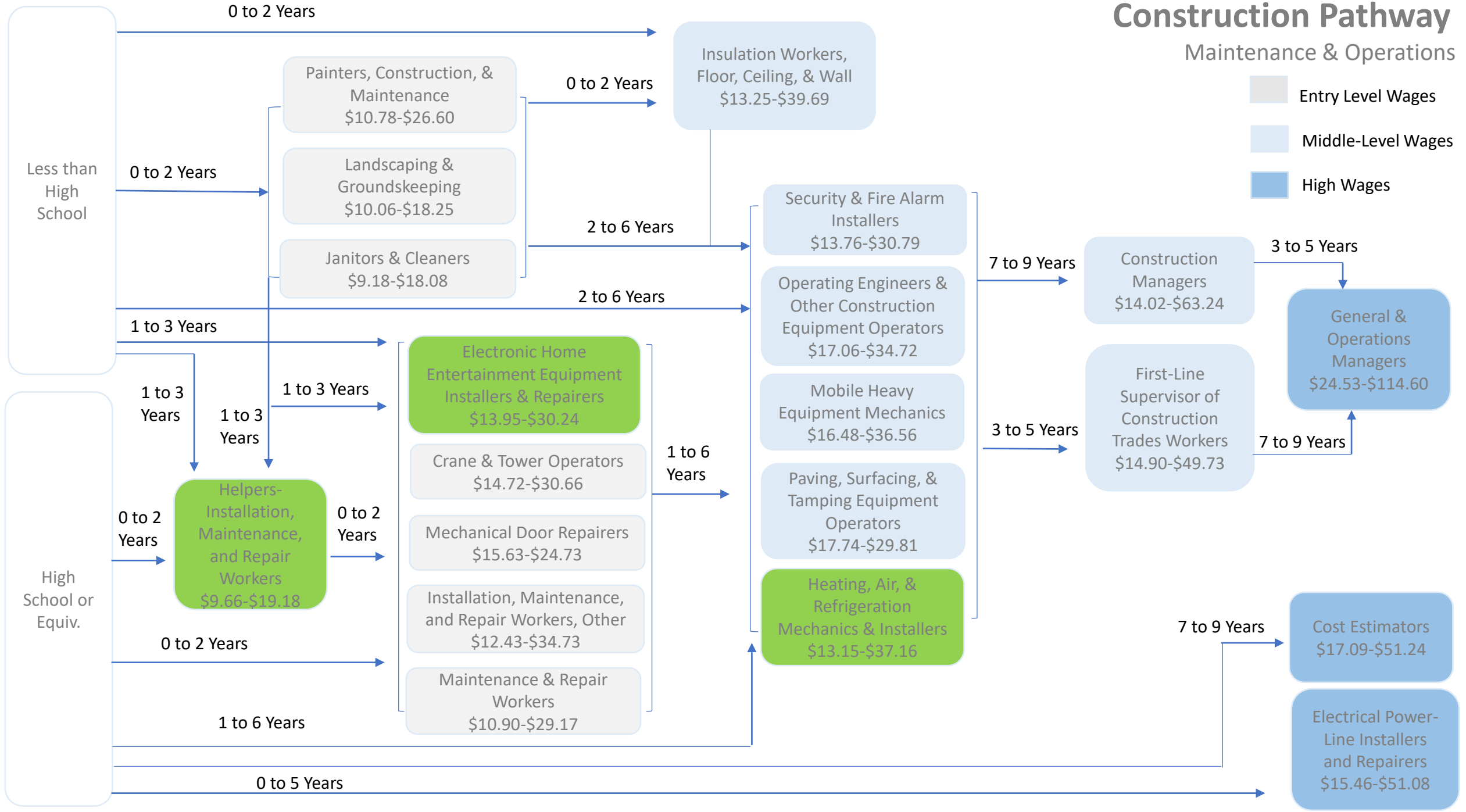
- Entry Level Wages
- Middle-Level Wages
- High Wages



Construction Pathway

Maintenance & Operations

- Entry Level Wages
- Middle-Level Wages
- High Wages



Construction

Entry Level Wages

Middle-Level Wages

High Wages

Helpers- Construction Trades			Helpers- Carpenters		
Common Titles: Home Remodeling, Structural Trades I, Structural Trades II			Common Titles: Carpenter Helper		
Top Skills Requested: -Remodeling -Plumbing -Carpentry	-Drywall -Painting -Positive Disposition -Communication	-English -Repair -HVAC -Blueprint Reading	Top Skills Requested: -Carpentry -Carpenter Assistance -Painting	-Framing -Drywall -Plumbing -Remodeling	-Positive Disposition -Hand Tools -Finish Carpentry -Blueprint Reading
Top Credentials Requested: -No formal education credential -Driver's License	-	-	Top Credentials Requested: -No formal education credential -Driver's License		
Helpers- Brickmasons, Blockmasons, Stonemasons, & Tile & Marble Setters			Welders, Cutters, Solderers, & Brazers		
Common Titles: Mason Tender, Mason Helper, Masonry Helper			Common Titles: Welder, MIG Welder, TIG Welder		
Top Skills Requested: -Masonry -Teamwork/ Collaboration -Lifting Ability	-Work Area Maintenance -Cleaning -Blueprint Reading		Top Skills Requested: -Welding -MIG and TIG Welding -Repair	-Physical Abilities -Welding Equipment -Grinders -Hand Tools	-Communication -Troubleshooting -Detail-Oriented -Blueprint Reading
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License	-Welding Certification	

Construction

Entry Level Wages

Middle-Level Wages

High Wages

Painters, Construction, & Maintenance			Helpers- Pipelayers, Plumbers, Pipefitters, & Steamers		
Common Titles: Painter, Commercial Painter, Painter Helper			Common Titles: Plumber Helper, Sprinkler Installer Assistant		
Top Skills Requested: -Painting -Repair -Automotive Painting	-Drywall -Exterior Painting -Cleaning -Communication	-Detail-Oriented -Spray Painting -Work Area Maintenance	Top Skills Requested: -Plumbing -Physical Abilities -Detail-Oriented	-Problem Solving -Building Effective Relationships -Repair	-Hand Tools -Water Heaters -Rough-Ins -Residential Plumbing
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License		
Helpers- Electricians			Construction Laborers		
Common Titles: Electrician Helper, Electrical Helper, Cable Puller			Common Titles: Construction Laborer, Laborer, General Laborer		
Top Skills Requested: -Hand Tools -Electrical Work -Wiring	-Troubleshooting -Repair -Electrical Experience	-Machinery -CAT5 Cable -Cabling -Physical Abilities	Top Skills Requested: -Construction Labor -Repair -Physical Abilities	-Plumbing -Carpentry -Drywall -Painting	-Hand Tools -Cleaning -Communication -Blueprint Reading
Top Credentials Requested: -High School or Equivalent -Driver's License			Top Credentials Requested: -No formal education credential -Driver's License	-	-

Construction

Entry Level Wages

Middle-Level Wages

High Wages

Carpenters			Roofers		
Common Titles: Finish Carpenter, Construction Carpenter, Framer			Common Titles: Roofer, Roofer Journeyman, Commercial Roofer, Gutter Installer		
Top Skills Requested: -Carpentry -Framing -Finish Carpentry	-Communication -Creativity -Repair -Hand Tools	-Remodeling -Plumbing -Physical Abilities -Blueprint Reading	Top Skills Requested: -Roofing -Commercial Roofing -Repair	-Occupational Health & Safety -Communication -Cleaning	-Nailing -Recruiting -Physical Abilities -EPDM Rubber
Top Credentials Requested: -High School or Equivalency -Certified Framer	-Bronze Level Certification		Top Credentials Requested: -No formal education credential -Driver's License -OSHA Certification		
Carpet Installers			Tile & Marble Setters		
Common Titles: Carpet Technician, Janitorial Carpet & Floor Tech, Installation Mechanic			Common Titles: Bathroom Installer, Tile Installer		
Top Skills Requested: -Carpet Installation -Scheduling -English	-Cleaning -Communication -Multi-Tasking -Repair	-Carpentry	Top Skills Requested: -Carpentry -Plumbing -Detail-Oriented	-Teamwork/ Collaboration -Multi-Tasking -Remodeling	-Lifting Ability -Power Tools -Customer Contact -Communication
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -No formal education credential -Driver's License	-Line & Antenna Sweeping (LAS)	

Construction

Entry Level Wages

Middle-Level Wages

High Wages

Drywall & Ceiling Tile Installers			Brickmasons & Blockmasons		
Common Titles: Drywall Finisher, Drywall Hanger, Drywall Installer			Common Titles: Fireplace Installer, Brick Mason, Bricklayer, Mason		
Top Skills Requested: -Drywall -Painting -Repair	-Drywall Finishing -Drywall Installation -Teamwork/ Collaboration	-Carpentry -Lifting Ability -Customer Service -Detail-Oriented	Top Skills Requested: -Masonry -Power Tools -Repair	-Refractory -Lifting Ability -Physical Abilities -Hand Tools	-Caulking -Welding -Teamwork/ Collaboration
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License -Brick Mason Certificate		
Cement Masons & Concrete Finishers			Sheet Metal Workers		
Common Titles: Concrete Finisher, Concrete Laborer, Concrete Form Setter			Common Titles: Fabricator, Sheet Metal Mechanic, Sheet Metal Fabricator		
Top Skills Requested: -Concrete Finishing -Power Tools -Epoxy	-Hammering -Hand Tools -Masonry -Concrete Forming	-Recruiting -Cleaning -Concrete Pouring	Top Skills Requested: -Mig & Tig Welding -Welding -Communication	-Machining -Lathes -Press Brakes -Detail-Oriented	-Sheet Metal Fabrication -Repair -Physical Abilities
Top Credentials Requested: -No formal education credential -Driver's License	-CDL Class A	-	Top Credentials Requested: -High School or Equivalent -Welding Certification		

Construction

Entry Level Wages

Middle-Level Wages

High Wages

Structural Iron & Steel Workers		
Common Titles: Ironworker, Billboard Installer, Scaffold Erector		
Top Skills Requested: -Hand Tools -Power Tools -Physical Abilities	-Written Communication -Fall Protection -Welding -Welding Equipment	-Machinery -Forklift Operation -Recruiting
Top Credentials Requested: -High School or Equivalent -Driver's License		

Construction Managers			First-Line Supervisors of Construction Trade Workers		
Common Titles: Construction Project Manager, Superintendent			Common Titles: Foreman, Construction Superintendent, Construction Supervisor		
Top Skills Requested: -Project Management -Budgeting -Scheduling	-Construction Management -Communication -Planning	-Microsoft Office -Organizational Skills -Microsoft Excel -Computer Literacy -Blueprint Reading	Top Skills Requested: -Construction Management -Scheduling -Budgeting -Blueprint Reading	-Planning -Project Management -Communication -Problem Solving	-Organizational Skills -Quality Assurance & Control -Microsoft Office
Top Credentials Requested: -Bachelor's Degree -Driver's License	-Project Management Certification	-	Top Credentials Requested: -High School or Equivalent -Driver's License -Master Electrician License -Certified Applicator		

Construction

Entry Level Wages

Middle-Level Wages

High Wages

General & Operations Managers			Pipefitters & Steamfitters		
Common Titles: Operations Manager, Operations Assistant Manager, General Manager, District Manager			Common Titles: Pipefitter, Pipefitter Journeyman, Sprinkler Fitter		
Top Skills Requested: -Communication -Budgeting -Operations Management	-Scheduling -Planning -Teamwork/ Collaboration	-Problem Solving -Organizational Skills -Microsoft Office	Top Skills Requested: -Pipefitting -Repair -Welding	-Pipe Installation -Plumbing -Pipe Cutters -Hand Tools	-Pipe Systems -Soldering -Machinery -
Top Credentials Requested: -Bachelor's -Driver's License			Top Credentials Requested: -High School or Equivalent -Pipefitter -		
Electricians			Plumbers		
Common Titles: Electrician, Journeyman Electrician, Industrial Electrician			Common Titles: Plumber, Plumber Journeyman, Licensed Plumber		
Top Skills Requested: -Electrical Work -Repair -Troubleshooting	-Wiring -Electrical Systems -Machinery -Hand Tools	-Transformers -Schematic Diagrams -Communication	Top Skills Requested: -Plumbing -Repair -Plumbing Repairs	-Troubleshooting -Hand Tools -Communication -Pipe Repair	-Schematic Diagrams -Plumbing Maintenance
Top Credentials Requested: -High School or Equivalent -Electrician Certification -Driver's License	-Master Electrician License		Top Credentials Requested: -High School or Equivalent -Driver's License -Plumbing Certification	-Plumbing License -Back-Flow Certification	-Master Plumber License

Construction, Maintenance & Operations

Entry Level Wages

Middle-Level Wages

High Wages

Landscaping & Groundskeeping			Janitors & Cleaners		
Common Titles: Groundskeeper, Landscape Laborer, Irrigation Technician			Common Titles: Custodian, Janitor, Porter, Cleaner		
Top Skills Requested: -Repair -Physical Abilities -Lifting Ability	-Lawn Care -Snow Removal -Debris & Litter Control	-Hand Tools -Organizational Skills -Detail-Oriented -Cleaning	Top Skills Requested: -Cleaning -Physical Abilities -Detail-Oriented	-Communication -Positive Disposition -Repair -Lifting Ability	-Teamwork/ Collaboration -Equipment Cleaning -Customer Service
Top Credentials Requested: -No formal education credential -Driver's License	-	-	Top Credentials Requested: -No formal education credential -Driver's License		
Painters, Construction, & Maintenance			Crane & Tower Operators		
Common Titles: Painter, Commercial Painter, Painter Helper			Common Titles: Crane Operator, Tower Technician, Picker, Picker Operator		
Top Skills Requested: -Painting -Repair -Automotive Painting	-Drywall -Exterior Painting -Cleaning -Communication	-Detail-Oriented -Spray Painting -Work Area Maintenance	Top Skills Requested: -Telecommunications -Repair -Computer Literacy	-Occupational Health & Safety -Physical Abilities -Forklift Operation	-Power Tools -Crane Operation -Tower Climbing -Detail-Oriented
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License -Certified Crane Operator	-CDL Class A	

Construction, Maintenance & Operations

Entry Level Wages

Middle-Level Wages

High Wages

Helpers- Installation, Maintenance, & Repair Workers			Mechanical Door Repairers		
Common Titles: Maintenance Assistant, Maintenance Clerk, Assistant Maintenance, Field Operator, Building Maintenance Assistant			Common Titles: Garage Door Installer, Garage Door Technician, Garage Door Service Technician, Flooring Technician		
Top Skills Requested: -Repair -Preventative Maintenance	-Physical Abilities -Communication -Cleaning -Plumbing	-Predictive/ Preventative Maintenance -English	Top Skills Requested: -Repair -Communication -Door Installation	-Sales -Energetic -Troubleshooting -Organizational Skills	-Computer Literacy -Building Effective Relationships -Problem Solving
Top Credentials Requested: -High School or Equivalent -Driver's License	-	-	Top Credentials Requested: -High School or Equivalent -Driver's License -Adjuster License -EPA Certification		

Installation, Maintenance, & Repair Workers, Other			Maintenance & Repair Workers		
Common Titles: Maintenance Mechanic, Repair Technician, Service Technician, Residential Installation & Service Technician			Common Titles: Maintenance Technician, Field Service Technician, Service Technician, Maintenance, Technician		
Top Skills Requested: -Repair -Troubleshooting -Communication	-Problem Solving -Preventative Maintenance -Welding	-Microsoft Excel -Computer Numerical Control -Machinery	Top Skills Requested: -Repair -Plumbing -Preventative Maintenance	-Troubleshooting -HVAC -Communication -Physical Abilities	-Painting -Predictive/ Preventative Maintenance -Carpentry
Top Credentials Requested: -High School or Equivalent -Driver's License	-Automotive Service Excellence Certification		Top Credentials Requested: -High School or Equivalent -Driver's License		

Construction, Maintenance & Operations

Entry Level Wages

Middle-Level Wages

High Wages

Electronic Home Entertainment Equipment Installers & Repairers			Insulation Workers, Floor, Ceiling, & Wall		
Common Titles: Satellite TV Technician/Installer, Installer, Custom Home Installer			Common Titles: Insulation Installer, Construction/Installer/Insulation, Insulation Technician		
Top Skills Requested: -Communication -Customer Service -Physical Abilities	-Repair -Computer Literacy -Writing -Multi-Tasking	-Verbal/ Oral Communication -Scheduling -Broadband	Top Skills Requested: -Insulation -Insulation Installation -Spray Foam (Insulation)	-Physical Abilities -Residential Construction -Communication Skills -Carpentry	-Occupational Health & Safety -Hand Tools -Repair
Top Credentials Requested: -High School or Equivalent -Driver's License	-	-	Top Credentials Requested: -High School or Equivalent -Driver's License		
Security & Fire Alarm Installers			Operating Engineers & Other Construction Equipment Operators		
Common Titles: Fire Alarm Technician, Security Technician, Alarm Technician, Access Control Technician, Security Systems Technician			Common Titles: Heavy Equipment Operator, Operating Engineer, Lead Operating Engineer, Backhoe Operator		
Top Skills Requested: -Repair -Troubleshooting -Surveillance	-Communication -Customer Service -Wiring -Customer Contact	-Computer Literacy -Organizational Skills	Top Skills Requested: -Heavy Equipment -Equipment Operation -Repair	-Physical Abilities -Operating Engineer -Preventative Maintenance	-Backhoes -HVAC -Front End Loaders -Occupational Health & Safety
Top Credentials Requested: -High School or Equivalent -NICET II -Certified Information Systems Auditor (CISA)	-Certified Information Systems Security Professional (CISSP)		Top Credentials Requested: -High School or Equivalent -Driver's License -CDL Class A	-	-

Construction, Maintenance & Operations

Entry Level Wages

Middle-Level Wages

High Wages

Heating, Air Conditioning, & Refrigeration Mechanics & Installers			Mobile Heavy Equipment Mechanics		
Common Titles: HVAC Service Technician, HVAC Installer, HVAC Mechanic			Common Titles: Heavy Mobile Equipment Repairer, Road Mechanic, Forklift Mechanic		
Top Skills Requested: -HVAC -Repair -Plumbing	-Preventative Maintenance -Troubleshooting -Communication	-Organizational Skills -Physical Abilities -Computer Literacy -Customer Service	Top Skills Requested: -Repair -Troubleshooting -Preventative Maintenance	-Welding -Heavy Equipment -Cleaning -Physical Abilities	-Hydraulics -Equipment Repair -Machinery
Top Credentials Requested: -High School or Equivalent -EPA Certification	-Driver's License -Automotive Service Excellence(ASE) Certification	-EPA CFC/HCFC Certification -North American Technician Excellence (NATE)	Top Credentials Requested: -High School or Equivalent -Driver's License -Air Brake Certified -CDL Class A		

Paving, Surfacing, & Tamping Equipment Operators		
Common Titles: Asphalt Roller Operator, Asphalt Screed Operator, Screed Operator		
Top Skills Requested: -Paving -Social Services -Physical Abilities	-Communication -Detail-Oriented -Organizational Skills -Bilingual	-Spanish -Repair -Personal Protective Equipment
Top Credentials Requested: -High School or Equivalent -Driver's License -CDL Class B		

Construction, Maintenance & Operations

Entry Level Wages

Middle-Level Wages

High Wages

Construction Managers			First-Line Supervisors of Construction Trade Workers		
Common Titles: Construction Project Manager, Superintendent			Common Titles: Foreman, Construction Superintendent, Construction Supervisor		
Top Skills Requested: -Project Management -Budgeting -Scheduling	-Construction Management -Communication -Planning -Blueprint Reading	-Microsoft Office -Organizational Skills -Microsoft Excel -Computer Literacy	Top Skills Requested: -Construction Management -Scheduling -Budgeting -Blueprint Reading	-Planning -Project Management -Communication -Problem Solving	-Organizational Skills -Quality Assurance & Control -Microsoft Office
Top Credentials Requested: -Bachelor's Degree -Driver's License	-Project Management Certification	-	Top Credentials Requested: -High School or Equivalent -Driver's License -Master Electrician License -Certified Applicator		

Construction, Maintenance & Operations

Entry Level Wages

Middle-Level Wages

High Wages

General & Operations Managers			Cost Estimators		
Common Titles: Operations Manager, Operations Assistant Manager, General Manager, District Manager			Common Titles: Estimator, Construction Estimator, Senior Estimator, Cost Analyst, Electrical Estimator		
Top Skills Requested: -Communication -Budgeting -Operations Management	-Scheduling -Planning -Teamwork/ Collaboration	-Problem Solving -Organizational Skills -Microsoft Office	Top Skills Requested: -Estimating -Communication -Cost Estimation -Microsoft Excel	-Budgeting -Microsoft Office -Organizational Skills -Problem Solving -Detail-Oriented	-Purchasing
Top Credentials Requested: -Bachelor's -Driver's License			Top Credentials Requested: -Bachelor's -Driver's License	-American Board for Engineering and Technology (ABET) Accredited	

Electrical Power-Line Installers and Repairers		
Common Titles: Utility Locator, Lineman, A-Lineman-Overhead, C-Lineman Overhead, B-Lineman-Overhead		
Top Skills Requested: -Telecommunications -Physical Abilities -Water and Sewer	-Claims Knowledge -Multi-Tasking -Repair -Troubleshooting	-Computer Literacy -Hand Tools -Organizational Skills
Top Credentials Requested: -High School or Equivalent -Driver's License		

Pathway Key

The color of the box tells you what category of wages applies to the job.

This is the wage range for this occupation nationally.

Job 1
\$10.50-\$20.00

This is an estimate of how much time it will take overall to advance to the next level of occupations. This is based on credential attainment and work experience needed and does not account for personal factors on the part of the jobseeker that could impact time needed.

1-2 Years

Job 2
\$17.50- \$27.50

This is the Bureau of Labor Statistics Occupation title, which may not exactly match the job title posted.

These are common job titles for this occupation.

These are the most requested skills for this occupation.

Job 1

Title 1, Title 2, Title 3

Top Skills Requested:
Skill 1
Skill 2
Skill 3
Skill 4
Skill 5

Top Credentials Requested:
Credential 1
Credential 2
Credential 3

Top employers hiring for these occupations will vary by region.

These are the credentials most often requested for this occupation.

A Few Notes:

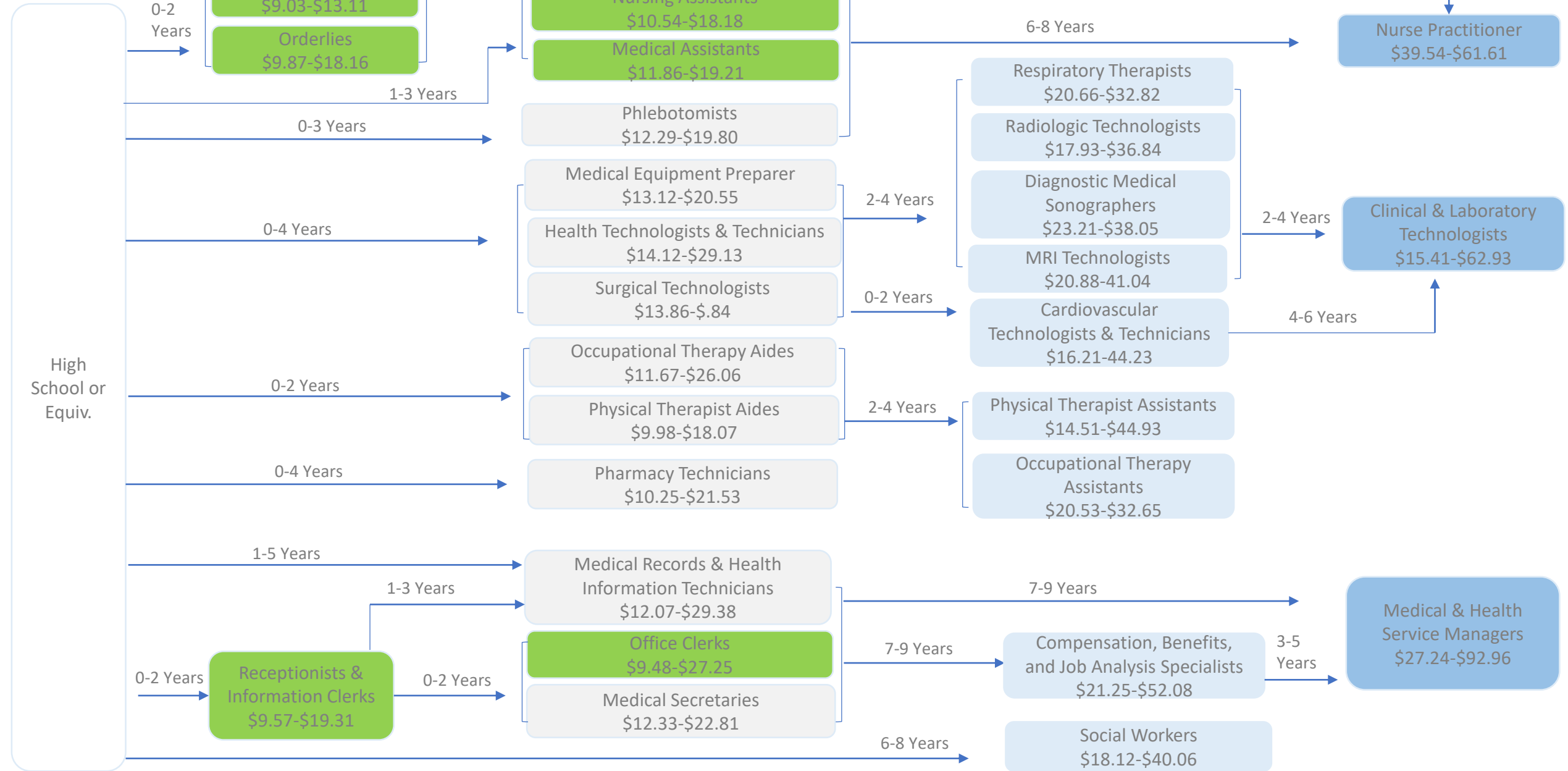
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- The wage data represents national averages and is based on a specific regional example.

Color	Wage Level	Definition
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	Middle-Level	Median wages are between \$20 and \$30 an hour.
	High Wages	Median wages are above \$30 an hour.

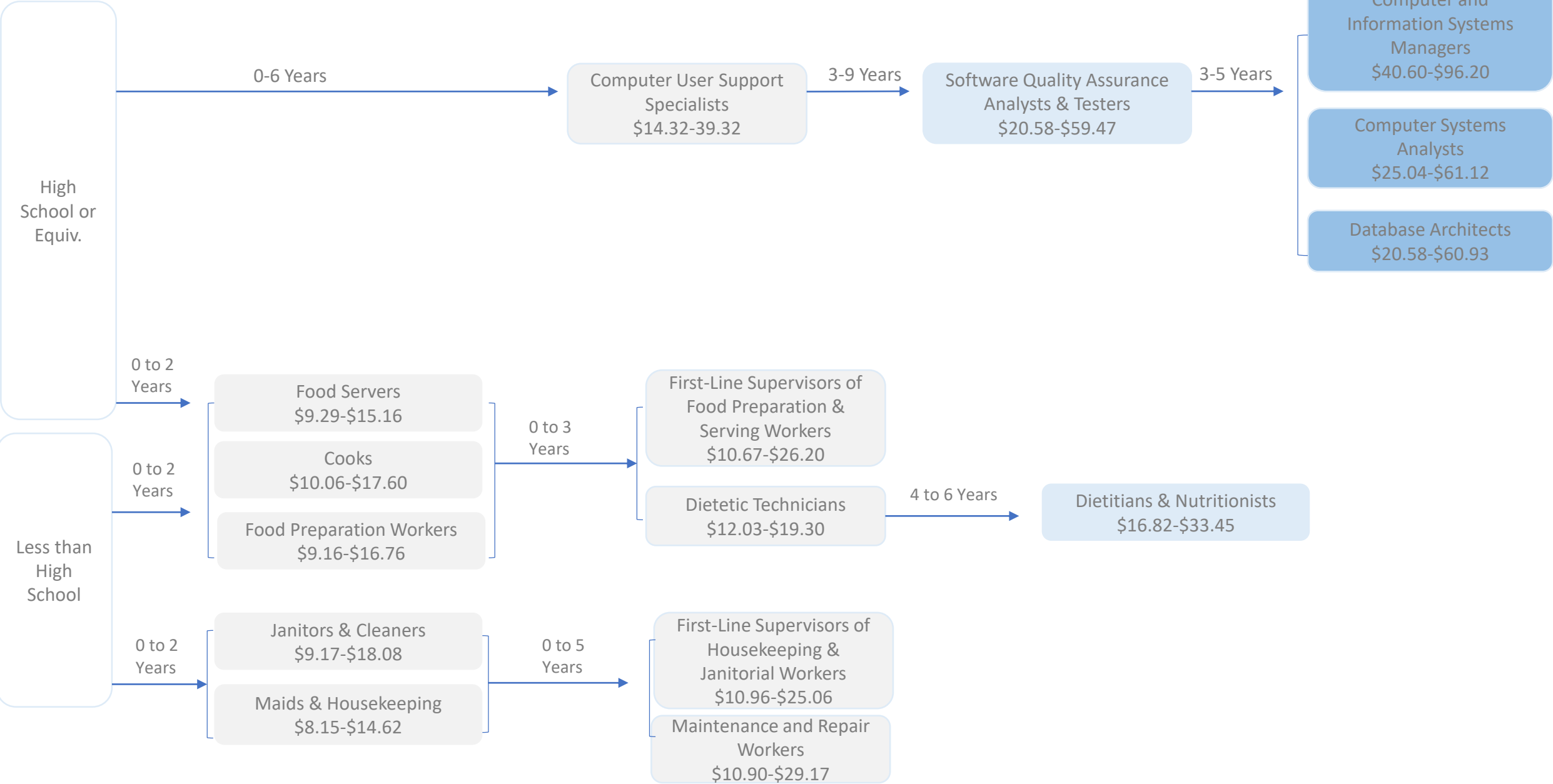
Healthcare Pathways

Hospitals



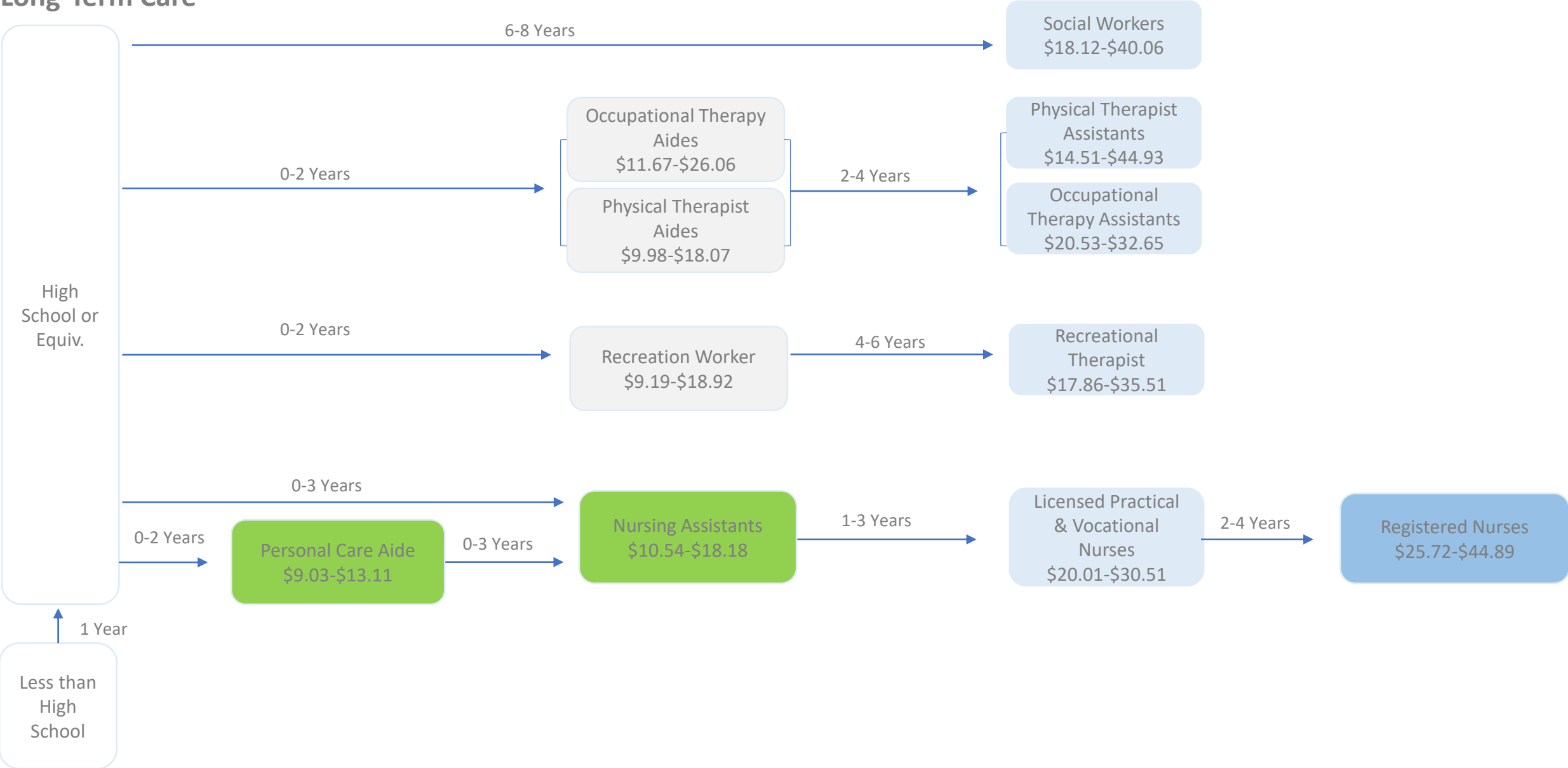
Healthcare Pathways

Support (Hospitals, Long-Term Care, and/or Clinics)



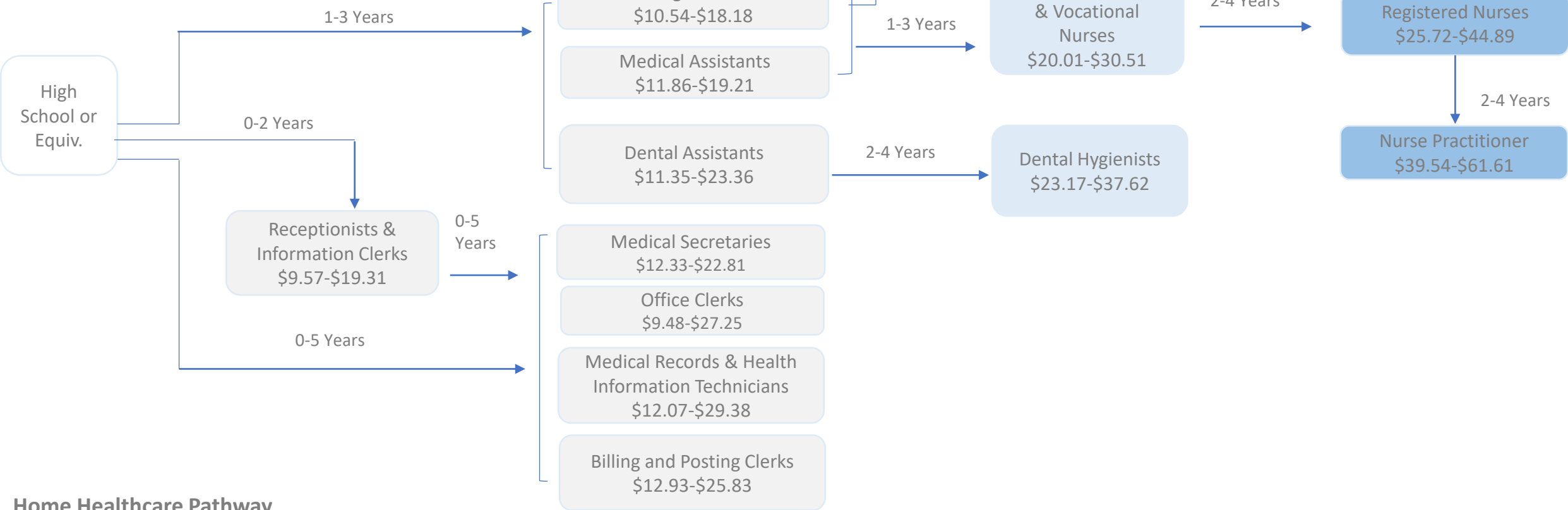
Healthcare Pathways

Long-Term Care

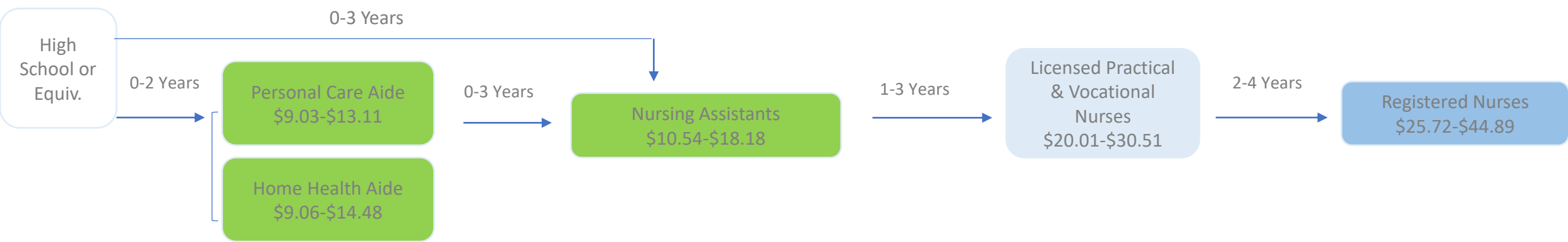


Healthcare Pathway

Clinic Pathway



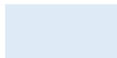
Home Healthcare Pathway



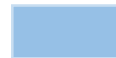
Healthcare, Hospitals



Entry Level Wages



Middle-Level Wages



High Wages

Personal Care Aide			Orderlies		
Common Titles: Patient Safety Attendant, Patient Sitter, Caregiver			Common Titles: Patient Transporter, Transporter, Transportation Aide		
Top Skills Requested: -Caregiving -Bathing -Meal Preparation	-Home Care -Communication -Home Health -Companionship	-CPR -Laundry -Activities of Daily Living	Top Skills Requested: -Patient Transportation & Transfer -Communication	-Repair -Rolling Stock -Positive Disposition -Physical Abilities	-Patient Care -Life Support -CPR -English
Top Credentials Requested: -High School or Equivalent -Driver's License	-First Aid/CPR/AED		Top Credentials Requested: -High School or Equivalent -Basic Cardiac Life Support -Basic Life Saving -Driver's License	-American Heart Association -First Aid/CPR/AED	

Receptionists & Information Clerks			EMT & Paramedic		
Common Titles: Receptionist, Front Desk Receptionist			Common Titles: Paramedic, Emergency Medicine, EMT		
Top Skills Requested: -Administrative Support -Customer Service	-Communication -Multi-Tasking -Scheduling -Telephone	-Appointment Setting -Microsoft Office -Organizational Skills -Computer Literacy	Top Skills Requested: -Patient Care -CPR -ACLS -Physical Abilities	-Customer Service -Public Health & Safety -English -Building Effective Relationships	-Patient Treatment -Health Insurance Portability & Accountability
Top Credentials Requested: -High School or Equivalent -Driver's License			Top Credentials Requested: -High School or Equivalent -EMT -ACLS	-Driver's License -AHA Certification -First Aid/CPR/AED -Basic Life Saving	-Basic Cardiac Life Support Certification -Emergency Vehicle Operator

Healthcare, Hospitals

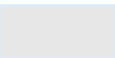
Entry Level Wages

Middle-Level Wages

High Wages

Nursing Assistants			Medical Assistants		
Common Titles: Certified Nursing Assistant, Nursing Assistant, Patient Care Associate			Common Titles: Medical Assistant, Medical Assistant II		
Top Skills Requested: -Patient Care -Bathing -Activities of Daily Living	-ADLs Assistance -Patient Bathing -Toileting -Patient Assistance -Infection Control	-Phlebotomy -Clerical -Vital Signs	Top Skills Requested: -Vital Signs Measurement -Patient Care -EKG/ECG	-Medical Assistance -Injections -Computer Literacy	-Scheduling -Phlebotomy -Typing -Patient Prep.
Top Credentials Requested: -High School or Equivalent -Certified Nursing Assistant	-Basic Life Saving -EMT -Driver's License -Personal Care Assistant -AHA Certification	-Home Health Aide -Phlebotomy Certification -Geriatric Nursing Assistant -First Aid/CPR/AED	Top Credentials Requested: -High School or Equivalent -Certified Medical Assistant -Basic Life Saving -EMT -AHA Certification	-Registered Medical Tech -AAMA Certified Medical Assistant -First Aid/CPR/ AED	-Paramedic Cert. -LPN -Basic Cardiac Life Support Cert.
Phlebotomists			Medical Equipment Preparer		
Common Titles: Phlebotomist, Phlebotomist I, Phlebotomist II			Common Titles: Sterile Process Technician, Process Technician, Sterile Processor		
Top Skills Requested: -Phlebotomy -Venipuncture -Customer Service	-Blood Samples -Communication -Blood Draws -Laboratory Testing	-Specimen Collection -Occupational Health & Safety	Top Skills Requested: -Sterile Procedures/ Techniques -Physical Abilities	-Computer Literacy -Surgical Instruments -Repair -Troubleshooting	-Occupational Health & Safety -English -Organizational Skills
Top Credentials Requested: -High School or Equivalent -Driver's License -Phlebotomy Certification			Top Credentials Requested: -High School or Equivalent -Driver's License -Certified Sterile Processing Technician	-Basic Life Savings -Certified Registered Central Service Technician -IAHCSMM Certification	-Workplace Safety

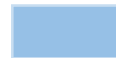
Healthcare, Hospitals



Entry Level Wages



Middle-Level Wages



High Wages

Health Technologists & Technicians			Surgical Technologists		
Common Titles: Emergency Department Tech, Tech II, Floor Tech, Behavior Tech, Patient Care Technician			Common Titles: Surgical Technician, Surgical Technologist		
Top Skills Requested: -Communication -Patient Care -Physical Abilities -CPR	-Customer Service -Computer Literacy -Repair -EKG/ECG -Troubleshooting	-Organizational Skills	Top Skills Requested: -Surgery -Surgical Technician -Surgical Technology -Surgical Instruments	-Aseptic Technique -Sterile Procedures/ Techniques -Surgical Procedure -Patient Transportation	-Surgical Services -Cleaning
Top Credentials Requested: -High School or Equivalent -Driver’s License -First Aid/CPR/AED -AHA Certification -Basic Life Saving	-EMT -Basic Cardiac Life Support Cert. -Certified Nursing Assistant -Registered Behavior Tech.	-ARRT -Board Certified Behavior Analyst	Top Credentials Requested: -High School or Equivalent -Certified Surgical Technologist -Basic Cardiac Life Support Certification -Basic Life Saving -American Heart Association	-American Society for Clinical Pathology Certification -Certified Surgical Technical	

Occupational Therapy Aides			Physical Therapist Aides		
Common Titles: Rehab Aide, Rehab Technician			Common Titles: Physical Therapy Technician, Therapy Aide, Outpatient Therapy Aide		
Top Skills Requested: -Rehabilitation -Physical Therapy -Teamwork/ Collaboration	-Scheduling -Patient Care -Rehabilitation Services	-Telephone Skills -Appointment Setting -Detail-Oriented	Top Skills Requested: -Physical Therapy -Therapy -Rehabilitation	-Cleaning -Communication -Treatment Planning -Multi-Tasking	-Organizational Skills -Building Effective Relationships -Scheduling
Top Credentials Requested: -High School or Equivalent -American Heart Association -Basic Life Saving -Driver’s License	-Basic Cardiac Life Support Certification -First Aid/CPR/AED		Top Credentials Requested: -High School or Equivalent		

Healthcare, Hospitals

Entry Level Wages

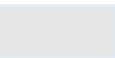
Middle-Level Wages

High Wages

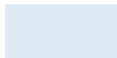
Pharmacy Technicians			Medical Records & Health Information Technicians		
Common Titles: Pharmacy Technician, Pharmacy Technician II			Common Titles: Medical Billing Specialist, Medical Biller, Medical Records Clerk		
Top Skills Requested: -Customer Service -Communication -Retail Industry Knowledge	-Typing -Pharmacist Assistance -Prescription Filling -Teamwork/ Collaboration	-Problem Solving -Computer Literacy -Physical Abilities	Top Skills Requested: -Medical Coding -Communication -Customer Billing -Medical Billing	-Organizational Skills -Microsoft Excel -Detail-Oriented -Customer Service -Billing	-Teamwork/ Collaboration
Top Credentials Requested: -High School or Equivalent -Pharmacy Technician Certification Board	-Certified Pharmacy Technician		Top Credentials Requested: -High School or Equivalent -Registered Health Information Technician -Certified Professional Coder		

Office Clerks			Medical Secretaries		
Common Titles: Office Assistant, Office Support, Office Clerk			Common Titles: Medical Receptionist, Unit Secretary, Front Desk Receptionist		
Top Skills Requested: -Communication -Microsoft Excel -Microsoft Office	-Organizational Skills -Scheduling -Administrative Support	-Computer Literacy -Multi-Tasking -Telephone -Detail-Oriented	Top Skills Requested: -Administrative Support -Scheduling -Appointment Setting	-Telephone Skills -Customer Service -Communication -Multi-Tasking	-Organizational Skills -Typing -Customer Billing
Top Credentials Requested: -High School or Equivalent -Driver's License	-	-	Top Credentials Requested: -High School or Equivalent -		

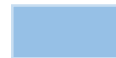
Healthcare, Hospitals



Entry Level Wages



Middle-Level Wages



High Wages

Respiratory Therapists			Radiologic Technologists		
Common Titles: Respiratory Therapist, Respiratory Care Practitioner			Common Titles: Radiologic Technologist, Mammography Technologist		
Top Skills Requested: -Respiratory Therapy -Advanced Cardiac Life Support -Patient Care	-Treatment Planning -Critical Care -Life Support	-Teamwork/ Collaboration -CPR -Care Planning	Top Skills Requested: -Radiologic Technology -Radiology -Radiography	-X-Rays -Medical Coaching -Life Support -Patient Care	-Patient Flow -Communication -Radiation Protection
Top Credentials Requested: -Associate’s Degree -Registered Respiratory Therapist -Advanced Cardiac Life Support -Basic Life Saving -Basic Cardiac Life	-Support Certification -Certified Respiratory Therapist -American Heart Association	-Neonatal Resuscitation Program -First Aid/CPR/ AED -Respiratory Care Practitioner	Top Credentials Requested: -Associate’s Degree -ARRT -Basic Life Saving -AHA Certification	-Registered Radiologic Technologist -Basic Cardiac Life Support	-First Aid/CPR/ AED -ACLS -Driver’s License

Diagnostic Medical Sonographers			Cardiovascular Technologists & Technicians		
Common Titles: Ultrasound Technologist, Sonographer, Ultrasound Technician			Common Titles: Cath Laboratory Technician, Monitor Technician		
Top Skills Requested: -Ultrasound -Radiology -Life Support	-Radiologic Technology -Patient Flow -Patient Care	-Quality Assurance & Control -Echocardiography	Top Skills Requested: -Cardiology -Catheterization Laboratory -EKG/ECG	-Patient Care -Advanced Cardiac Life Support -CPR	-Radiology -Medical Assistance -Communication -Catheterization
Top Credentials Requested: -Associate’s Degree -American Registry for Diagnostic Medical Sonography -American Registry of Radiologic Technologists Certification	-Basic Cardiac Life Support -Basic Life Saving -Registered Diagnostic Cardiac Sonographer	-Registered Vascular Technologist -Registered Cardiac Sonographer	Top Credentials Requested: -High School or Equivalent -Basic Life Saving -Advanced Cardiac Life Support Certification -Registered Cardiovascular Invasive Specialist	-American Heart Association Certification -Basic Cardiac Life Support Certification -American Registry of Radiologic Technologists	-First Aid/CPR/ AED -Driver’s License -American Registry for Diagnostic Medical Sonography -Board Certified/ Eligible

Healthcare, Hospitals

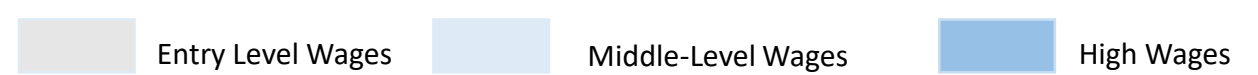
Entry Level Wages

Middle-Level Wages

High Wages

MRI Technologists			Physical Therapist Assistants		
Common Titles: MRI Technologist, CT Technologist, MRI Technician			Common Titles: Physical Therapist Assistant		
Top Skills Requested: -Radiologic Technology -Radiology -Radiography	-Life Support -Patient Flow -Computed Tomography	-Ultrasound -Diagnostic Radiology -CAT Scan	Top Skills Requested: -Physical Therapy -Treatment Planning -Patient Care	-Therapy -Communication -Rehabilitation -Patient Treatment	-CPR -Scheduling -Teamwork/ Collaboration
Top Credentials Requested: -Associate's Degree -American Registry of Radiologic Technologists -Advanced Cardiac Life Support	-American Heart Association -Pediatric Advanced Life Support	-Basic Life Saving -Registered Radiologic Technologist	Top Credentials Requested: -Associate's Degree -American Physical Therapy Association Certification	-American Heart Association Certification -Basic Life Saving -Driver's License	-Basic Cardiac Life Support
Occupational Therapy Assistants			Healthcare Social Workers		
Common Titles: Radiologic Technologist, Mammography Technologist			Common Titles: Licensed Clinical Social Worker, Medical Social Worker		
Top Skills Requested: -Occupational Therapy -Treatment Planning -Rehabilitation	-Communication -CPR -Scheduling -Patient Care	-Teamwork/ Collaboration -Physical Abilities -Patient/ Family Instruction	Top Skills Requested: -Social Work -Treatment Planning -Case Management -Communication	-Patient Care -Building Effective Relationships -Discharge Planning -Home Health	-Planning -Behavioral Health
Top Credentials Requested: -Associate's Degree -Certified Occupational Therapy Assistant -First Aid/CPR/AED	-Driver's License -American Occupational Therapy Association	-National Board for Certification in Occupational Therapy -LMSW	Top Credentials Requested: -Master's Degree -LMSW -LCSW -Driver's License	-LISW -Licensed Professional Counselor -First Aid/CPR/AED -Certified Teacher	

Healthcare, Hospitals



Compensation, Benefits, & Job Analysis Specialists		
Common Titles: Benefits Specialist, Compensation Analyst, Benefits Coordinator		
Top Skills Requested: -Microsoft Excel -Communication -Microsoft Office	-Problem Solving -Organizational Skills -Research	-Detail-Oriented -Teamwork/ Collaboration -Customer Service
Top Credentials Requested: -Bachelor's Degree -Certified Compensation Professional		

Healthcare, Hospitals

Entry Level Wages

Middle-Level Wages

High Wages

Registered Nurses			Nurse Practitioner		
Common Titles: Registered Nurse, Registered Travel Nurse			Common Titles: Nurse Practitioner, Psychiatric Nurse Practitioner, Family Nurse Practitioner		
Top Skills Requested: -Patient Care -Treatment Planning -Teaching	-Teamwork/ Collaboration -Communication -Patient/ Family Ed	-Planning -ACLS -Patient Monitoring -Patient Evaluation	Top Skills Requested: -Treatment Planning -Teamwork/ Collaboration -Patient Care -Communication -Mental Health	-Research -Patient/ Family Education -Advanced Cardiac Life Support -Teaching	-Scheduling
Top Credentials Requested: -Associate's or Bachelor's -Registered Nurse -ACLS Certification -Basic Life Saving	-AHA Certification -Driver's License -CCRN -First Aid/CPR/AED	-Basic Cardiac Life Support Certification	Top Credentials Requested: -Master's Degree -Nurse Practitioner -Basic Cardiac Life Support Certification	-Advanced Cardiac Life Support Certification -Certified Pediatric Nurse -Advanced Practice Nurse -Basic Life Saving	-Nursing Specialty Certificate -Nurse-Midwife -DEA Certificate -First Aid/CPR/AED
Medical Clinical & Laboratory Technologists			Medical & Health Services Managers		
Common Titles: Medical Technologist, Clinical Laboratory Scientist			Common Titles: Director of Nursing, Medical Director, Delivery Coordinator		
Top Skills Requested: -Medical Technology -Quality Assurance & Control	-Chemistry -Microbiology -Troubleshooting -Sample Preparation	-Pathology -Laboratory Testing -Biochemistry -Clinical Pathology	Top Skills Requested: -	-	-
Top Credentials Requested: -Bachelor's -ASCP	-Medical Laboratory Technologist -Certified Medical Laboratory Technician	-ASCP Medical Laboratory Scientist	Top Credentials Requested: -Bachelor's -Registered Nurse -Driver's License	-First Aid/CPR/AED -Basic Life Savings	

Healthcare, Hospitals

Entry Level Wages

Middle-Level Wages

High Wages

Medical Clinical & Laboratory Technologists			Medical & Health Services Managers		
Common Titles: Medical Technologist, Clinical Laboratory Scientist			Common Titles: Director of Nursing, Medical Director, Delivery Coordinator		
Top Skills Requested: -Medical Technology -Quality Assurance & Control	-Chemistry -Microbiology -Troubleshooting -Sample Preparation	-Pathology -Laboratory Testing -Biochemistry -Clinical Pathology	Top Skills Requested: -	-	-
Top Credentials Requested: -Bachelor's -ASCP	-Medical Laboratory Technologist -Certified Medical Laboratory Technician	-ASCP Medical Laboratory Scientist	Top Credentials Requested: -Bachelor's -Registered Nurse -Driver's License	-First Aid/CPR/AED -Basic Life Savings	

Healthcare, Support

Entry Level Wages

Middle-Level Wages

High Wages

Food Servers			Cooks		
Common Titles: Server			Common Titles: Dietary Cook		
Top Skills Requested: -Communication -Food Preparation -Food Delivery	-Assisted Living -Listening -Organizational Skills -Physical Abilities	-Meal Serving -Cleaning -Positive Disposition -Safety Codes	Top Skills Requested: -Food Preparation -Cooking -Inventory Maintenance	-Budgeting -Meal Planning -English -Detail-Oriented	-Food Safety -Basic Math -Senior Care
Top Credentials Requested: -High School or Equivalent -Registered Dietitian	-ServSafe -Food Handler Certification		Top Credentials Requested: -High School or Equivalent -ServSafe -Food Handler Certification		

Food Preparation Workers			Janitors & Cleaners		
Common Titles: Service & Kitchen Team, Dishwasher/ Kitchen Helper, Kitchen Staff, Kitchen Assistant			Common Titles: Custodian, Janitor, Porter, Cleaner		
Top Skills Requested: -Food Preparation -Physical Abilities -Cleaning	-Cooking -Food Safety -Organizational Skills	-Positive Disposition -Work Area Maintenance	Top Skills Requested: -Cleaning -Physical Abilities -Detail-Oriented	-Communication -Positive Disposition -Repair -Lifting Ability	-Teamwork/ Collaboration -Equipment Cleaning -Customer Service
Top Credentials Requested: -High School or Equivalent -Food Handler Certification -ServSafe -Food Service Certification	-Driver's License		Top Credentials Requested: -No formal education credential -Driver's License		

Healthcare, Support

Entry Level Wages

Middle-Level Wages

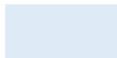
High Wages

Maids & Housekeeping			Computer User Support Specialist		
Common Titles: Housekeeper, Housekeeping, Houseperson			Common Titles: Health Systems, Information Technology Technician, Technical Support		
Top Skills Requested: -Housekeeping -Cleaning -Laundry	-Physical Abilities -Communication -Repair -Detail-Oriented	-English -Equipment Cleaning -Bed Making & Linen Changes	Top Skills Requested: -Troubleshooting -Technical Support -Information Systems	-Communication -Customer Service -Microsoft Office -Help Desk Support	-Problem Solving -Repair -Printers -Detail-Oriented
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -Bachelor's -Driver's -Certified A+ Tech -Dialysis Technician	-ITIL -CompTIA Network+ -Security Clearance -MCSA -CompTIA Security+	-MCP -CCNA -MCSE -DST -CCNP
First-Line Supervisors of Food Preparation & Serving Workers			Dietetic Technicians		
Common Titles: Nutrition Services Lead, Dining Services Supervisor, Services Coordinator			Common Titles: Diet Aide, Nutrition Assistant, Diet Technician		
Top Skills Requested: -Communication -Customer Service -Physical Abilities -Leadership	-Cash Handling -Retail Industry Knowledge -Scheduling -Oral Communication	-Teamwork/ Collaboration -Restaurant Management	Top Skills Requested: -Building Effective Relationships -Food Preparation -Cleaning -Patient Contact	-Scheduling -Order Correction -Long-Term Care -Customer Service	-Computer Literacy -Typing -Customer Contact
Top Credentials Requested: -High School Diploma or Equivalent -ServSafe	-Driver's License		Top Credentials Requested: -High School or Equivalent -Driver's License -Registered Dietitian	-Certified Dietary Manager	

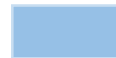
Healthcare, Support



Entry Level Wages



Middle-Level Wages



High Wages

First-Line Supervisors of Housekeeping & Janitorial Workers			Maintenance & Repair Workers		
Common Titles: Housekeeping Supervisor, Environmental Services Supervisor, Environmental Associate			Common Titles: Maintenance Technician, Maintenance Mechanic, Facilities Technician, Maintenance Coordinator		
Top Skills Requested: -Cleaning -Scheduling -Housekeeping -Work Area Maintenance	-Budgeting -Communication -Physical Abilities -Repair -Oral Communication	-Supervisory Skills -Laundry -Computer Literacy -Teamwork/ Collaboration	Top Skills Requested: -Repair -Plumbing -Preventative Maintenance -Facility Management -Facility Maintenance	-Troubleshooting -HVAC -Communication -Physical Abilities -Computer Literacy -Problem Solving	-Painting -Predictive/ Preventative Maintenance -Carpentry
Top Credentials Requested: -High School Diploma or Equivalent -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License		

Software Quality Assurance Analysts & Testers			Dietitians & Nutritionists		
Common Titles: QA Analyst, QA Coder, QA Clinician			Common Titles: Dietary Aide, Registered Dietitian, Clinical Dietitian, Clinical Nutrition Manager, Dietary Assistant		
Top Skills Requested: -Quality Assurance & Control -Software Development -Communication -Scenario Testing	-Problem Solving -SQL -Software Testing -Quality Management	-Teamwork -Medical Coding -Home Health	Top Skills Requested: -Dietetics -Cleaning -Communication -Patient Transportation	-Nutrition Services -Food Experience Manager -English -Patient Care	-Food Preparation -Teamwork/ Collaboration -Work Area Maintenance -Scheduling -Patient/Family Education
Top Credentials Requested: -Bachelor's -ISTQB -Certified Software Tester			Top Credentials Requested: -Bachelor's Degree -Registered Dietitian -ServSafe -Driver's License		

Healthcare, Support

Entry Level Wages

Middle-Level Wages

High Wages

Computer and Information Systems Managers			Computer Systems Analysts		
Common Titles: Director of IT, Director of Technology, Chief Technology Officer			Common Titles: Systems Analyst, IT Analyst, Business Systems Analyst, Senior Systems Analyst		
Top Skills Requested: -Communication -Planning -Teamwork -Information Security	-Change Management -Project Management -Leadership -Information Systems -Problem Solving	-Software Development -Systems Engineering -Creativity	Top Skills Requested: -Communication -Problem Solving -Technical Support -Information Systems	-Systems Analysis -Teamwork -Project Management -Systems Development -Research	-SQL -Business Process -Teamwork/ Collaboration
Top Credentials Requested: -Bachelor's -ITIL -Six Sigma Certification	-Lean Certification -CISSP -CISM -CISA -CCBAP	-CCBA	Top Credentials Requested: -Bachelor's -ITIL -Epic Certification -ITIL Foundation	-Project Management Certification -Driver's License -PMP	

Database Architects		
Common Titles: SQL Server Developer, IT Architect, Informatic Data Developer		
Top Skills Requested: -SQL -Data Architecture -Communication -Shell Scripting	-Problem Solving -Data Warehousing -Data Modeling -Teamwork -Writing	-Oracle -ETL -Informatica -Data Transformation
Top Credentials Requested: -Bachelor's -ITIL -TOGAF	-RHCE -ABET -MCDS -Project Management Certification	-MCSA -MCSE

Healthcare, Long-Term Care

Entry Level Wages

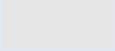
Middle-Level Wages

High Wages

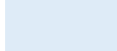
Personal Care Aide			Occupational Therapy Aides		
Common Titles: Patient Safety Attendant, Patient Sitter, Caregiver			Common Titles: Rehab Aide, Rehab Technician		
Top Skills Requested: -Caregiving -Bathing -Meal Preparation	-Home Care -Communication -Home Health -Companionship	-CPR -Laundry -Activities of Daily Living	Top Skills Requested: -Rehabilitation -Physical Therapy -Teamwork/ Collaboration	-Scheduling -Patient Care -Rehabilitation Services	-Telephone Skills -Appointment Setting -Detail-Oriented
Top Credentials Requested: -High School or Equivalent -Driver's License	-First Aid/CPR/AED		Top Credentials Requested: -High School or Equivalent -American Heart Association -Basic Life Saving -Driver's License	-Basic Cardiac Life Support Certification -First Aid/CPR/AED	

Physical Therapist Aides			Recreation Workers		
Common Titles: Physical Therapy Technician, Therapy Aide, Outpatient Therapy Aide			Common Titles: Activities Assistant, Life Enrichment Manager, Activities Coordinator, Activities Director		
Top Skills Requested: -Physical Therapy -Therapy -Rehabilitation	-Cleaning -Communication -Treatment Planning -Multi-Tasking	-Organizational Skills -Building Effective Relationships -Scheduling	Top Skills Requested: -Organizational Skills -Communication -Planning -Assisted Living	-Decision Making -Creativity -Teaching -Physical Abilities -Long-Term Care	-Computer Literacy -Care Planning -Dementia Knowledge -Microsoft Office -Rehabilitation
Top Credentials Requested: -High School or Equivalent			Top Credentials Requested: -High School or Equivalent -First Aid/ CPR/ AED -Driver's License	-Activity Director Certified	

Healthcare, Long-Term Care



Entry Level Wages



Middle-Level Wages



High Wages

Nursing Assistants			Healthcare Social Workers		
Common Titles: Certified Nursing Assistant, Nursing Assistant			Common Titles: Licensed Clinical Social Worker, Medical Social Worker		
Top Skills Requested: -Patient Care -Bathing -Activities of Daily Living	-ADLs Assistance -Patient Bathing -Toileting -Patient Assistance -Infection Control	-Phlebotomy -Clerical	Top Skills Requested: -Social Work -Treatment Planning -Case Management -Communication	-Patient Care -Building Effective Relationships -Discharge Planning -Home Health	-Planning -Behavioral Health
Top Credentials Requested: -High School or Equivalent -Certified Nursing Assistant	-Basic Life Saving -EMT -Driver's License -Personal Care Assistant -AHA Certification	-Home Health Aide -Phlebotomy Certification -Geriatric Nursing Assistant -First Aid/CPR/AED	Top Credentials Requested: -Master's Degree -LMSW -LCSW -Driver's License	-LISW -Licensed Professional Counselor -First Aid/CPR/AED -Certified Teacher	
Physical Therapist Assistants			Occupational Therapy Assistants		
Common Titles: Physical Therapist Assistant			Common Titles: Radiologic Technologist, Mammography Technologist		
Top Skills Requested: -Physical Therapy -Treatment Planning -Patient Care	-Therapy -Communication -Rehabilitation -Patient Treatment	-CPR -Scheduling -Teamwork/ Collaboration	Top Skills Requested: -Occupational Therapy -Treatment Planning -Rehabilitation	-Communication -CPR -Scheduling -Patient Care	-Teamwork/ Collaboration -Physical Abilities -Patient/ Family Instruction
Top Credentials Requested: -Associate's Degree -American Physical Therapy Association Certification	-American Heart Association Certification -Basic Life Saving -Driver's License	-Basic Cardiac Life Support	Top Credentials Requested: -Associate's Degree -Certified Occupational Therapy Assistant -First Aid/CPR/AED	-Driver's License -American Occupational Therapy Association	-National Board for Certification in Occupational Therapy -LMSW

Healthcare, Long-Term Care

Entry Level Wages

Middle-Level Wages

High Wages

Recreational Therapist			Licensed Practical & Vocational Nurse		
Common Titles: Activity Coordinator, Recreation Therapist, Child Life Specialist, Music Therapist			Common Titles: Licensed Practical Nurse, Licensed Vocational Nurse		
Top Skills Requested: -Recreational Therapy -Treatment Planning -Music Therapy	-Music -Planning -Communication -Organizational Skills	-Child Development -Hospice -Patient Care	Top Skills Requested: -Patient Care -CPR -Treatment Planning	-Communication -Long-Term Care -Teaching -Customer Service	-Scheduling -Teamwork/ Collaboration -Problem Solving
Top Credentials Requested: -Bachelor's -Certified Therapeutic Recreation Specialist	-Certified Recreational Therapist -Driver's License		Top Credentials Requested: -High School or Equivalent -First Aid/CPR/AED -Licensed Vocational Nurse -Driver's License	-EMT -Basic Life Saving -Basic Cardiac Life Support Certification	

Registered Nurses		
Common Titles: Registered Nurse, Registered Travel Nurse		
Top Skills Requested: -Patient Care -Treatment Planning -Teaching	-Teamwork/ Collaboration -Communication -Patient/ Family Ed	-Planning -ACLS -Patient Monitoring -Patient Evaluation
Top Credentials Requested: -Associate's or Bachelor's -Registered Nurse -ACLS Certification -Basic Life Saving	-AHA Certification -Driver's License -CCRN -First Aid/CPR/AED	-Basic Cardiac Life Support Certification

Healthcare, Clinics

Entry Level Wages

Middle-Level Wages

High Wages

Receptionists & Information Clerks			Nursing Assistants		
Common Titles: Receptionist, Front Desk Receptionist			Common Titles: Certified Nursing Assistant, Nursing Assistant		
Top Skills Requested: -Administrative Support -Customer Service	-Communication -Multi-Tasking -Scheduling -Telephone	-Appointment Setting -Microsoft Office -Organizational Skills -Computer Literacy	Top Skills Requested: -Patient Care -Bathing -Activities of Daily Living	-ADLs Assistance -Patient Bathing -Toileting -Patient Assistance -Infection Control	-Phlebotomy -Clerical
Top Credentials Requested: -High School or Equivalent -Driver's License	-	-	Top Credentials Requested: -High School or Equivalent -Certified Nursing Assistant	-Basic Life Saving -EMT -Driver's License -Personal Care Assistant -AHA Certification	-Home Health Aide -Phlebotomy Certification -Geriatric Nursing Assistant -First Aid/CPR/AED
Medical Assistants			Dental Assistants		
Common Titles: Medical Assistant, Medical Assistant II			Common Titles: Dental Assistant, Orthodontic Assistant		
Top Skills Requested: -Vital Signs Measurement -Patient Care -EKG/ECG	-Medical Assistance -Injections -Computer Literacy	-Scheduling -Phlebotomy -Typing -Patient Prep.	Top Skills Requested: -X-Rays -Dentistry -Communication	-Organizational Skills -Patient/Family Education & Instruction -CPR	-Teamwork/ Collaboration -Radiography -Dental Care
Top Credentials Requested: -High School or Equivalent -Certified Medical Assistant -Basic Life Saving -EMT -AHA Certification	-Registered Medical Tech -AAMA Certified Medical Assistant -First Aid/CPR/AED	-Paramedic Cert. -LPN -Basic Cardiac Life Support Cert.	Top Credentials Requested: -High School or Equivalent -Certified Dental Assistant -First Aid/CPR/AED -Radiography Certification		

Healthcare, Clinics

Entry Level Wages

Middle-Level Wages

High Wages

Office Clerks			Medical Secretaries		
Common Titles: Office Assistant, Office Administrator, Office Clerk			Common Titles: Medical Receptionist, Unit Secretary, Front Desk Receptionist		
Top Skills Requested: -Communication -Microsoft Excel -Microsoft Office	-Organizational Skills -Scheduling -Administrative Support	-Computer Literacy -Multi-Tasking -Telephone -Detail-Oriented	Top Skills Requested: -Administrative Support -Scheduling -Appointment Setting	-Telephone Skills -Customer Service -Communication -Multi-Tasking	-Organizational Skills -Typing -Customer Billing
Top Credentials Requested: -High School or Equivalent -Driver's License	-	-	Top Credentials Requested: -High School or Equivalent -		

Medical Records & Health Information Technicians			Billing and Posting Clerks		
Common Titles: Medical Billing Specialist, Medical Biller, Medical Records Clerk			Common Titles: Billing Clerk, Billing Specialist, Patient Account Representative		
Top Skills Requested: -			Top Skills Requested: -Customer Billing -Billing -Communicationq	-Microsoft Excel -Detail-Oriented -Accounting -Organizational Skills	-Microsoft Office -Medical Coding -Billing Systems
Top Credentials Requested: -High School or Equivalent -Registered Health Information Technician -Certified Professional Coder			Top Credentials Requested: -High School or Equivalent -Medical & Billing Coding Certification		

Healthcare, Clinics

Entry Level Wages

Middle-Level Wages

High Wages

Licensed Practical & Vocational Nurse			Dental Hygienists		
Common Titles: Licensed Practical Nurse, Licensed Vocational Nurse			Common Titles: Dental Hygienist, Hygienist		
Top Skills Requested: -Patient Care -CPR -Treatment Planning	-Communication -Long-Term Care -Teaching -Customer Service	-Scheduling -Teamwork/ Collaboration -Problem Solving	Top Skills Requested: -Dental Hygiene -Oral Hygiene -Dentistry	-X-Rays -Communication -Prophylaxis -Patient Care	-Treatment Planning -Debridement -Anesthesiology
Top Credentials Requested: -High School or Equivalent -First Aid/CPR/AED -Licensed Vocational Nurse -Driver's License	-EMT -Basic Life Saving -Basic Cardiac Life Support Certification		Top Credentials Requested: -Associate's Degree -Dental Hygienist Certification -First Aid/CPR/AED -Local Anesthesia Certification -Basic Life Saving	-	

Registered Nurses			Nurse Practitioner		
Common Titles: Registered Nurse, Registered Travel Nurse			Common Titles: Nurse Practitioner, Psychiatric Nurse Practitioner, Family Nurse Practitioner		
Top Skills Requested: -Patient Care -Treatment Planning -Teaching	-Teamwork/ Collaboration -Communication -Patient/ Family Ed	-Planning -ACLS -Patient Monitoring -Patient Evaluation	Top Skills Requested: -Treatment Planning -Teamwork/ Collaboration -Patient Care -Communication -Mental Health	-Research -Patient/ Family Education -Advanced Cardiac Life Support -Teaching	-Scheduling
Top Credentials Requested: -Associate's or Bachelor's -Registered Nurse -ACLS Certification -Basic Life Saving	-AHA Certification -Driver's License -CCRN -First Aid/CPR/AED	-Basic Cardiac Life Support Certification	Top Credentials Requested: -Master's Degree -Nurse Practitioner -Basic Cardiac Life Support Certification	-Advanced Cardiac Life Support Certification -Certified Pediatric Nurse -Advanced Practice Nurse -Basic Life Saving	-Nursing Specialty Certificate -Nurse-Midwife -DEA Certificate -First Aid/CPR/AED

Healthcare, Home Healthcare

Entry Level Wages

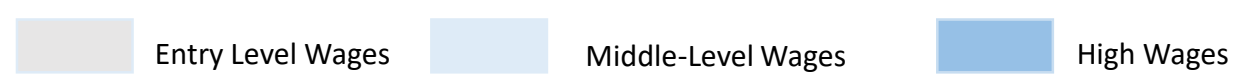
Middle-Level Wages

High Wages

Personal Care Aide			Home Health Aide		
Common Titles: Caregiver, Companion Care, At Home-Caregiver			Common Titles: Home Health Aide, Direct Support Professional, Resident Care Provider		
Top Skills Requested: -Caregiving -Bathing -Meal Preparation	-Home Care -Communication -Home Health -Companionship	-CPR -Laundry -Activities of Daily Living	Top Skills Requested: -Home Health -Home Care -Bathing	-CPR -Caregiving -Laundry -Meal Preparation	-Cleaning -Toileting -Communication
Top Credentials Requested: -High School or Equivalent -Driver's License	-First Aid/CPR/AED -Home Health Aide		Top Credentials Requested: -High School or Equivalent -Driver's License -Home Health Aide -Certified Nursing Assistant	-First Aid/CPR/AED -Direct Care -Home Care Certification	

Nursing Assistants			Licensed Practical & Vocational Nurse		
Common Titles: Certified Nursing Assistant, Nursing Assistant			Common Titles: Licensed Practical Nurse, Licensed Vocational Nurse		
Top Skills Requested: -Patient Care -Bathing -Activities of Daily Living	-ADLs Assistance -Patient Bathing -Toileting -Patient Assistance -Infection Control	-Phlebotomy -Clerical	Top Skills Requested: -Patient Care -CPR -Treatment Planning	-Communication -Long-Term Care -Teaching -Customer Service	-Scheduling -Teamwork/ Collaboration -Problem Solving
Top Credentials Requested: -High School or Equivalent -Certified Nursing Assistant	-Basic Life Saving -EMT -Driver's License -Personal Care Assistant -AHA Certification	-Home Health Aide -Phlebotomy Certification -Geriatric Nursing Assistant -First Aid/CPR/AED	Top Credentials Requested: -High School or Equivalent -First Aid/CPR/AED -Licensed Vocational Nurse -Driver's License	-EMT -Basic Life Saving -Basic Cardiac Life Support Certification	

Healthcare, Home Healthcare



Registered Nurses		
Common Titles: Registered Nurse, Registered Travel Nurse		
Top Skills Requested: -Patient Care -Treatment Planning -Teaching	-Teamwork/ Collaboration -Communication -Patient/ Family Ed	-Planning -ACLS -Patient Monitoring -Patient Evaluation
Top Credentials Requested: -Associate's or Bachelor's -Registered Nurse -ACLS Certification -Basic Life Saving	-AHA Certification -Driver's License -CCRN -First Aid/CPR/AED	-Basic Cardiac Life Support Certification

Pathway Key

The color of the box tells you what category of wages applies to the job.

This is the wage range for this occupation nationally.

Job 1
\$10.50-\$20.00

This is an estimate of how much time it will take overall to advance to the next level of occupations. This is based on credential attainment and work experience needed and does not account for personal factors on the part of the jobseeker that could impact time needed.

1-2 Years

Job 2
\$17.50- \$27.50

This is the Bureau of Labor Statistics Occupation title, which may not exactly match the job title posted.

These are common job titles for this occupation.

These are the most requested skills for this occupation.

Job 1

Title 1, Title 2, Title 3

Top Skills Requested:
Skill 1
Skill 2
Skill 3
Skill 4
Skill 5

Top Credentials Requested:
Credential 1
Credential 2
Credential 3

Top employers hiring for these occupations will vary by region.

These are the credentials most often requested for this occupation.

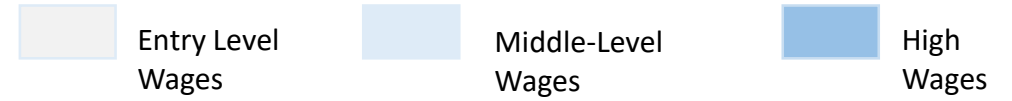
A Few Notes:

- This pathway is grounded in Labor Market Information (LMI) from Bureau of Labor Statistics, EMSI and Burning Glass. Specific affiliate site regions may pay different wages, require different skills, have different job titles, require different credentials, or work experience depending on their local employers.

- Each employer has their own process for advancing workers which might not be reflected on this pathway. Additionally, work experience and education required are not always provided in job postings, and therefore, the data is not always representative. A key part of developing career pathways is validating them with employers and other regional stakeholders. This process was not completed as part of this project.
- The wage data represents national averages and is based on a specific regional example.

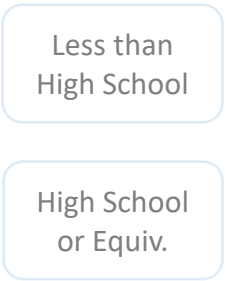
Color	Wage Level	Definition
	Entry Level	Median Wages are under \$20 an hour.
	Middle-Level	Median wages are between \$20 and \$30 an hour.
	High Wages	Median wages are above \$30 an hour.

Accommodation and Food Services Pathway

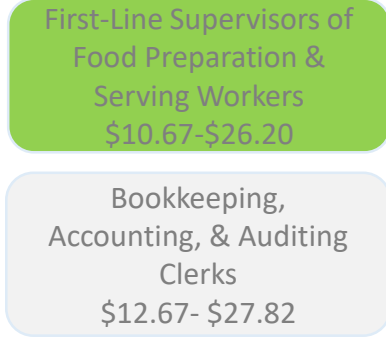


Hospitality

Food & Beverage



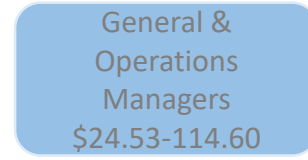
0 to 3 Years



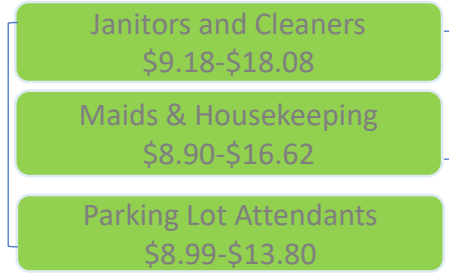
0 to 5 Years



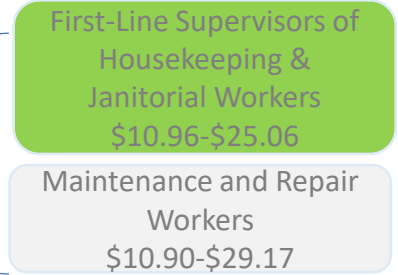
7 to 9 Years



Accommodations



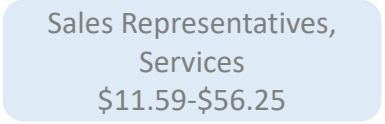
0 to 5 Years



0 to 9 Years



0 to 2 Years



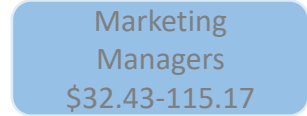
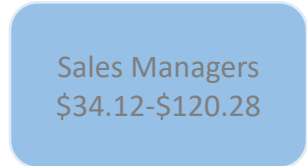
0 to 2 Years



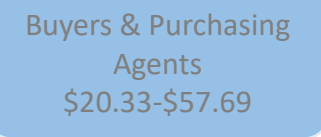
4 to 6 Years



3 to 5 Years



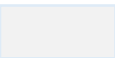
7 to 9 Years



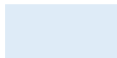
7 to 9 Years

7 to 9 Years

Accommodation and Food Services Pathway



Entry Level Wages



Middle-Level Wages

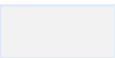


High Wages

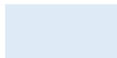
Hospitality Pathway

Counter Attendants			Cooks, Fast Food & Restaurants		
Common Titles: Shop & Deliver Groceries, Sandwich Artist, Line Person			Common Titles: Team Member- Cook, Food Service Cook, Line Cook, Prep Cook		
Top Skills Requested: -Food Safety -Cleaning -Food Preparation -Time management -Work ethic	-Point of Sale System -Lifting Ability -Physical Abilities -Computer Literacy	-Customer Service -Building Effective Relationships -Cooking -Teamwork/ Collaboration	Top Skills Requested: -Cooking -Food Preparation -Food Safety -Workflow management -Customer Service	-Building Effective Relationships Food Service Experience -Communication -Problem Solving -Multi-Tasking -Time management -Work ethic	-Leadership -Troubleshooting -Cleaning -Physical Abilities -Teamwork/ Collaboration
Top Credentials Requested: -No formal education credential -Driver' License	-		Top Credentials Requested: -No formal education credential -ServSafe	-Food Handler Certification	
Dishwashers			Hosts & Hostesses		
Common Titles: Steward, Utility, Dishwasher/ Utility, Steward/Dishwasher			Common Titles:		
Top Skills Requested: -Cleaning -Food Preparation -Physical Abilities -Customer Service	-Positive Disposition -Cooking -Organizational Skills	-Teamwork/ Collaboration -Communication -Work Area Maintenance -Time management -Work ethic	Top Skills Requested: -Communication -Physical Abilities -Organizational Skills -Teamwork/ Collaboration	-Guest Services -Telephone Skills -Customer Service -Multi-Tasking -English	-Energetic -Time management -Work ethic
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -No formal education credential		

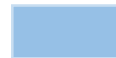
Accommodation and Food Services Pathway



Entry Level Wages



Middle-Level Wages



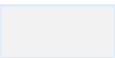
High Wages

Hospitality Pathway

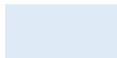
Bartenders			Waiters & Waitresses		
Common Titles: Banquet Bartender, Server & Bartender			Common Titles: Server, Banquet Server, Food Runner		
Top Skills Requested: -Bartending -Communication -Physical Abilities -Customer Service	-Organizational Skills -Guest Services -Customer Checkout -Teamwork/ Collaboration	-Cleaning -Sales -Positive Disposition -Time management -Work ethic	Top Skills Requested: -Teamwork/ Collaboration -Communication -Physical Abilities -Cleaning	-Customer Checkout -Customer Service -Positive Disposition -Food Delivery -English	-Organizational Skills -Time management -Work ethic
Top Credentials Requested: -No formal education credential -Diversity Training	-Training for Intervention Procedures Certification (TIPS) -ServSafe	-Alcohol Awareness Certification	Top Credentials Requested: -No formal education credential -Food Handler Certification		

Janitors & Cleaners			Maids & Housekeeping		
Common Titles: Custodian, Janitor, Porter, Cleaner			Common Titles: Housekeeper, Housekeeping, Houseperson		
Top Skills Requested: -Cleaning -Physical Abilities -Detail-Oriented -Time management -Work ethic	-Communication -Positive Disposition -Repair -Lifting Ability	-Teamwork/ Collaboration -Equipment Cleaning -Customer Service	Top Skills Requested: -Housekeeping -Cleaning -Laundry -Customer Service	-Physical Abilities -Communication -Detail-Oriented -Time management -Work ethic	-Equipment Cleaning -Bed Making & Linen Changes -Teamwork/ Collaboration
Top Credentials Requested: -No formal education credential			Top Credentials Requested: -No formal education credential -Driver's License		

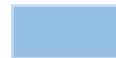
Accommodation and Food Services Pathway



Entry Level Wages



Middle-Level Wages



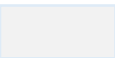
High Wages

Hospitality Pathway

Parking Lot Attendants			Concierges		
Common Titles: Valet Attendant, Lot Attendant, Valet			Common Titles: Spa Concierge, Mobile Concierge, Club Level Concierge		
Top Skills Requested: -Physical Abilities -Cleaning -Customer Service	-Communication -Motor Vehicle Operation -Energetic -Time management -Work ethic	-English -Debris & Litter Control -Organizational Skills -Teamwork/ Collaboration	Top Skills Requested: -Communication -Customer Service -Organizational Skills -Time management -Work ethic	-Telephone Skills -Physical Abilities -Computer/Digital Literacy -Problem Solving	-Microsoft Suite -Teamwork/ Collaboration
Top Credentials Requested: -No formal education credential -Driver's License	-		Top Credentials Requested: -High School or Equivalent		

Hotel, Motel, Resort Desk Clerks			Baggage Porters & Bellhops		
Common Titles: Front Desk Agent, Guest Services Representative, Night Auditor, Front Desk Associate			Common Titles: Bellperson, Bell Attendant, Bellman, Bellstaff, Bellstand Attendant		
Top Skills Requested: -Guest Services -Physical Abilities -Communication -Digital Literacy	-Customer Service -English -Telephone Skills -Cash Handling -Time management -Work ethic	-Front Office -Sales -Multi-Tasking -Teamwork/ Collaboration	Top Skills Requested: -Physical Abilities -Laundry -Telephone Skills -Customer Service	-Asset Production -Safety Training -Guest Services -Communication -Time management -Work ethic	-Multi-Tasking -Listening -Front Office -Teamwork/ Collaboration
Top Credentials Requested: -High School or Equivalent			Top Credentials Requested: -No formal education credential -Driver's License		

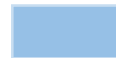
Accommodation and Food Services Pathway



Entry Level Wages



Middle-Level Wages

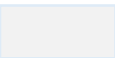


High Wages

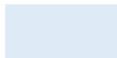
Hospitality Pathway

First-Line Supervisors of Food Preparation & Serving Workers			Bookkeeping, Accounting, & Auditing Clerks		
Common Titles: Shift Leader, Shift Supervisor, Shift Lead			Common Titles: Accounting Clerk, Bookkeeper, Accounts Payable Clerk, Accounts Payable Specialist, Accounts Receivable Clerk		
Top Skills Requested: -Communication -Customer Service -Physical Abilities -Leadership	-Cash Handling -Retail Industry Knowledge -Scheduling -Oral Communication	-Teamwork/ Collaboration -Restaurant Management -Time management -Work ethic	Top Skills Requested: -Accounting -Microsoft Excel -Accounts Payable/ Accounts Receivable	-Detail-Oriented -Bookkeeping -Communication -Organizational Skills -Data Entry -Time management -Work ethic	-Microsoft Office -Invoice Processing -Teamwork/ Collaboration -Customer Service
Top Credentials Requested: -High School Diploma or Equivalent -ServSafe	-Driver's License		Top Credentials Requested: -High School Diploma or Equivalent	-	
First-Line Supervisors of Housekeeping & Janitorial Workers			Maintenance & Repair Workers		
Common Titles: Housekeeping Supervisor, Executive Housekeeper, Housekeeping Manager, Sanitation Supervisor			Common Titles: Maintenance Technician, Field Service Technician, Service Technician, Maintenance, Technician		
Top Skills Requested: -Cleaning -Scheduling -Housekeeping -Customer Service	-Budgeting -Communication -Physical Abilities -Repair -Time management -Work ethic	-Supervisory Skills -Laundry -Computer Literacy -Teamwork/ Collaboration	Top Skills Requested: -Repair -Plumbing -Preventative Maintenance -Customer Service	-Troubleshooting -HVAC -Communication -Physical Abilities -Time management -Work ethic	-Painting -Predictive/ Preventative Maintenance -Carpentry -Teamwork/ Collaboration
Top Credentials Requested: -High School Diploma or Equivalent -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License		

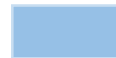
Accommodation and Food Services Pathway



Entry Level Wages



Middle-Level Wages



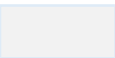
High Wages

Hospitality Pathway

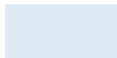
Lodging Managers			First-Line Supervisors of Office & Administrative Assistants		
Common Titles: General Manager, Assistant General Manager, Guest Services Manager, Hotel General Manager, Assistant Manager			Common Titles: Office Manager, Store Support, Customer Service Manager, Payroll Manager, Customer Service Supervisor		
Top Skills Requested: -Guest Services -Budgeting -Communication -Scheduling	-Staff Management -Cost Control -Teamwork/ Collaboration -Detail-Oriented	-Organizational Skills -Listening -Customer Service -Time management -Work ethic	Top Skills Requested: -Communication -Customer Service -Office Management -Organizational Skills	-Scheduling -Problem Solving -Microsoft Excel -Microsoft Office	-Teamwork/ Collaboration -Time management -Work ethic
Top Credentials Requested: -High School Diploma or Equivalent -Driver's License	-Food Handler Certification -Alcohol Awareness Certification -ServSafe		Top Credentials Requested: -High School Diploma or Equivalent or Bachelor's Degree -Driver's License		

Sales Representatives, Services			Food Service Managers		
Common Titles: Route Sales Representative, Sales Account Executive, Member Services Representative			Common Titles: Assistant Manager, Restaurant Manager, General Manager, Shift Manager, Restaurant General Manager		
Top Skills Requested: -Sales -Customer Service -Communication -Time management -Work ethic	-Teamwork/ Collaboration -Organizational Skills -Problem Solving	-Product Sales -Customer Contact -Marketing -Building Effective Relationships	Top Skills Requested: -Restaurant Management -Communication -Scheduling -Cost Control -Food Safety	-Physical Abilities -Guest Services -Teamwork/ Collaboration -Budgeting -Organizational Skills	-Customer Service -Time management -Work ethic
Top Credentials Requested: -High School Diploma or Equivalent -Driver's License			Top Credentials Requested: -High School Diploma or Equivalent -Driver's License	-ServSafe	

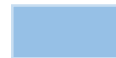
Accommodation and Food Services Pathway



Entry Level Wages



Middle-Level Wages



High Wages

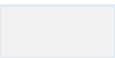
Hospitality Pathway

Chefs and Head Cooks			Buyers & Purchasing Agents		
Common Titles: Sous Chef, Head Chef, Executive Chef, Chef, Executive Sous Chef			Common Titles: Sourcing Specialist, Senior Sourcing Specialist, Commodity Buyer, Procurement Buyer		
Top Skills Requested: -Cooking -Food Preparation -Cost Control -Workflow management	-Planning -Communication -Microsoft Office -Customer Service -Time management -Work ethic	-Microsoft Excel -Positive Disposition -Physical Abilities -Teamwork/ Collaboration	Top Skills Requested: -Purchasing -Communication -Supply Chain Management -Customer Service -Time management -Work ethic	-Microsoft Excel -Commodity Management -Procurement -Problem Solving	-SAP -Cost Control -Microsoft Office -Teamwork/ Collaboration
Top Credentials Requested: -High School Diploma or Equivalent	-ServSafe -Food Handler Certification	-Certified Sous Chef	Top Credentials Requested: -Bachelor's		

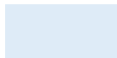
Marketing Specialists			General & Operations Managers		
Common Titles: Marketing Coordinator, Marketing Assistant, Print & Marketing Associate, Digital Marketing Specialist			Common Titles: Operations Assistant Manager, Operations Supervisor, General Manager, District Manager		
Top Skills Requested: -Marketing -Communication -Social Media -Customer Service	-Creativity -Microsoft Excel -Teamwork/ Collaboration -Time management -Work ethic	-Microsoft Office -Organizational Skills -Writing	Top Skills Requested: -Communication -Budgeting -Operations Management -Customer Service	-Scheduling -Planning -Teamwork/ Collaboration	-Problem Solving -Organizational Skills -Microsoft Office -Time management -Work ethic
Top Credentials Requested: -Bachelor's -Driver's License			Top Credentials Requested: -Bachelor's -Driver's License		

Accommodation and Food Services Pathway

Hospitality Pathway



Entry Level Wages



Middle-Level Wages



High Wages

Sales Managers			Marketing Managers		
Common Titles: Business Development Manager, Territory Manager, Regional Sales Manager			Common Titles: Product Manager, Senior Product Manager, Digital Marketing Manger, Product Marketing Manager		
Top Skills Requested: -Sales -Sales Management -Communication -Time management -Work ethic	-Business Development -Building Effective Relationships -Customer Service	-Teamwork/ Collaboration -Budgeting -Sales Goals -Microsoft Office	Top Skills Requested: -Communication -Product Management -Marketing -Teamwork/ Collaboration	-Planning -Creativity -Project Management -Budgeting -Product Development	-Research -Customer Service -Time management -Work ethic
Top Credentials Requested: -Bachelor's -Driver's License			Top Credentials Requested: -Bachelor's -Driver's License		

Pathway Key

The color of the box tells you what category of wages applies to the job.

This is the wage range for this occupation nationally.

Job 1
\$10.50-\$20.00

This is an estimate of how much time it will take overall to advance to the next level of occupations. This is based on credential attainment and work experience needed and does not account for personal factors on the part of the jobseeker that could impact time needed.

1-2 Years

Job 2
\$17.50- \$27.50

This is the Bureau of Labor Statistics Occupation title, which may not exactly match the job title posted.

These are common job titles for this occupation.

These are the most requested skills for this occupation.

Job 1

Title 1, Title 2, Title 3

Top Skills Requested:
Skill 1
Skill 2
Skill 3
Skill 4
Skill 5

Top Credentials Requested:
Credential 1
Credential 2
Credential 3

Top employers hiring for these occupations will vary by region.

These are the credentials most often requested for this occupation.

A Few Notes:

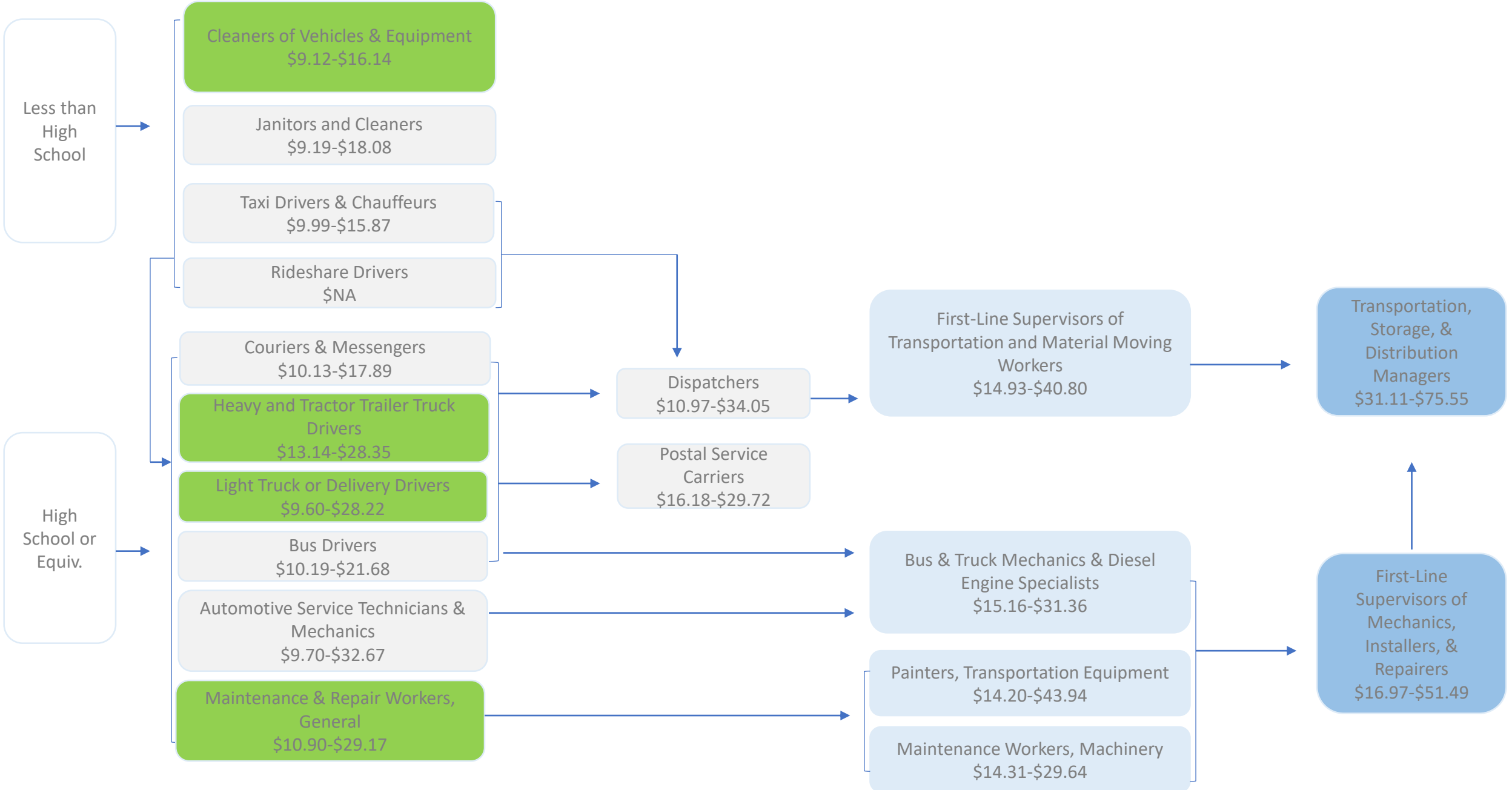
- This pathway is grounded in Labor Market Information (LMI) from Bureau of Labor Statistics, EMSI and Burning Glass. Specific affiliate site regions may pay different wages, require different skills, have different job titles, require different credentials, or work experience depending on their local employers.

- Each employer has their own process for advancing workers which might not be reflected on this pathway. Additionally, work experience and education required are not always provided in job postings, and therefore, the data is not always representative. A key part of developing career pathways is validating them with employers and other regional stakeholders. This process was not completed as part of this project.
- The wage data represents national averages and is based on a specific regional example.

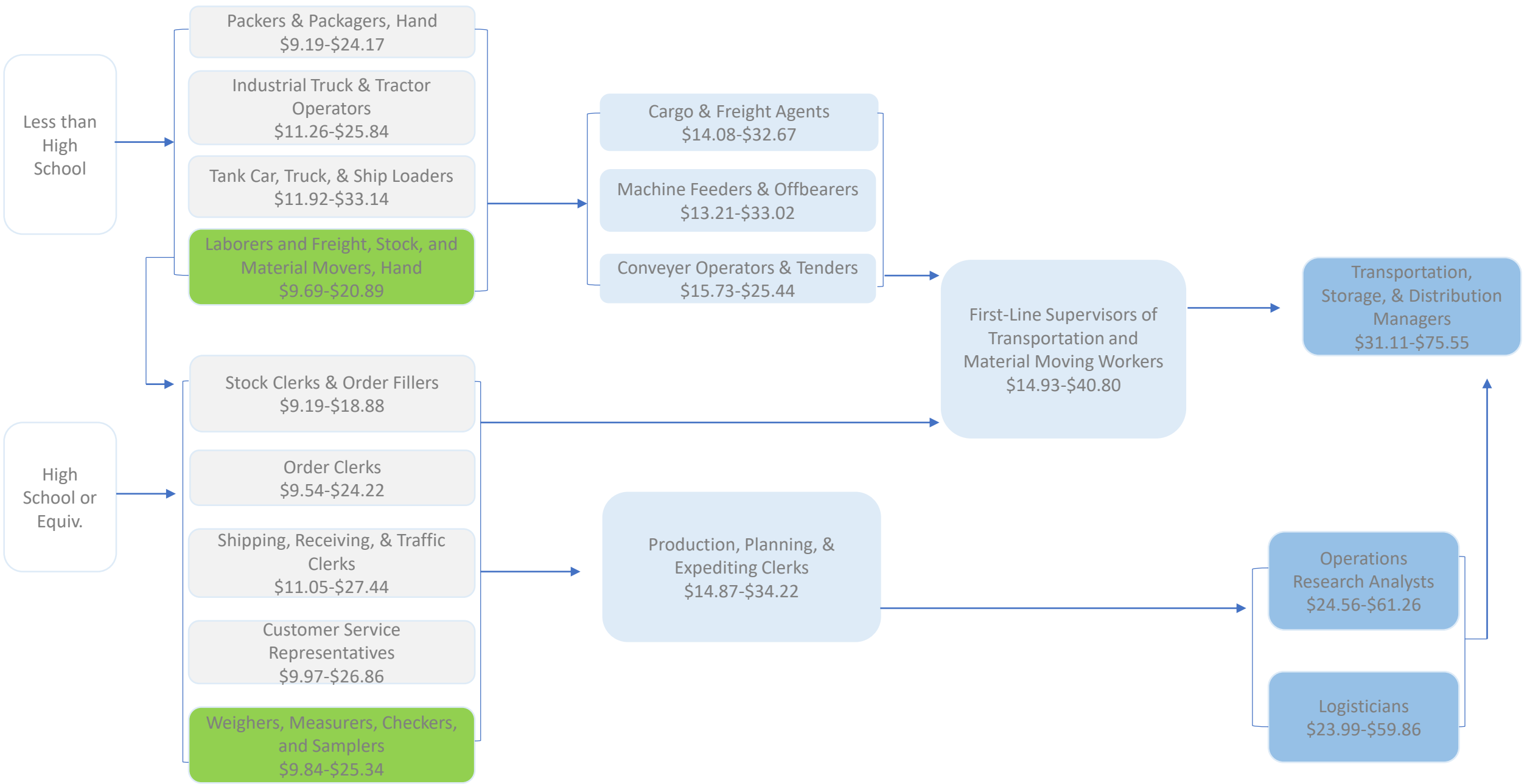
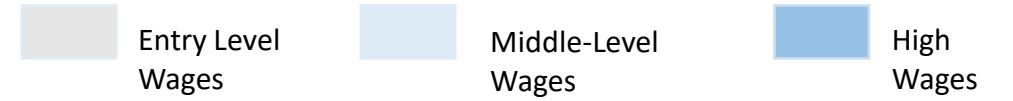
Color	Wage Level	Definition
	Entry Level	Median Wages are under \$20 an hour.
	Middle-Level	Median wages are between \$20 and \$30 an hour.
	High Wages	Median wages are above \$30 an hour.

Transportation Operations Pathway, Road

Entry Level Wages
 Middle-Level Wages
 High Wages



Logistics, Warehousing, & Distribution Pathway



Transportation Operations Pathway, Road

Entry Level Wages

Middle-Level Wages

High Wages

Cleaners of Vehicles & Equipment			Janitors & Cleaners		
Common Titles: Automotive Detailer, Car Washer			Common Titles: Custodian, Janitor, Porter, Cleaner		
Top Skills Requested: -Cleaning -Physical Abilities -Detail-Oriented	-Debris & Litter Control -Communication -Teamwork/ Collaboration	-Repair -Customer Service -Manual Dexterity -Occupational Health & Safety	Top Skills Requested: -Cleaning -Physical Abilities -Detail-Oriented	-Communication -Positive Disposition -Repair -Lifting Ability	-Teamwork/ Collaboration -Equipment Cleaning -Customer Service
Top Credentials Requested: -No Credential Requested -Driver's License	-		Top Credentials Requested: -No formal education credential -Driver's License		
Taxi Drivers & Chauffeurs			Rideshare Drivers**		
Common Titles: Shuttle Driver, Van Driver			Common Titles: Independent Contractor, Community Associate, Delivery Partner		
Top Skills Requested: -Communication -Physical Abilities -English	-Repair -Bus Driving -Customer Service -Organizational Skills	-Microsoft Excel -Patient Transport & Transfer -Microsoft Office	Top Skills Requested: -Process Improvement -Onboarding -Customer Service	-	
Top Credentials Requested: -No Credential Requested -Driver's License -CDL Class B			Top Credentials Requested: -No Credential Requested -Driver's License	-	

** Information not available in traditional sources.

Transportation Operations Pathway, Road

Entry Level Wages

Middle-Level Wages

High Wages

Couriers & Messengers			Heavy and Tractor Trailer Truck Drivers		
Common Titles: Driver Messenger			Common Titles: CDL, CDL A Truck Driver, Company Driver, CDL A Company Driver		
Top Skills Requested: -Communication -Lifting Ability -Physical Abilities	-Customer Service -Computer Literacy -Repair -Scheduling	-Customer Contact -Cleaning -Organizational Skills	Top Skills Requested: -Truck Driving -Repair -Commercial Driving	-Bus Driving -HAZMAT -Physical Abilities -Over the Road	-Communication -English -Customer Service
Top Credentials Requested: -High School or Equivalent -Driver's License	-		Top Credentials Requested: - High School or Equivalent - CDL Class A - Driver's License		

Light Truck or Delivery Drivers			Bus Drivers		
Common Titles: Driver Helper, Parts Delivery, Package Delivery Driver, Route Driver			Common Titles: School Bus Driver		
Top Skills Requested: -Customer Service -Repair -Physical Abilities	-Communication -Bus Driving -Product Sales -Lifting Ability	-Customer Contact -English -Retail Knowledge	Top Skills Requested: -Bus Driving -Commercial Driving -Customer Service	-Physical Abilities -Repair -English -Passenger Transport	-Scheduling -Communication Skills -Child Care -Inspections
Top Credentials Requested: - High School or Equivalent - CDL Class A - Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License -CDL Class B	-Air Brake Certified -First Aid/CPR/AED	

Transportation Operations Pathway, Road

Entry Level Wages

Middle-Level Wages

High Wages

Automotive Service Technicians & Mechanics			Maintenance & Repair Workers		
Common Titles: Automotive Technician, Mechanic, Lube Technician, General Service Technician			Common Titles: Maintenance Technician, Field Service Technician, Service Technician, Equipment Technician, Maintenance Support		
Top Skills Requested: -Repair -Auto Repair -Communication -Customer Service	-Automotive Service Industry Knowledge -Physical Abilities -Organizational Skills -Problem Solving	-Teamwork/ Collaboration -Detail-Oriented	Top Skills Requested: -Repair -Plumbing -Preventative Maintenance	-Troubleshooting -HVAC -Communication -Physical Abilities	-Painting -Predictive/ Preventative Maintenance -Carpentry
Top Credentials Requested: -High School or Equivalent -Driver's License	-Automotive Service Excellence Certification		Top Credentials Requested: -High School or Equivalent -Driver's License		
Dispatchers			Postal Service Carriers*		
Common Titles: Service Dispatcher, Dispatch Supervisor, Transportation Dispatcher			Common Titles: Office Assistants, Truck Drivers, Mail Clerks		
Top Skills Requested: -Scheduling -Communication -Computer Literacy	-Customer Service -Multi-Tasking -Microsoft Office -Organizational	-Microsoft Excel -Detail-Oriented -Data Entry	Top Skills Requested: -Good Driving Record -Clerical Work -Customer Service	-Management -Operations -Communication -Sorting	-
Top Credentials Requested: -High School or Equivalent -Driver's License			Top Credentials Requested: -High School or Equivalent -Driver's License		

*Low demand required a different source to be used to aggregate job posting information.

Transportation Operations Pathway, Road

Entry Level Wages

Middle-Level Wages

High Wages

First-Line Supervisors of Transportation and Material Moving Workers			Bus & Truck Mechanics & Diesel Engine Specialists		
Common Titles: Fleet Manager, Transportation Supervisor, Shipping Coordinator, Distribution Supervisor, Dock Supervisor			Common Titles: Diesel Mechanic, Diesel Technician, Trailer Mechanic		
Top Skills Requested: -Scheduling -Communication -Microsoft Excel	-Computer Literacy -Shipping -Microsoft Office -Problem Solving	-Organizational Skills -Customer Service -Shipping & Receiving	Top Skills Requested: -Repair -Preventative Maintenance -Troubleshooting	-Welding -Predictive/ Preventative Maintenance -Computer Literacy	-Engine Repair -Machinery -Hand Tools -Vehicle Maintenance
Top Credentials Requested: -High School or Equivalent -Driver's License	-CDL Class A		Top Credentials Requested: -High School or Equivalent -Automotive Service Excellence -CDL Class A	-CDL Class B -Air Brake Certified	

Painters, Transportation Equipment			Maintenance Workers, Machinery		
Common Titles: Paint Technician, Aircraft Painter, Paint Prepper, Paint Specialist			Common Titles: Machine Repair Technician, Machine Repair, Maintainer, Utilities Technician		
Top Skills Requested: -Painting -Repair -Communication	-Troubleshooting -Automotive Painting -Detail-Oriented	-Computer Literacy -Physical Abilities -Building Effective Relationships	Top Skills Requested: -Repair -Machinery -Preventative Maintenance -Welding	-Predictive Maintenance -Computer Numerical Control (CNC) -Machining -Hydraulics	
Top Credentials Requested: -High School or Equivalent -Driver's License			Top Credentials Requested: -High School or Equivalent -CDL Class A -U.S. DOL	-	

Transportation Operations Pathway, Road

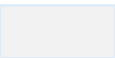
Entry Level Wages

Middle-Level Wages

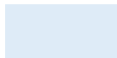
High Wages

Transportation, Storage, & Distribution Managers			First-Line Supervisors of Mechanics, Installers, & Repairers		
Common Titles: Transportation Specialist, Traffic Manager, Traffic Controller, Transportation Security Manager			Common Titles: Maintenance Supervisor, Maintenance Manager, Service Manager, Automotive Service Manager, Maintenance Director		
Top Skills Requested: -Communication -Budgeting -Logistics	-Planning -Microsoft Excel -Scheduling -Microsoft Office	-Transportation Management -Project Management -Microsoft PPT	Top Skills Requested: -Repair -Communication -Scheduling	-Preventative Maintenance -Budgeting -Organizational Skills -Plumbing	-Microsoft Office -Supervisory Skills -HVAC
Top Credentials Requested: -Bachelor's Degree -Driver's License	-		Top Credentials Requested: -High School or Equivalent -Driver's License -EPA Certification		

Logistics, Warehousing, and Distribution Pathway



Entry Level Wages



Middle-Level Wages



High Wages

Packers & Packagers			Industrial Truck & Tractor Operators		
Common Titles: Packer, Picker/Packer, Packager, Picker/Scanner			Common Titles: Forklift Operator, Forklift Driver		
Top Skills Requested: -Packaging -Physical Abilities -Detail-Oriented	-Forklift Operation -Lifting Ability -Sorting -Shipping & Receiving	-Hand Tools -Work Area Maintenance -English	Top Skills Requested: -Forklift Operation -Physical Abilities -Shipping & Receiving	-Detail-Oriented -Scanners -Lifting Ability -Materials Transport	-Work Area Maintenance -Communication -Organizational Skills
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -No formal education credential -Forklift Operator Certification -Driver's License		

Tank Car, Truck, & Ship Loaders			Laborers, Freight, Stock, and Material Movers		
Common Titles: Truck Helper, Inventory Control			Common Titles: Warehouse Associate, Material Handler, Warehouse Worker		
Top Skills Requested: -Lifting Ability -Communication -Teamwork/ Collaboration	-Physical Abilities -Forklift Operation -Product Delivery -Energetic	-Organizational Skills -Multi-Tasking -Prioritizing	Top Skills Requested: -Physical Abilities -Forklift Operation -Communication	-Detail-Oriented -Lifting Ability -Organizational Skills	-Customer Service -Packaging -Computer Literacy
Top Credentials Requested: -No formal education credential -Driver's License			Top Credentials Requested: -No formal education credential -Driver's License -Forklift Operator Certification		

Logistics, Warehousing, and Distribution Pathway

Entry Level Wages

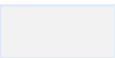
Middle-Level Wages

High Wages

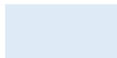
Stock Clerks and Order Fillers			Order Clerks		
Common Titles: Order Picker, Order Selector, Order Puller			Common Titles: Fulfillment Clerk, Order Processor, Order Entry Specialist		
Top Skills Requested: -Detail-Oriented -Physical Abilities -Forklift Operation	-Scheduling -Basic Mathematics -Scanners -Lifting Abilities	-Teamwork/ Collaboration -Heavy Lifting -Communication	Top Skills Requested: -Organizational Skills -Data Entry -Microsoft Excel	-Detail-Oriented -Communication -Microsoft Office -Computer Literacy	-Customer Service -Teamwork/ Collaboration -Physical Abilities
Top Credentials Requested: -High School Diploma or Equivalent -Forklift Operator Cert.	-Driver's License		Top Credentials Requested: -High School Diploma or Equivalent -SAP Certification		

Shipping, Receiving, & Traffic Clerks			Customer Service Representative		
Common Titles: Receiving Associate			Common Titles: Customer Service Associate, Customer Service Specialist, Customer Service Agent		
Top Skills Requested: -Shipping & Receiving -Shipping -Organizational Skills	-Forklift Operation -Physical Abilities -Receiving -Communication	-Detail-Oriented -Microsoft Excel	Top Skills Requested: -Customer Service -Communication -Organizational Skills	-Multi-Tasking -Customer Contact -Computer Literacy -Problem Solving	-Detail-Oriented -Scheduling -Sales
Top Credentials Requested: -High School Diploma or Equivalent -Driver's License -Forklift Operator Certification			Top Credentials Requested: -High School Diploma or Equivalent -Driver's License		

Logistics, Warehousing, and Distribution Pathway



Entry Level Wages



Middle-Level Wages



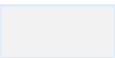
High Wages

Weighers, Measurers, Checkers, Samplers, & Recordkeeping			Cargo & Freight Agents		
Common Titles: Inventory Specialist, Inventory Control Specialist, Supply Technician, Inventory Analyst, Inventory Manager			Common Titles: Freight/Receiving, Freight Broker Agent, Freight Coordinator, Logistics Assistant		
Top Skills Requested: -Inventory Control -Inventory Management -Communication	-Microsoft Excel -Physical Abilities -Computer Literacy -Detail-Oriented	-Lifting Ability -Microsoft Office -Retail Industry Knowledge	Top Skills Requested: -Customer Service -Communication -Customer Contact -Leadership	-Forklift Operation -Logistics -Receiving -Material Transport -Microsoft Excel	-Detail-Oriented
Top Credentials Requested: -High School Diploma or Equivalent -Driver's License	-Forklift Operator Certificate		Top Credentials Requested: -High School or Equivalent -Driver's License		

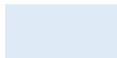
Machine Feeders & Offbearers*			Conveyer Operators & Tenders*		
Common Titles: Machine Operators, Material Handlers, Forklift Operators			Common Titles: Forklift Operator, Equipment Operator, High Reach Forklift Operator		
Top Skills Requested: -Quality Management -Packaging & Labeling -Safety Standards	-Folding Machines -Warehousing -Palletizing -Forklift Truck	-Operations -Management -Communication	Top Skills Requested: -Customer Service -Computer Literacy -Unloading	-Operations -Communications -Problem Solving -Environmental Laws	-Mechanical Aptitude
Top Credentials Requested: -No formal education credential -CDL	-Operator Certification		Top Credentials Requested: -No formal education credential	-	

*Low demand required a different source to be used to aggregate job posting information.

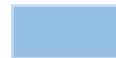
Logistics, Warehousing, and Distribution Pathway



Entry Level Wages



Middle-Level Wages

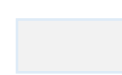


High Wages

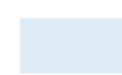
Production, Planning, & Expediting Clerks			First-Line Supervisors of Transportation and Material Moving Workers		
Common Titles: Logistics Coordinator, Scheduler, Expeditor, Production Coordinator			Common Titles: Fleet Manager, Transportation Supervisor, Shipping Coordinator, Distribution Supervisor, Dock Supervisor		
Top Skills Requested: -Communication -Scheduling -Microsoft Excel	-Logistics -Detail-Oriented -Organizational Skills -Microsoft Office	-Problem Solving -Computer Literacy -Planning	Top Skills Requested: -Scheduling -Communication -Microsoft Excel	-Computer Literacy -Shipping -Microsoft Office -Problem Solving	-Organizational Skills -Customer Service -Shipping & Receiving
Top Credentials Requested: -High School Diploma or Equivalent -Driver’s License			Top Credentials Requested: -High School or Equivalent -Driver’s License	-CDL Class A	

Transportation, Storage, & Distribution Managers			Operations Research Analysts		
Common Titles: Transportation Specialist, Traffic Manager, Traffic Controller, Transportation Security Manager			Common Titles: Operations Analyst, Procurement Analyst, Business Development Director		
Top Skills Requested: -Communication -Budgeting -Logistics	-Planning -Microsoft Excel -Scheduling -Microsoft Office	-Transportation Management -Project Management -Microsoft PPT	Top Skills Requested: -Research -Communication Skills -Microsoft Excel -Teamwork/ Collaboration	-Writing -Written Communication -Detail-Oriented -Problem Solving -Project Management	-Microsoft Office
Top Credentials Requested: -Bachelor’s Degree -Driver’s License	-		Top Credentials Requested: -Bachelor’s Degree -	-	

Logistics, Warehousing, and Distribution Pathway



Entry Level Wages



Middle-Level Wages



High Wages

Logisticians		
Common Titles: Production Planner, Logistics Specialists, Material Planner, Supply Chain Specialist, Demand Planner		
Top Skills Requested: -Logistics -Planning -Microsoft Excel	-Microsoft Office -Communication -Supply Chain Management	-Supply Chain Knowledge -Scheduling -Problem Solving -SAP
Top Credentials Requested: -Bachelor's Degree -American Production and Inventory Control Society Certification		

LMI Data Methodology

Data was collected using Emsi and Burning Glass.

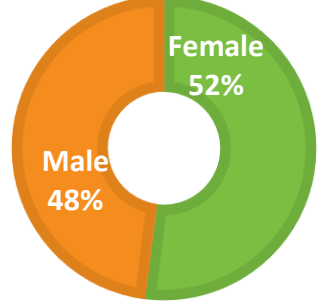
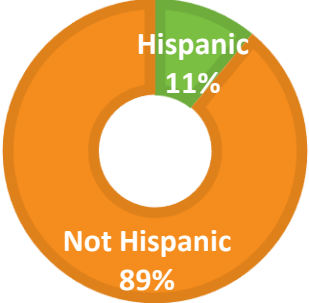
Data was collected across 11 regions (listed below).

MSAs	Aggregated Zip Codes
Atlanta-Sandy Springs-Alpharetta, GA	Mt. Vernon, NY (4 aggregated with zip codes)
Baltimore-Columbia-Towson, MD	New Rochelle, NY (4 aggregated zip codes)
Boston-Cambridge-Nashua, MA-NH	
Detroit-Warren-Dearborn, MI	
Hartford-West Hartford-East Hartford, CT	
New Orleans-Metairie, LA	
New York-Newark-Jersey City, NY-NJ-PA	
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	
San Diego-Chula Vista-Carlsbad, CA	

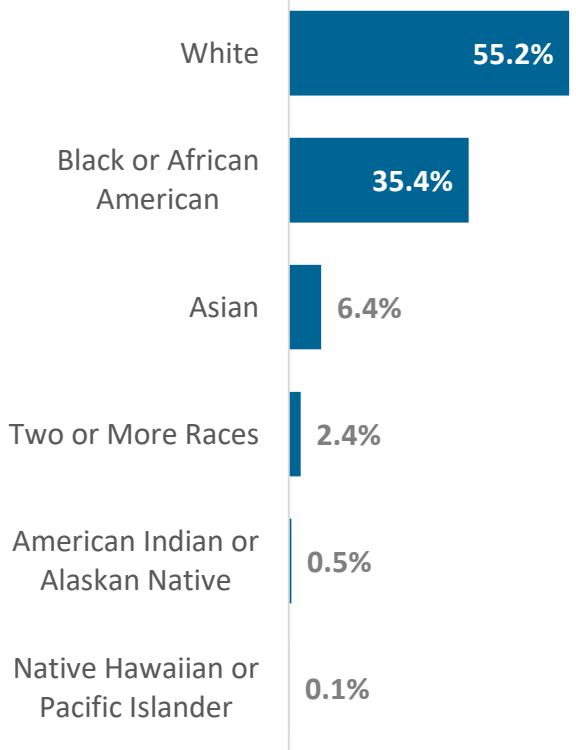
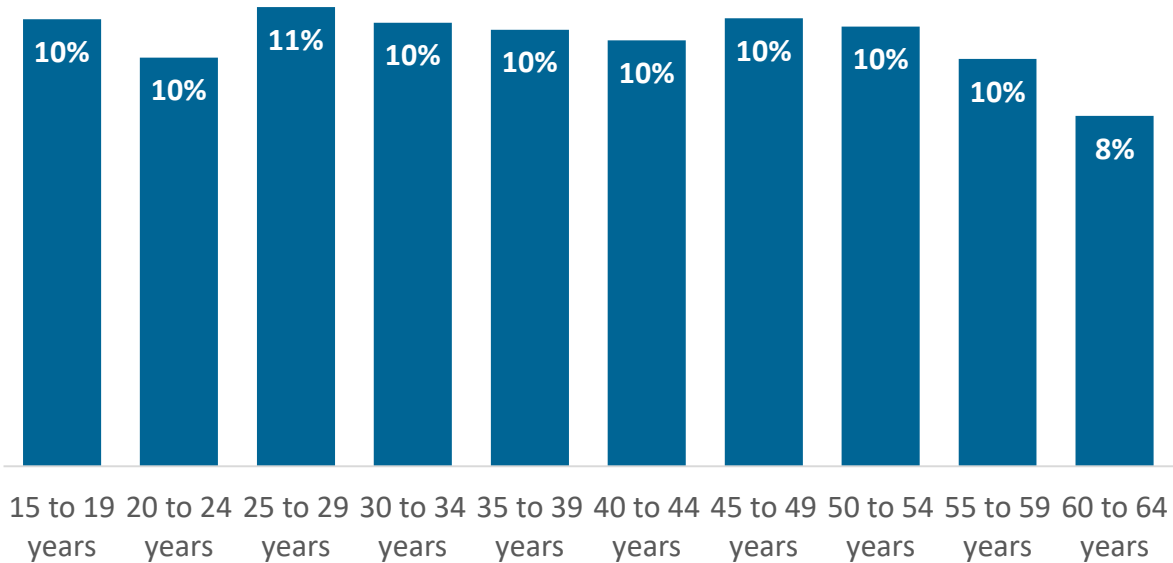
Affiliate Demographics

Atlanta-Sandy Springs-Alpharetta, GA

The Atlanta MSA population is expected to increase 4% in the next 5 years.



There are 4,070,347 residents of working age with the following breakdown.

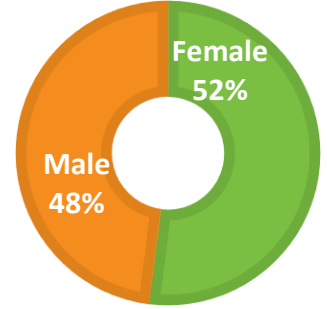
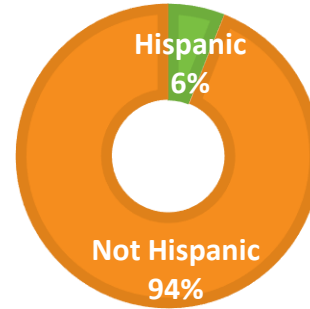


Baltimore-Columbia-Towson, MD

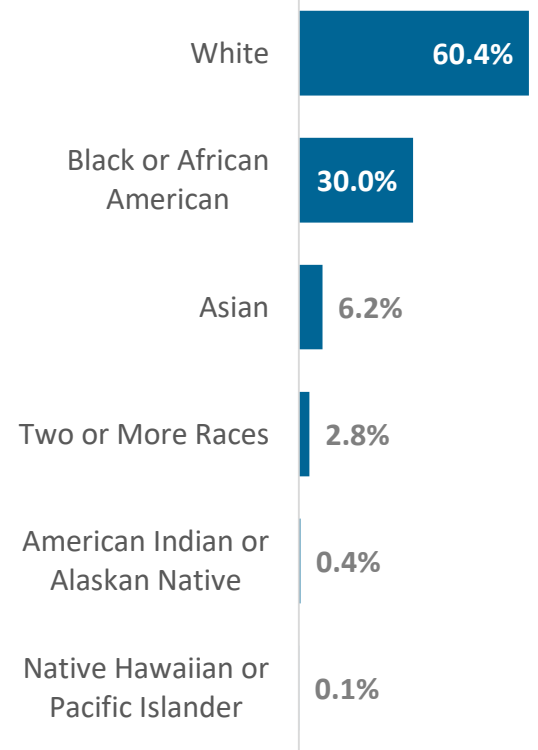
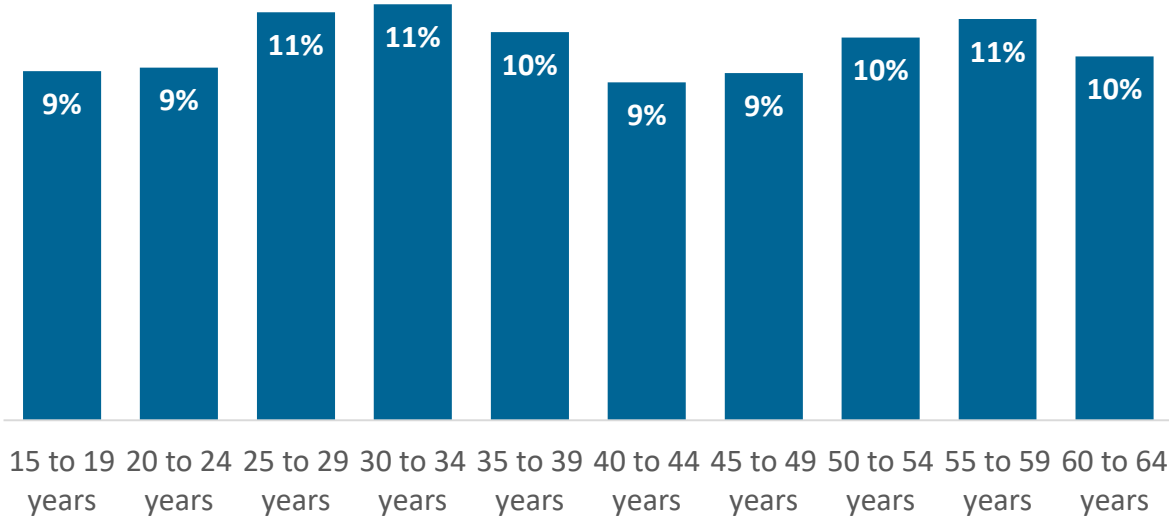
The Baltimore MSA population is expected to increase 1% in the next 5 years.



2023 Population, 2,859,173

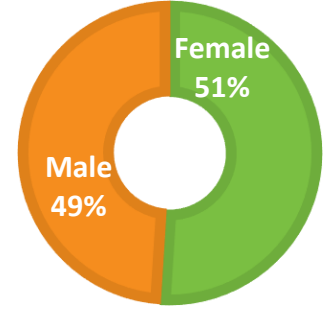
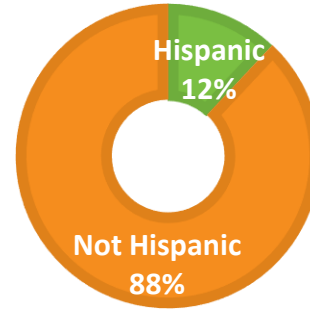


There are 1,866,952 residents of working age with the following breakdown.

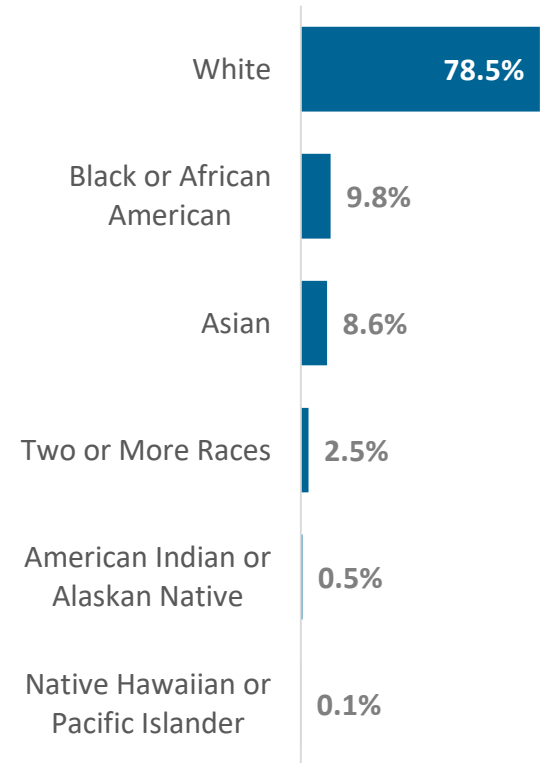
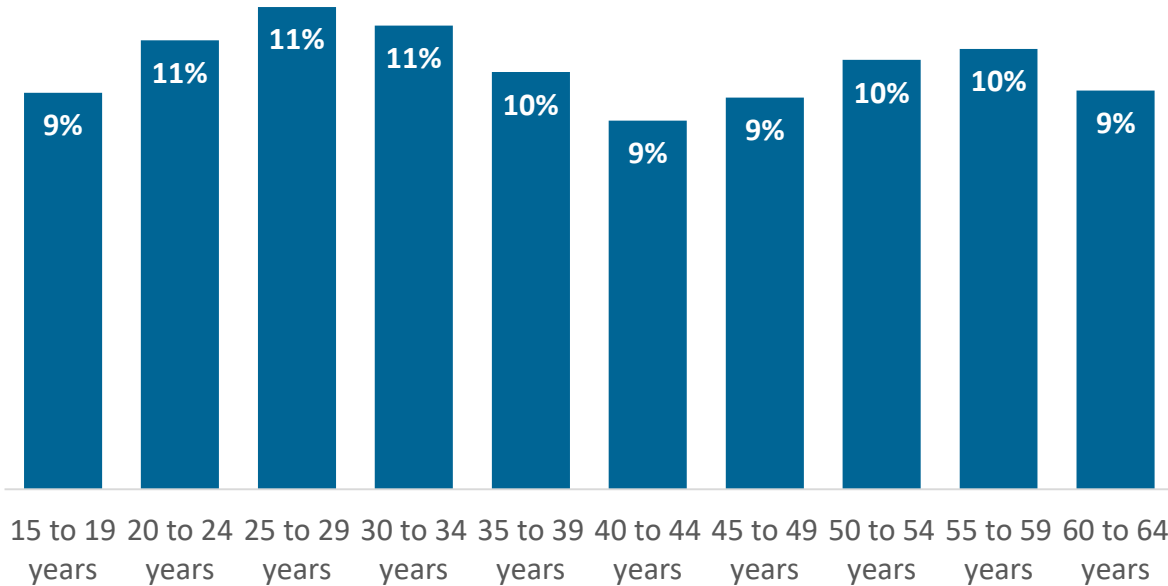


Boston-Cambridge-Newton, MA-NH

The Boston MSA population is expected to increase 2% in the next 5 years.

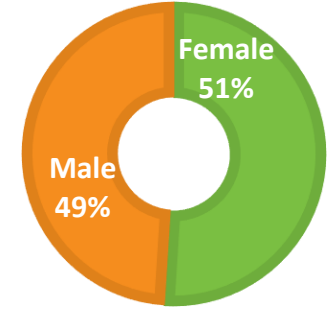
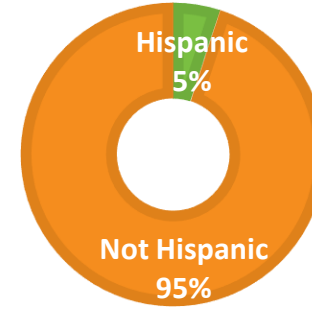


There are 3,316,321 residents of working age with the following breakdown.

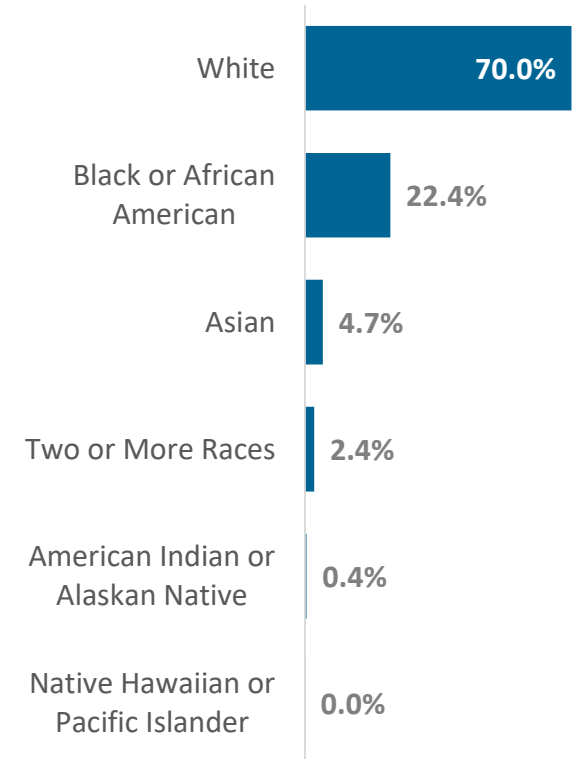
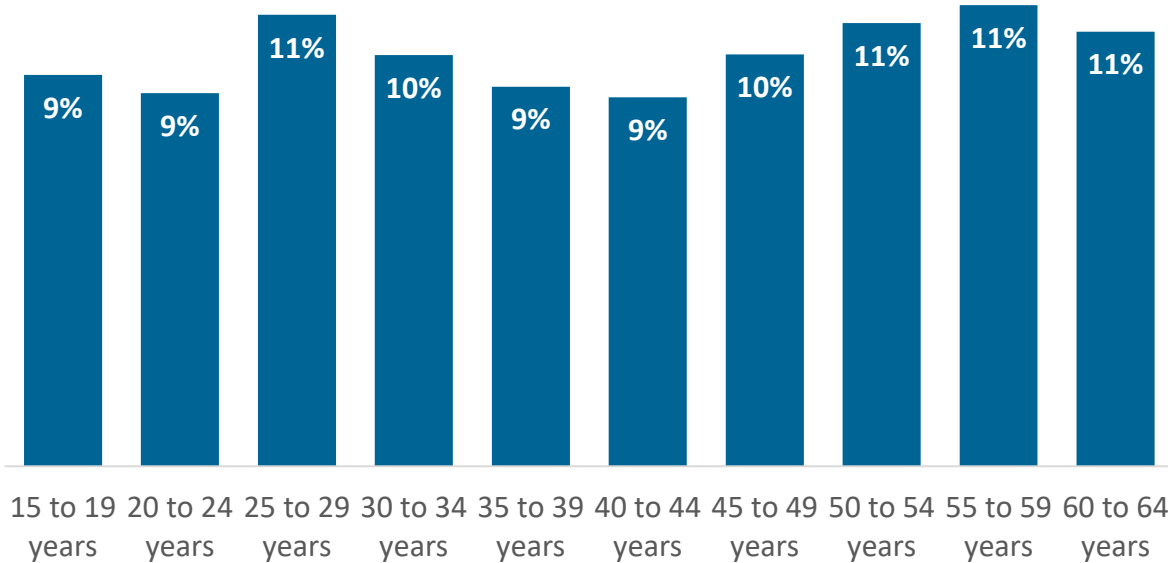


Detroit-Warren-Dearborn, MI

The Detroit MSA population is expected to increase 0% in the next 5 years.

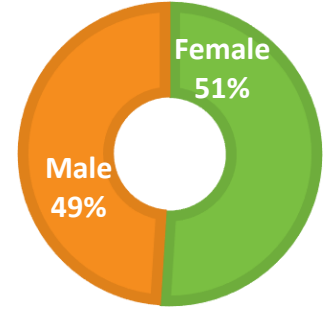
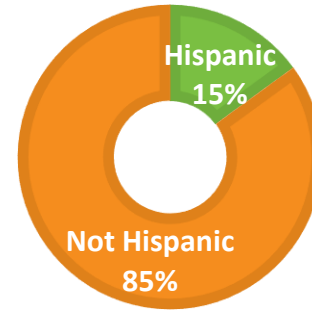


There are 2,801,179 residents of working age with the following breakdown.

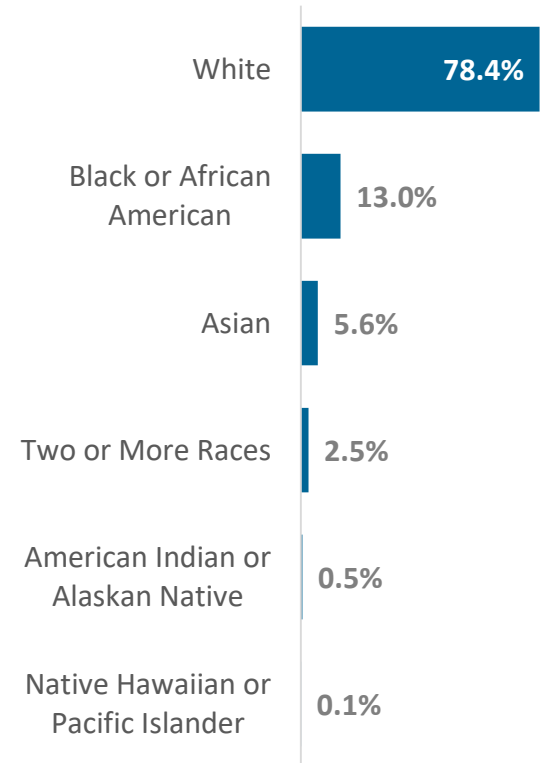
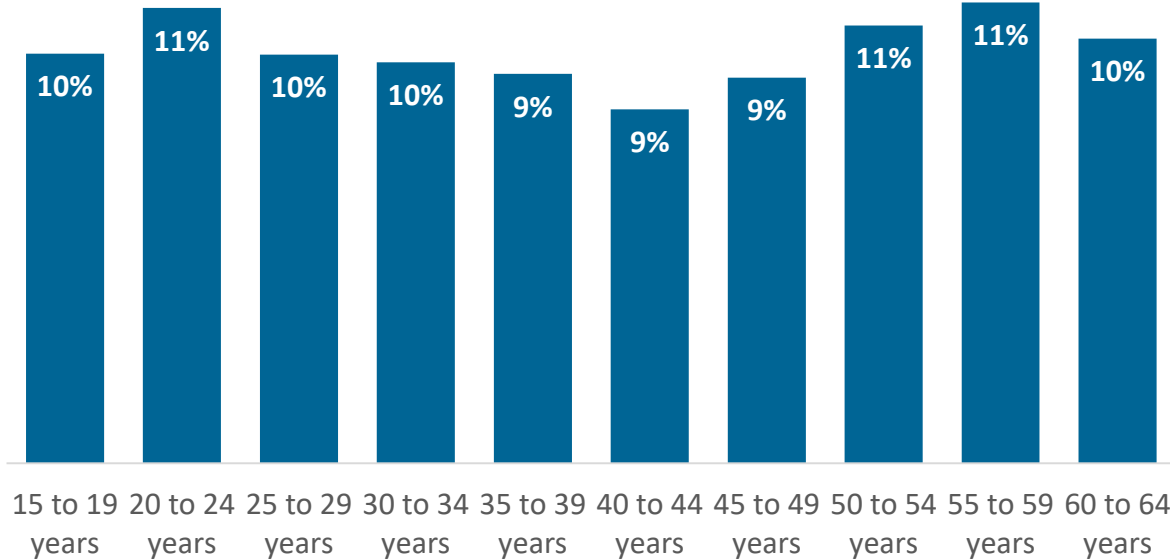


Hartford-East Hartford-Middletown, CT

The Hartford MSA population is expected to decrease in the next 5 years.

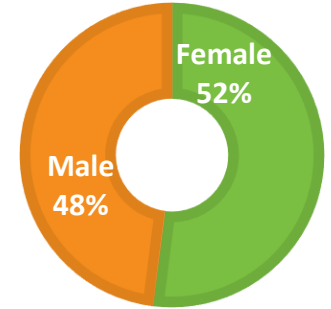
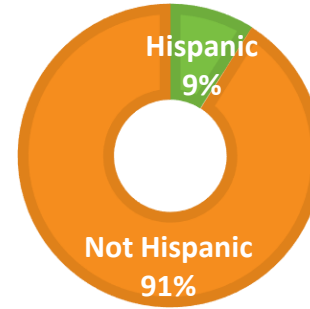
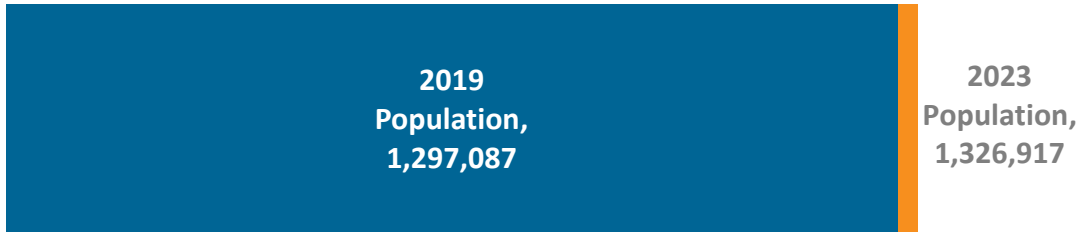


There are 798,012 residents of working age with the following breakdown.

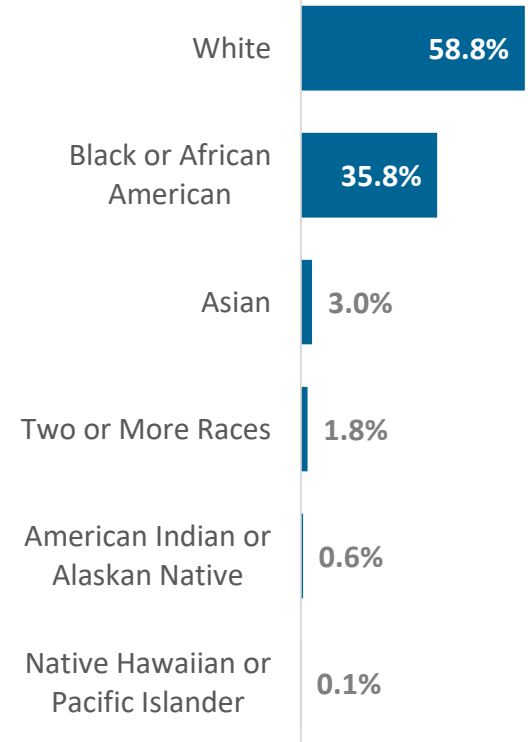
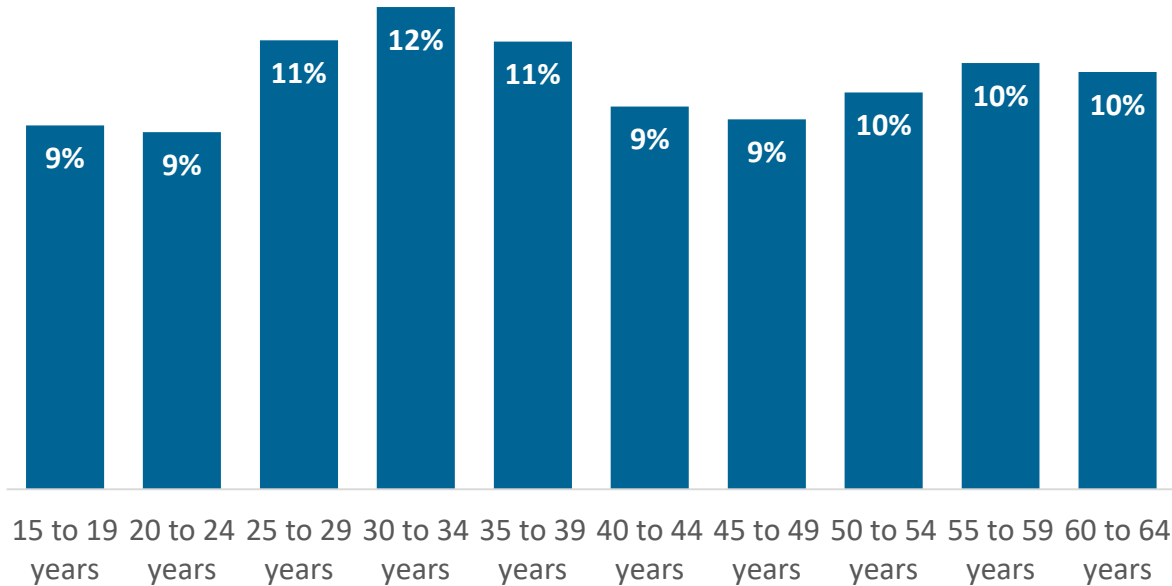


New Orleans-Metairie, LA

The New Orleans MSA population is expected to increase 2% in the next 5 years.

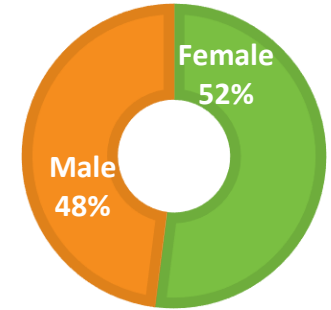
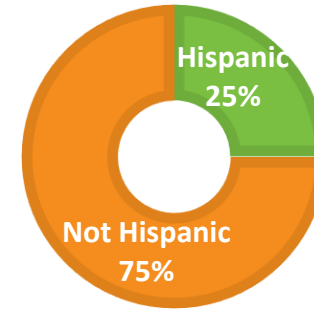


There are 847,683 residents of working age with the following breakdown.

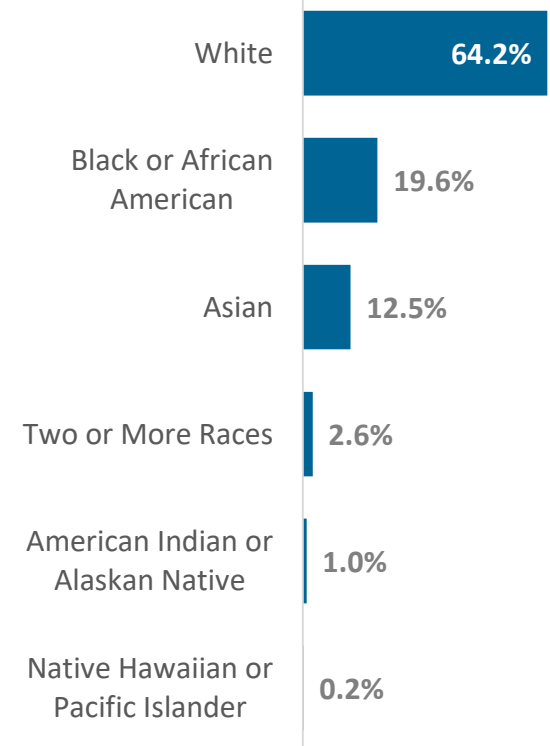
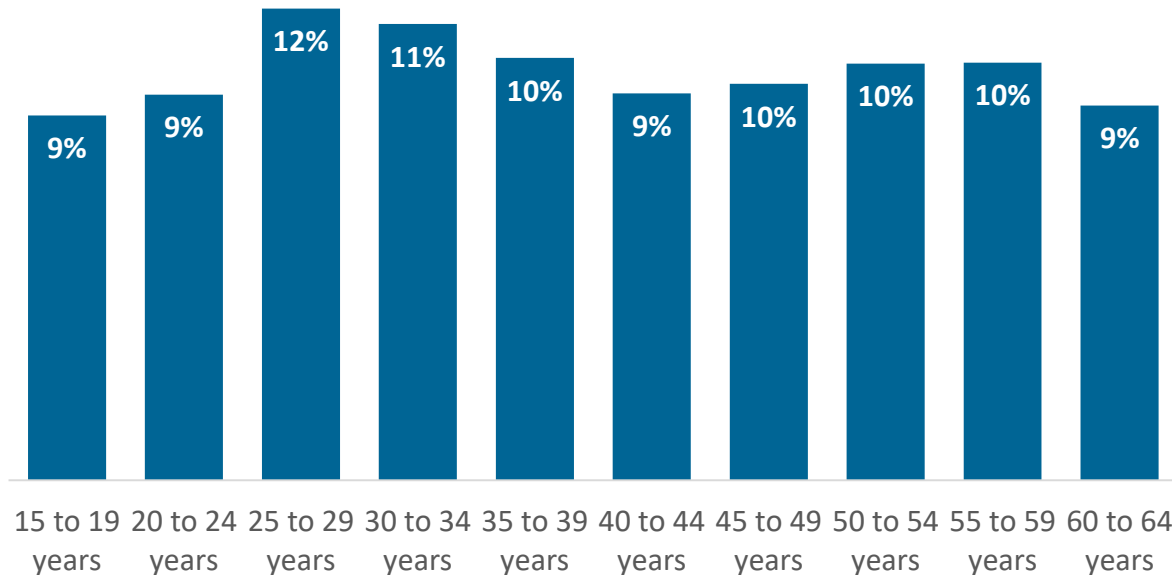


New York-Newark-Jersey City, NY-NJ-PA

The New York City MSA population is expected to increase 1% in the next 5 years.



There are 13,138,522 residents of working age with the following breakdown.

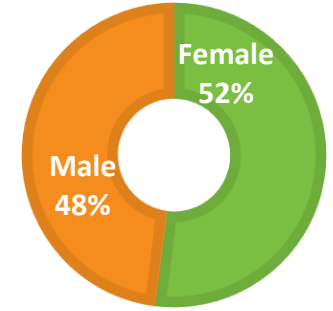
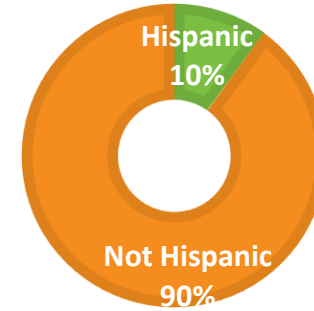


Philadelphia-Camden-Wilmington, PA-NJ-DE-MD

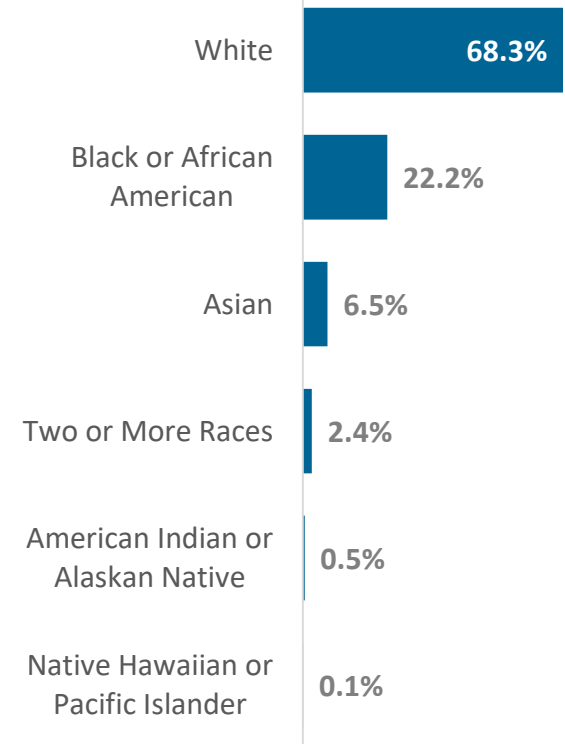
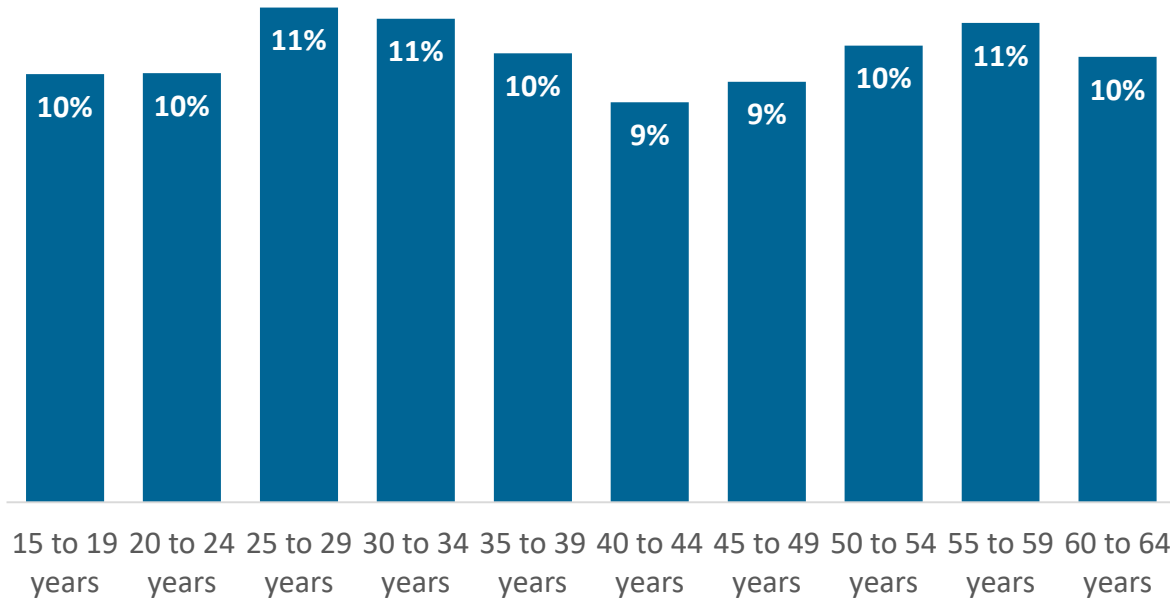
The Philadelphia MSA population is expected to increase 1% in the next 5 years.



2023 Population, 6,174,488

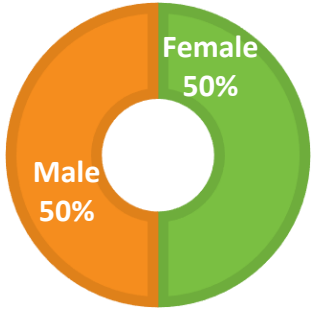
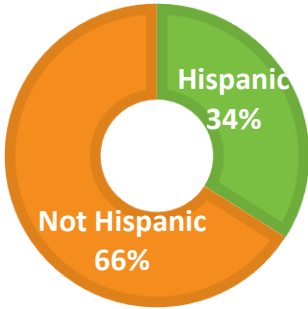


There are 4,026,059 residents of working age with the following breakdown.

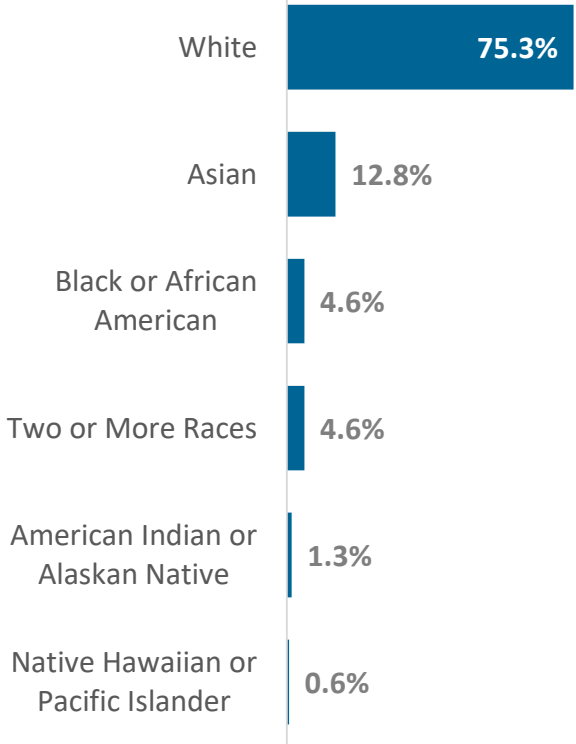
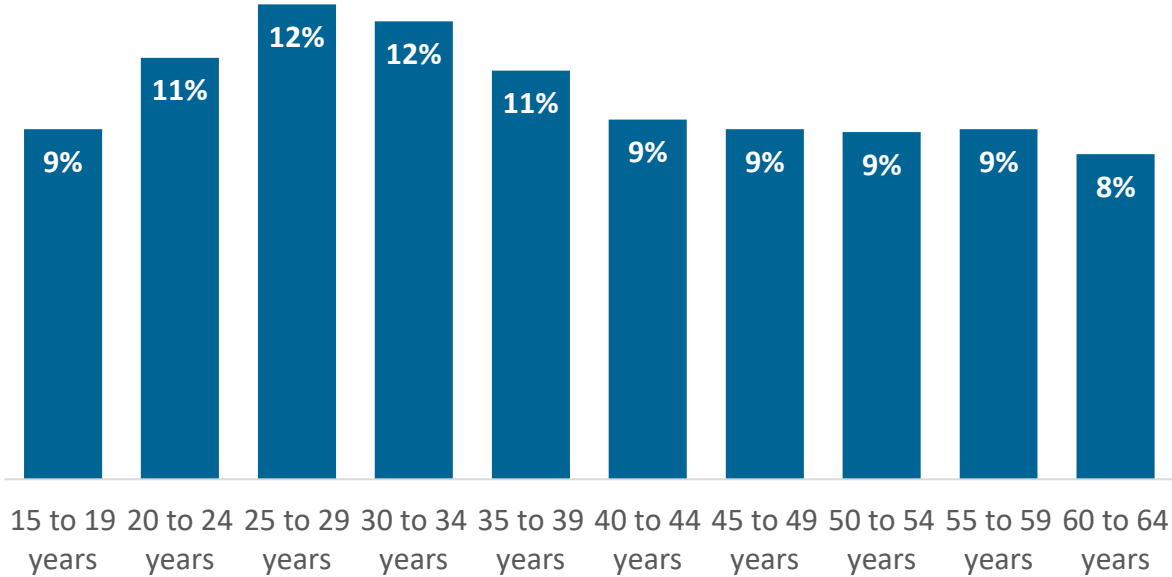


San Diego-Chula Vista-Carlsbad, CA

The San Diego MSA population is expected to increase 3% in the next 5 years.



There are 2,291,448 residents of working age with the following breakdown.

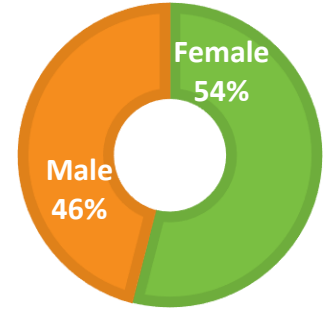
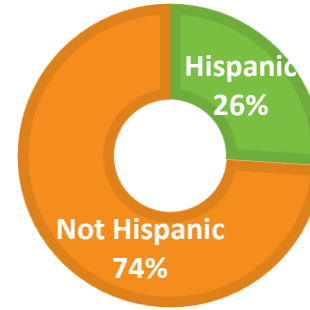


Mount Vernon, NY (4 Aggregated Zip Codes)

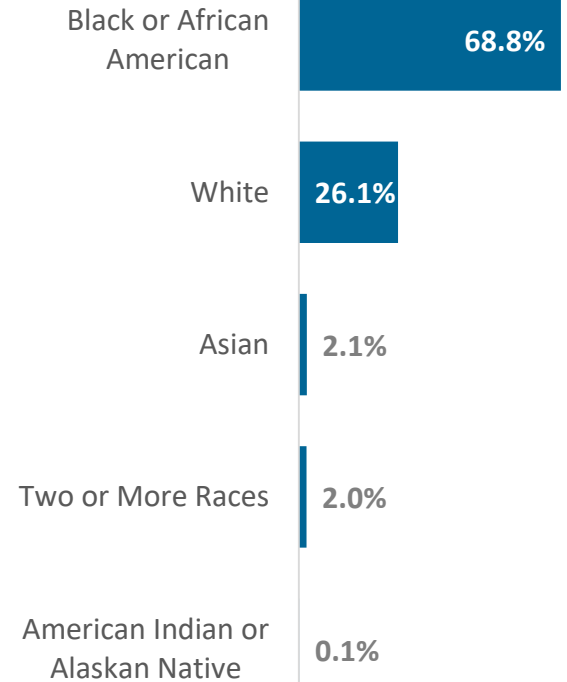
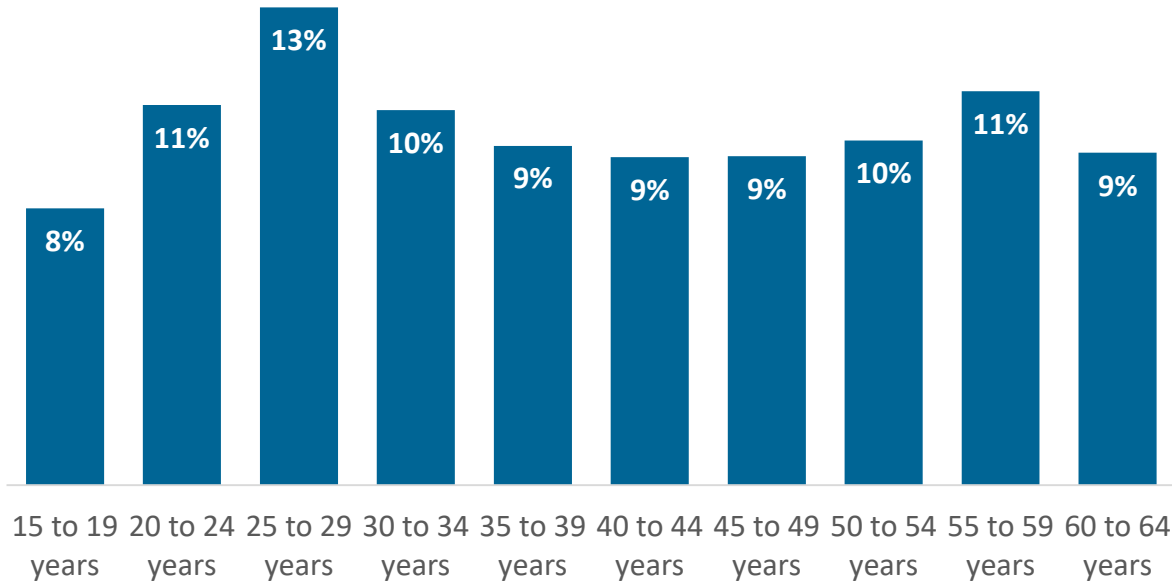
The Mount Vernon population is expected to increase 3% in the next 5 years.



2023
Population,
79,027



There are 51,135 residents of working age with the following breakdown.

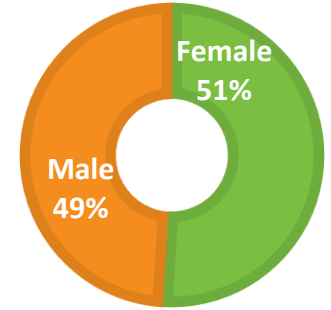
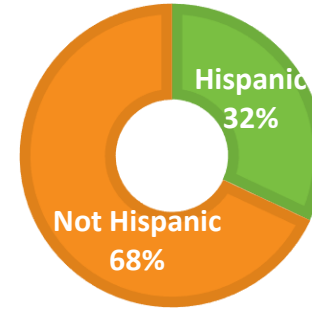


New Rochelle, NY (4 Aggregated Zip Codes)

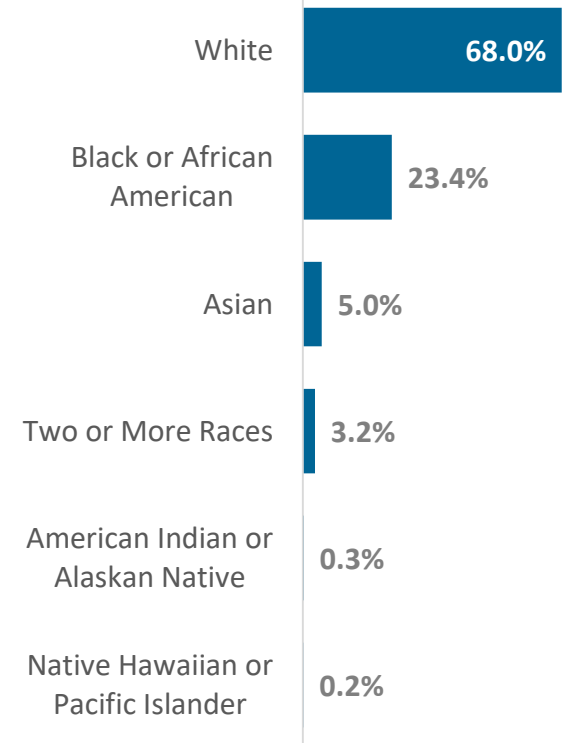
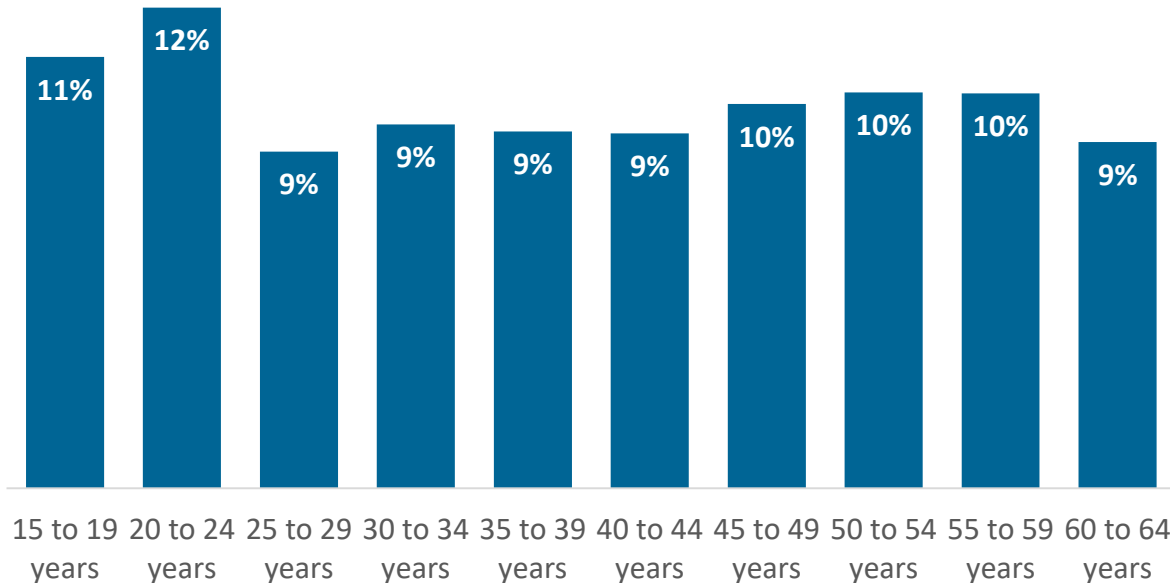
The New Rochelle population is expected to increase 1% in the next 5 years.



2023
Population,
78,141



There are 51,073 residents of working age with the following breakdown.



Industry Data

Criteria Used to Determine Industries of Focus in LMI Data

Industries were chosen based on how frequently they ranked highly across the following criteria:



Job Posting in Past 12 Months

2019 Employment (number of jobs in 2019 in the sector)

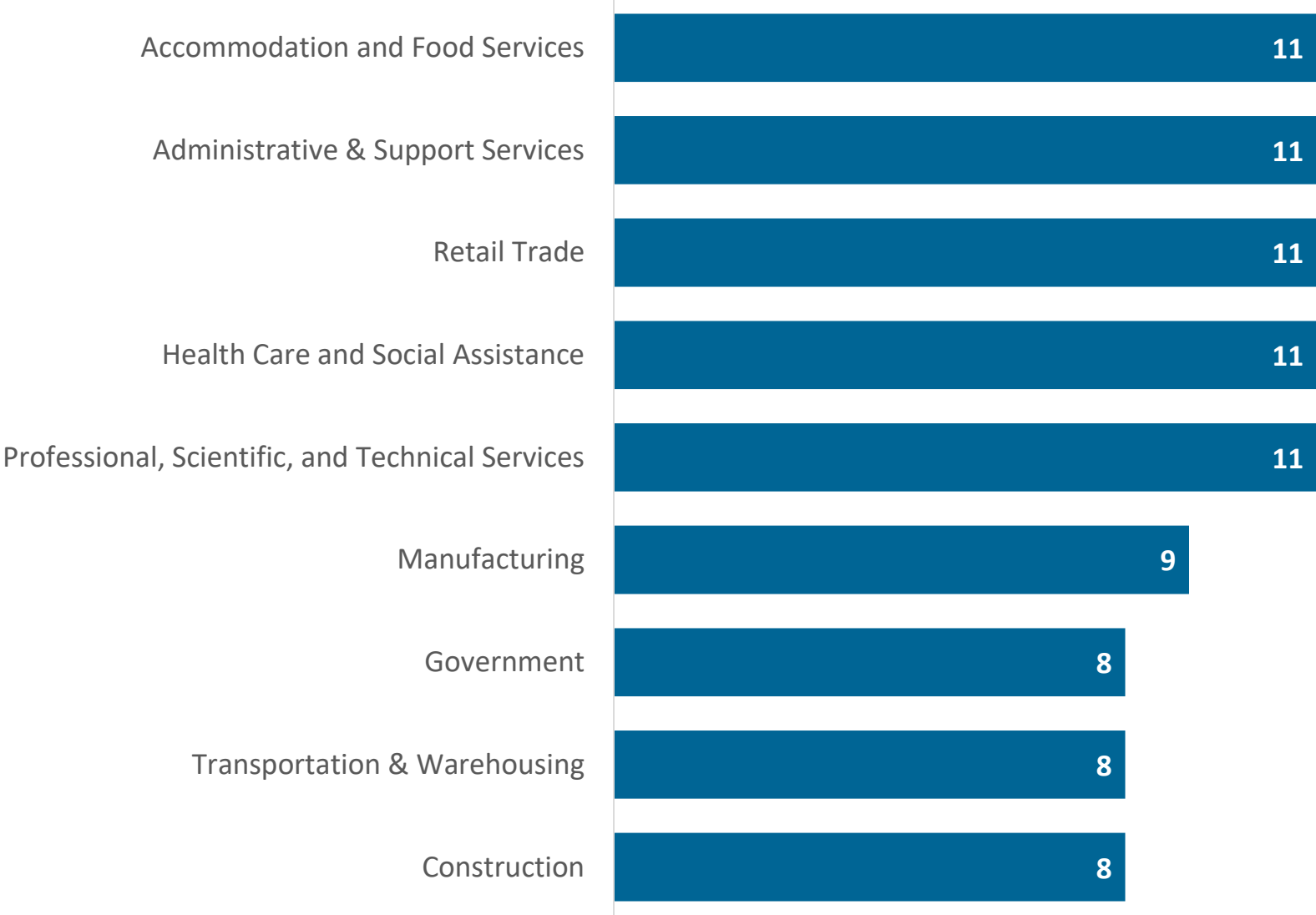
2024 Employment (number of jobs in 2024 in the sector)

Projected Growth (% change between 2019 and 2024 employment)

2019 Wages & Salaries (averages wages across the industry)

2024 Location Quotient (concentration of industry in a given region compared to the nation)

Industries with the Most Top Rankings Across Criteria for the 11 Regions



Potential Industries of Focus

Occupational analysis was conducted on the following regions out of the initial list:

- Administrative & Supportive Services
- Health Care & Social Assistance
- Construction
- Manufacturing
- Accommodation and Food Services
- Retail Trade
- Professional, Scientific, and Technical Services
- Transportation & Warehousing

The following industry was removed because top occupations were not accessible to those without advanced skills and education:

- Government

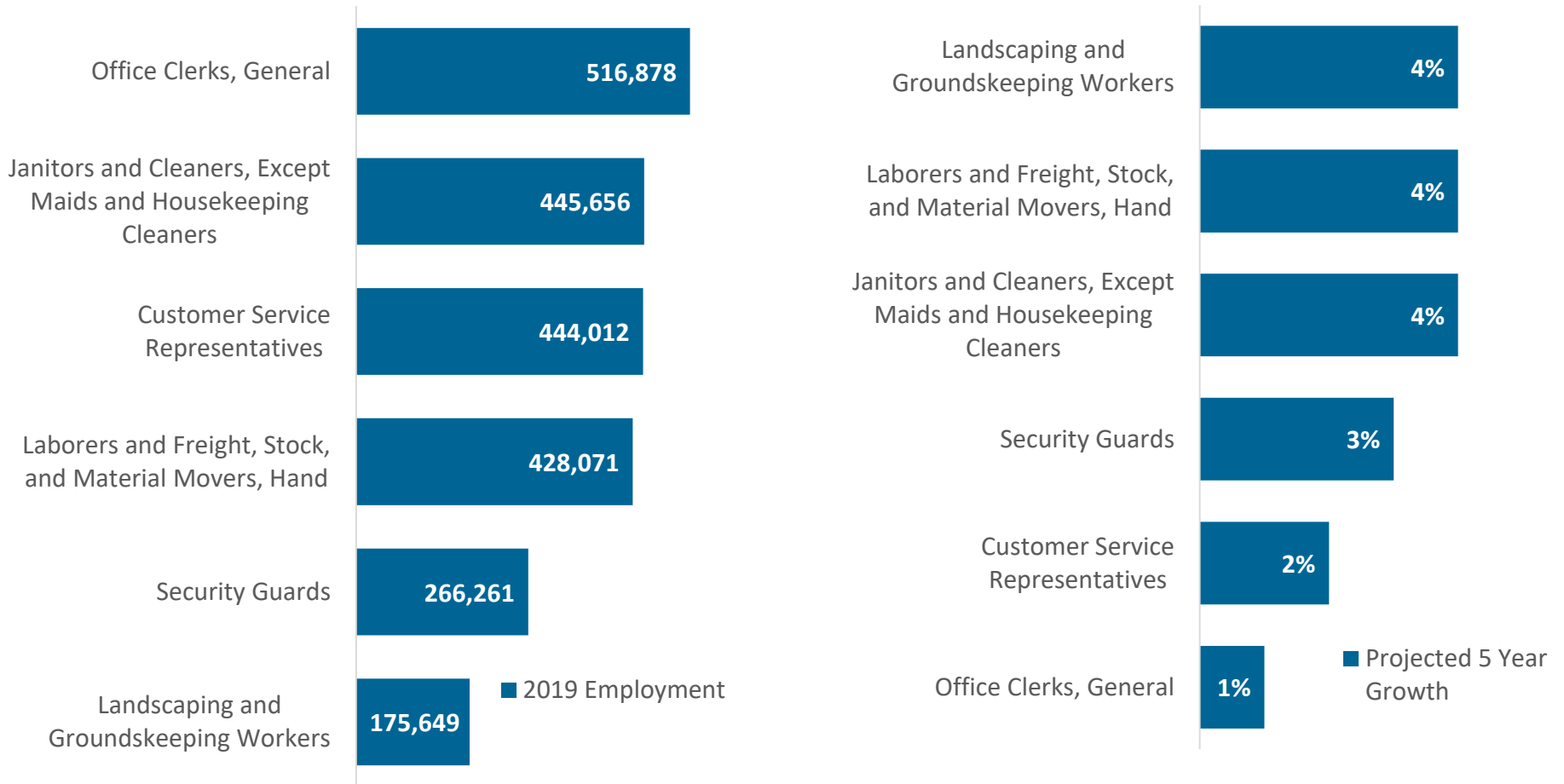
Factoring in opportunities for justice-involved workers

- Employment barriers for returning citizens can span beyond unwillingness to hire on the part of the employer to common barriers faced by those who are justice involved, such as low educational and skill levels and the need for supportive services
- Opportunities tend to be driven by the local area's employers and policies (Ban the Box) rather than a specific industry, although manufacturing, warehousing, and health care support occupations tend to be receptive
- Qualitative data collection (interviews, survey, and discussion) are better suited to support identifying the appropriate opportunities across affiliate sites
- A broader approach using LMI data will involve identifying entry points and training that are a fit for skills and education



Top Administrative and Support Services Occupations

Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.

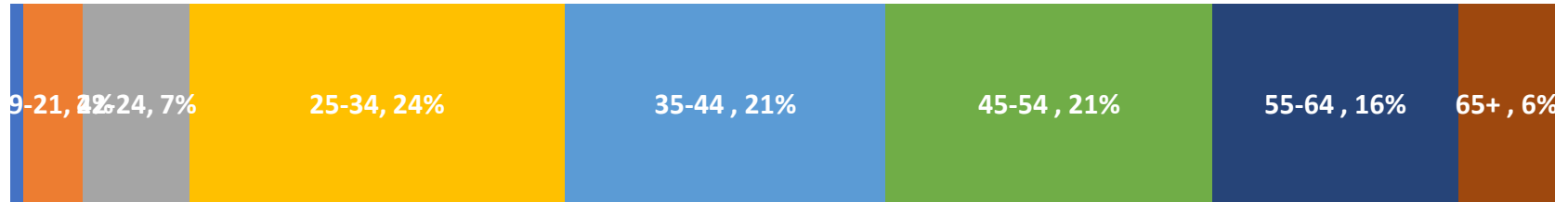




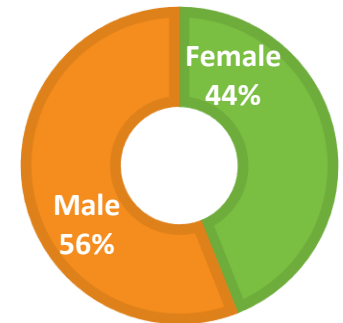
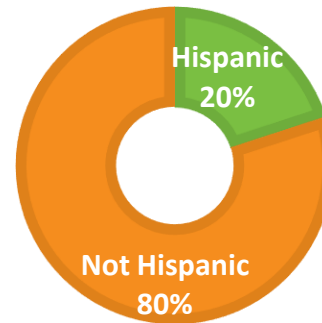
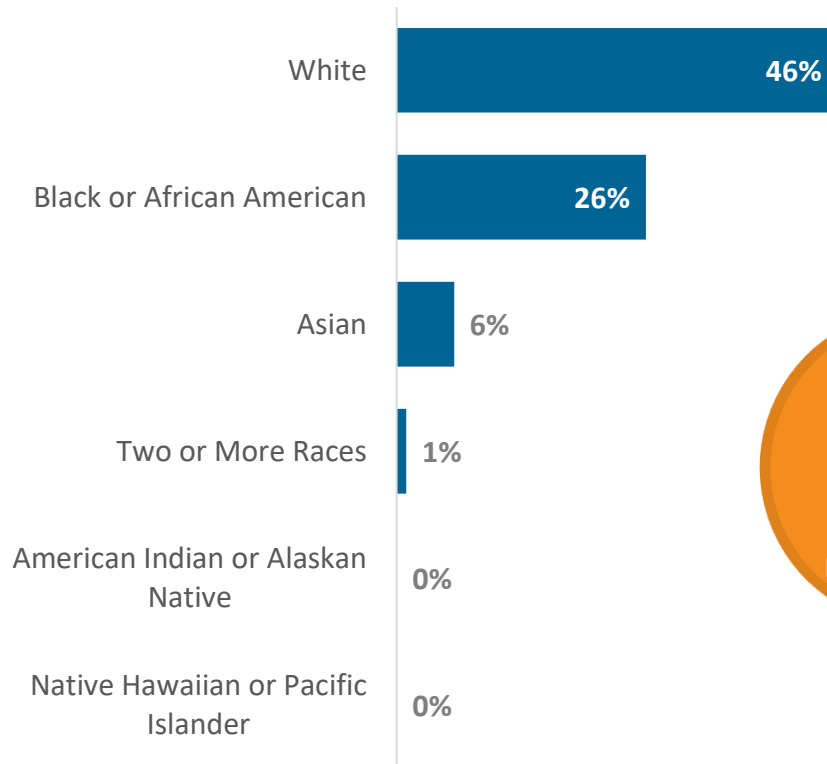
Administrative and Support Services Demographics

Data presented below is for only the 9 MSAs.

Most workers in this industry are between 25 and 54.



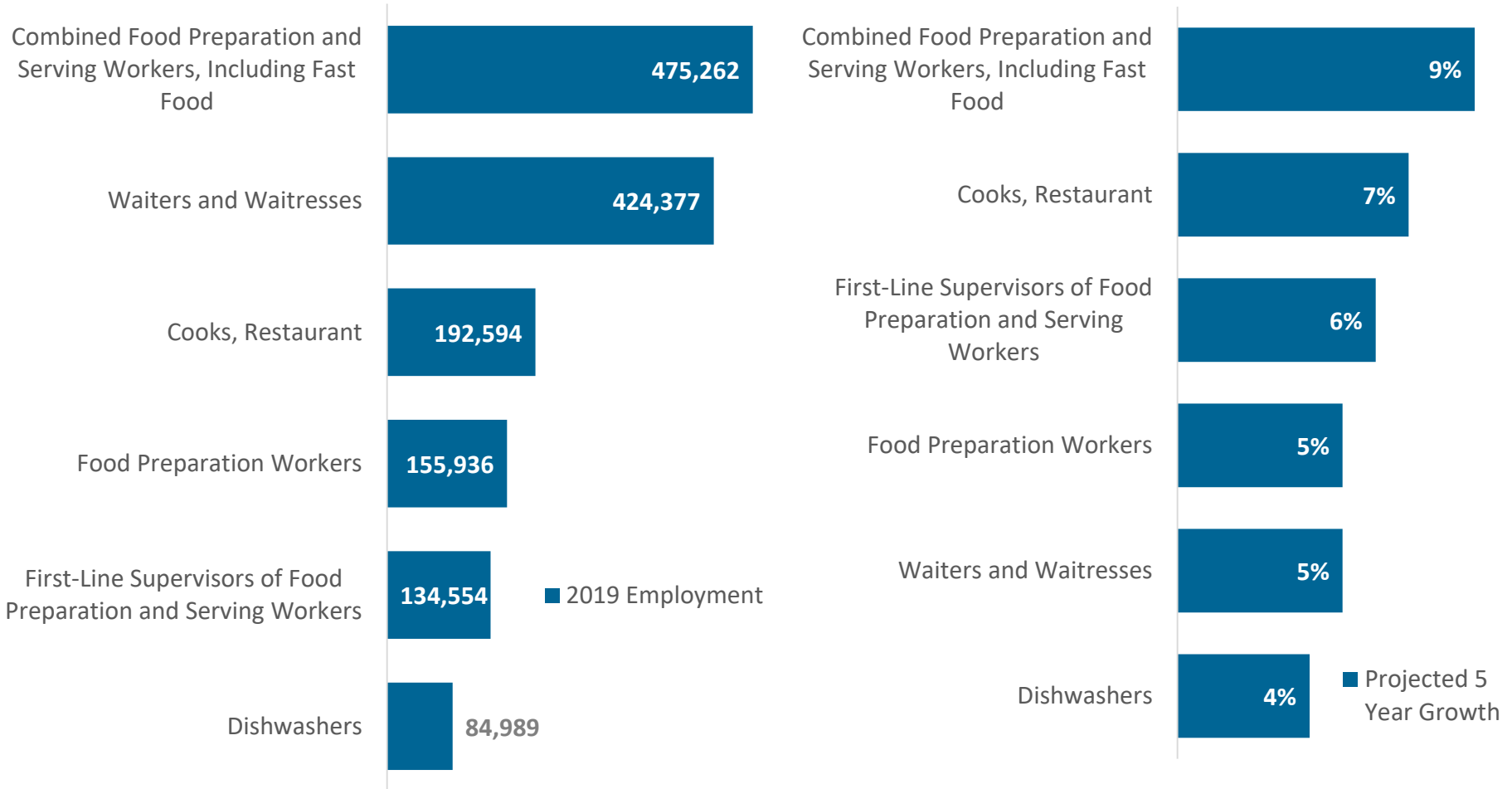
14-18, 1%





Top Accommodation and Service Occupations

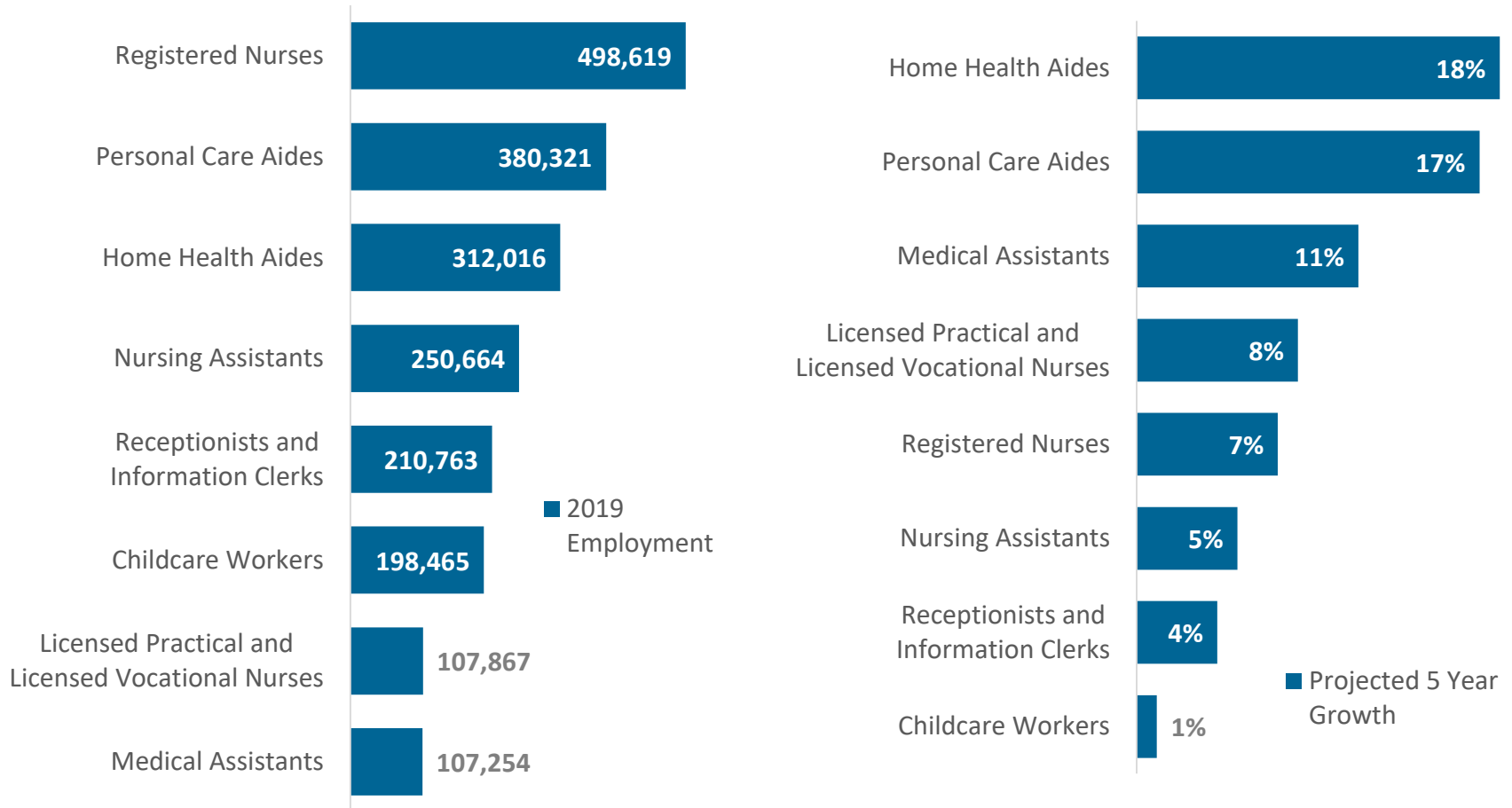
Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.





Top Health Care and Social Assistance Occupations

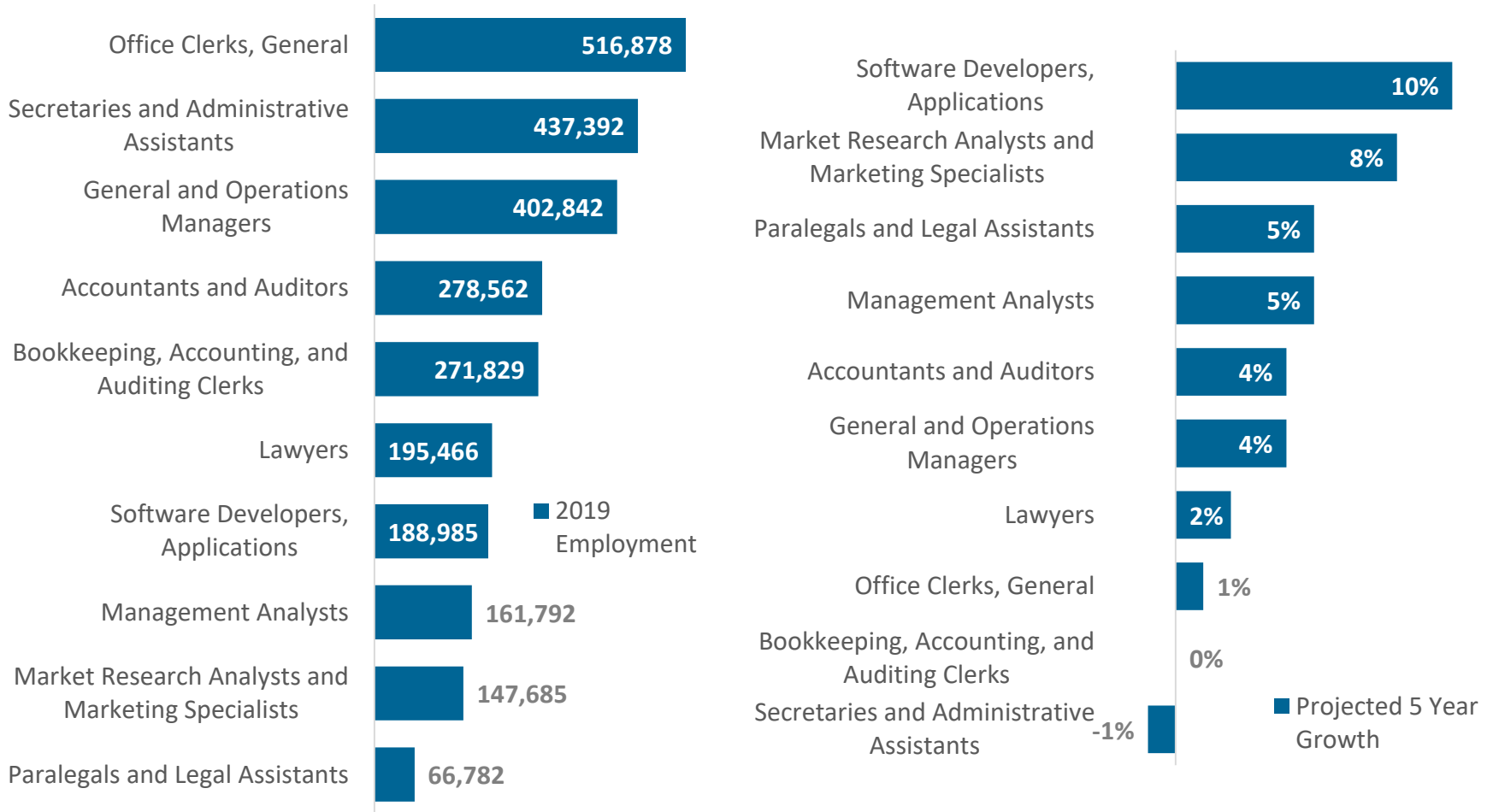
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Professional, Scientific, and Technical Occupations

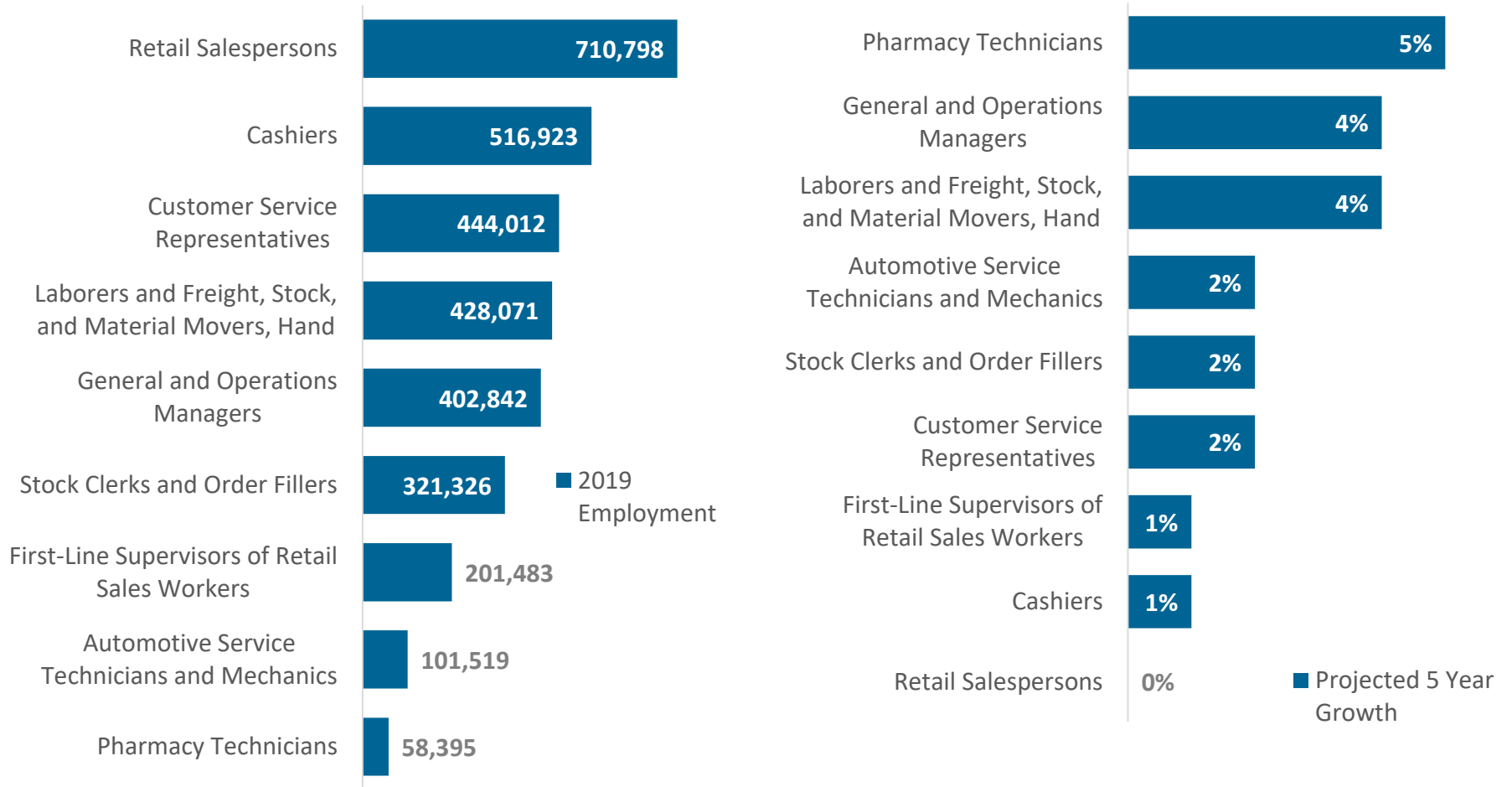
Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.





Retail Occupations

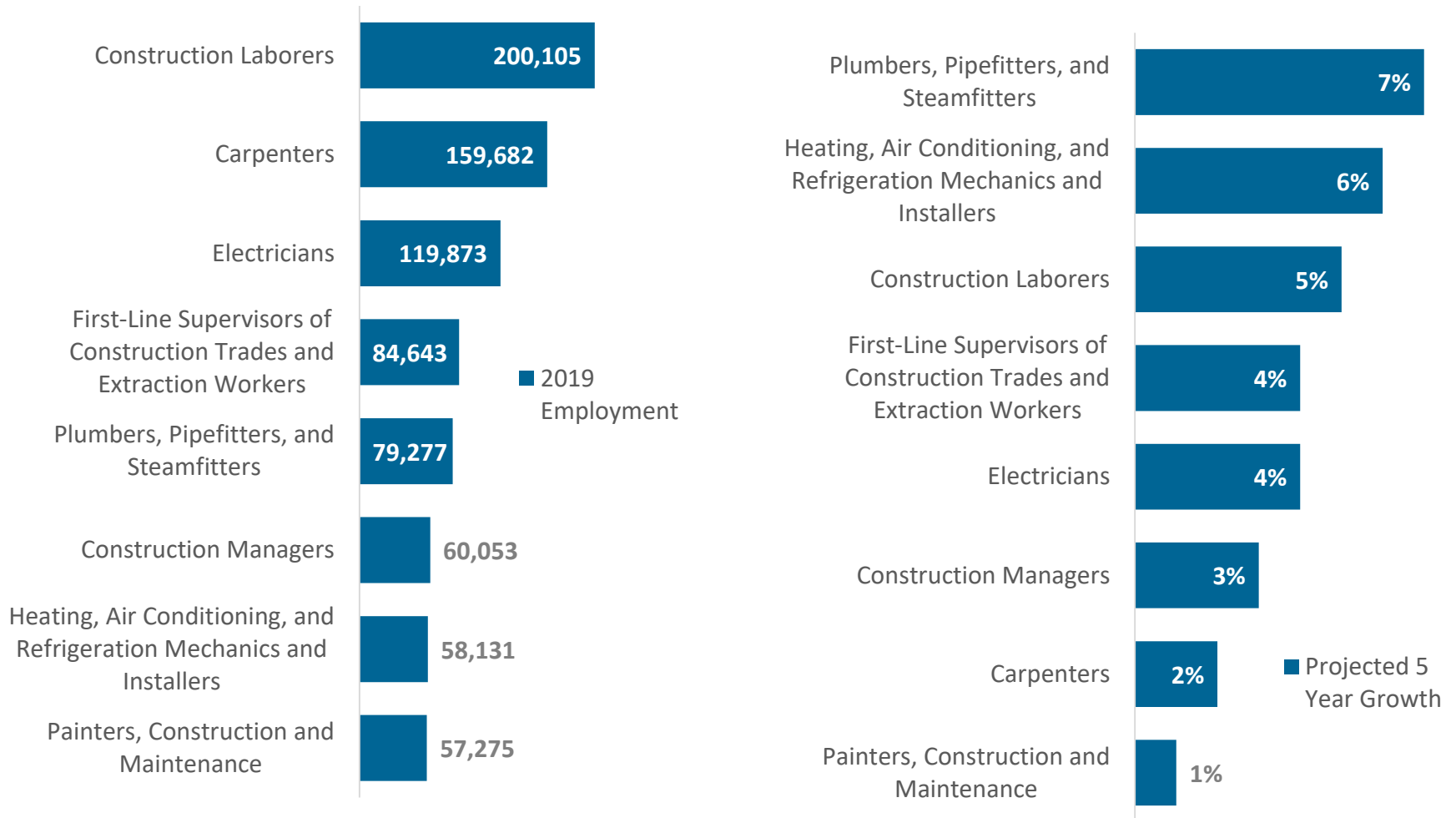
Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.





Construction Occupations

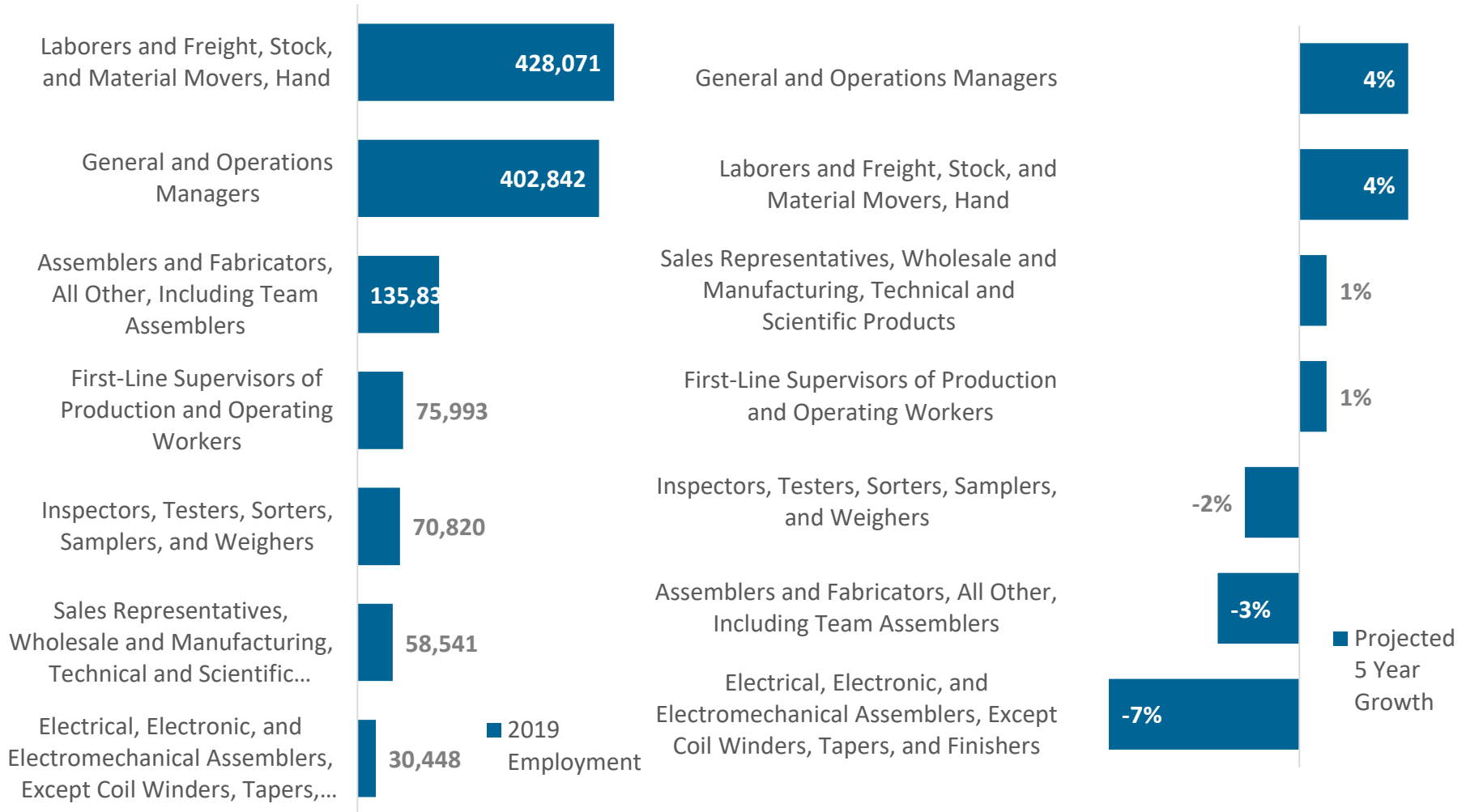
Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.





Manufacturing Occupations

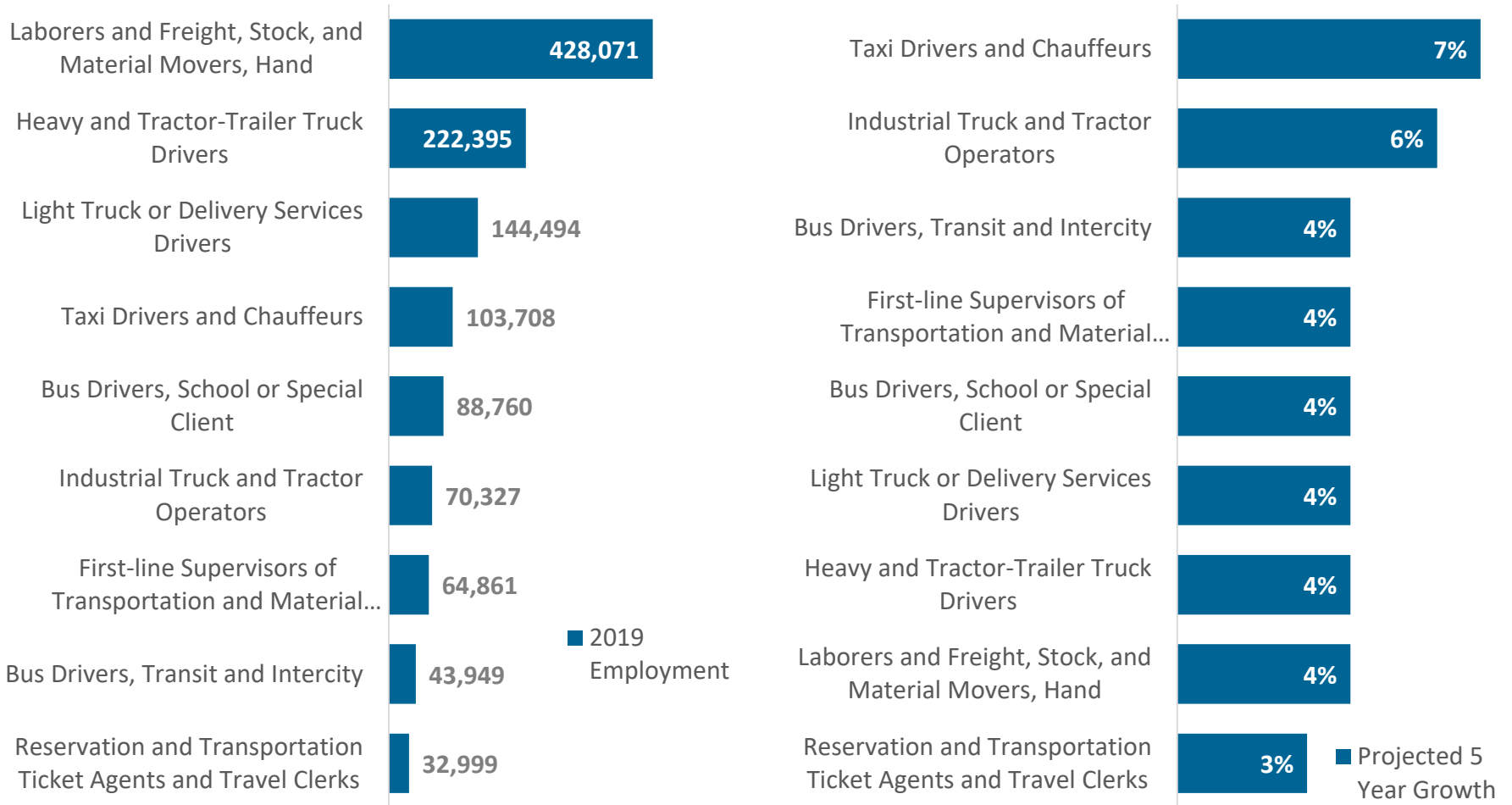
Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.





Transportation & Warehousing Occupations

Top occupations were identified using 11 regions but data presented below is for only the 9 MSAs. Some individual regions show a decline in growth for select occupations.



Findings and Industry Trade-offs

Overall

- Receptionists, Office Clerks, and Administrative positions appear in many of the top occupations for these sectors. These occupations are good entry points for more specialized office and support positions and entry level positions usually do not require more than a high school degree.
- Laborers, Freight, Stock, and Material Movers appear across industries and anecdotally may be good a position for returning citizens. Workers can move into clerk positions, or more specialized positions, and then into management and entry-level positions do not require a high school degree.
- Customer Service Representatives also appear across several industries and do not require more than a high school degree. Customer Service Representatives have a number of options for career advancement.

Administrative & Support Services



- Janitors & Cleaners and Landscaping and Groundworkers are in demand with no requirements for a high school degree but pay lower wages and typically have limited pathways unless moving to another type of occupation.



Health Care and Social Assistance

- Nurses show high growth and employment but usually those who are justice-involved may have barriers to obtaining a nursing license although it depends on the state and the nature of the criminal background.
- Medical and Nursing Assistants also show growth, but their options for advancement include becoming a nurse so the same barriers may apply and may apply for CNA jobs themselves.
- Home Health Aides and Personal Care Aides have high projected growth and pathways to more sustainable employment, but starting wages are low and the same barriers above may apply to those seeking advancement.
- These charts reflect the top occupations, but there are many other occupations in the sector that are an appropriate fit, including food service, janitorial, and transportation occupations.

Professional, Scientific, and Technical Services

- Many of the top occupations in this industry require advanced training (lawyer, general and operations manager, etc.) However, while Software Developer says it requires a BA in LMI data, other organizational research has shown that employers will hire workers without a Bachelor's for entry level positions that would lead to Software Developer with the appropriate certifications.





Retail Trade

- Many retail positions have a low bar for entry but pay lower wages. There can be many opportunities for pathway advancement depending on the type of retail employer and position.

Construction



- Construction occupations are in demand across the regions and most do not require more than a high school degree. Starting wages are higher and usually positions involve on-the-job training or some kind of apprenticeship model that leads to advanced positions and wages.

Transportation and Warehousing



- Transportation and Warehousing occupations are in demand across the regions and most do not require more than a high school degree. The warehousing and logistics side provides more obvious opportunities than the transportation side.



Accommodation and Food Service

- Many hospitality positions have a low bar for entry but pay lower wages. There can be many opportunities for pathway advancement depending on the type of employer and position.

Manufacturing



- Manufacturing occupations are in demand across the regions and most do not require more than a high school degree. Starting wages are higher and usually positions involve on-the-job training or some kind of apprenticeship model that leads to advanced positions and wages.

Considerations

- Data was aggregated across many regions, so LMI data may not be as positive for each individual region.
- LMI data is an important tool, but projections can be wrong. Demand is always changing.
- Occupations can cut across industries so industries can be a good starting point, but it is also good to consider occupational groups, such as IT. These occupations will show up in most industries.

Next Steps for LMI Data Collection

- Collect and analyze necessary data at the city-level (using aggregated zip codes) for each affiliate region
- Deep dive data collection on industries and occupations that resonate with the group
- Analysis of specific credentials building on chosen occupations and cross-cutting competencies
- Aggregate any other flag data points – poverty, crime rates, wages, etc.

Sectors

Construction

Retail

Hospitality

Healthcare

Logistics

Manufacturing

Key questions

- Cross-cutting competency modules?
- Digital skills inclusion in curriculum/pathway planning?
- Industry attractiveness has many components, ease of entry, overall growth, wages, temperament match, etc. How do we weight these?

STRIVE Supplemental Data Collection, July 2019

Notes and Limitations

- Certifications data was collected from job postings data. Often 50% to 80% of job postings do not provide information about required certifications, and therefore, the data is not representative. Provided along with certifications are the overall numbers of job postings so that the frequency with which a certification is required can be considered in conjunction with the number of overall postings. Additionally, postings data provides information about requested requirements- not necessarily the certifications a person was hired in with.
- Top occupations were chosen based on the same criteria from the data shared with STRIVE in June 2019- 2019 employment and projected 5-year growth. There are many other criteria that may be relevant when determining occupations of focus, e.g. wage, job postings, career pathways available, length of training, etc.
- The occupation data presented in June 2019 was primarily collected using Emsi, which is based off of employment, while the information provided on certifications is based off of job postings data.

Methodology

Poverty Rates: Poverty rates were collected using the U.S. Census’ American FactFinder. Poverty rates were collected using “Poverty Status in the Past 12 Month” from the 2017 American Community Survey 1-Year Estimates.

Crime Rates: The FBI’s Uniform Crime Reporting Program (UCR) is the key sources for crime rate data in the U.S. The most recent UCR data is available for 2017 and at the MSA level rather than the city level. UCR breaks out a number of crimes, but their two most common measures are “Violent Crime” and “Property Crime” rates per 100,000 inhabitants. To find comparable data for Mount Vernon and New Rochelle, 2014 data is provided. *Violent Crime* includes murder and nonnegligent manslaughter, rape, robbery, and aggravated assault. *Property Crime* includes burglary, larceny-theft, motor vehicle theft, and arson.

Certifications: Burning Glass Technologies provided information on certifications listed in job postings, which are important for insight into regional demand. Burning Glass collects millions of online job postings from close to 40,000 online sources (e.g. job boards, employer sites, newspapers, public agencies, etc.). This data is at the city level.

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Top Occupations and Credentials Across Affiliate Sites

Health Care & Social Assistance

Home Health Aides

These are the top certifications and frequency with which they are requested out of 43,471 postings.

Home Health Aide	1,497
Driver's License	997
Certified Nursing Assistant	421
Home Care Certificate	383
First Aid Cpr Aed	293

Personal Care Aides

These are the top certifications and frequency with which they are requested out of 4,365 postings.

Driver's License	1,280
Home Health Aide	505
First Aid Cpr Aed	473
Home Care Certificate	270
Personal Care Assistant (PCA)	98

Medical Assistants

These are the top certifications and frequency with which they are requested out of 5,937 postings.

Certified Medical Assistant	2,144
First Aid Cpr Aed	840
Basic Life Saving (BLS)	705
AAMA Certified Medical Assistant	616
Registered Medical Assistant	506

Licensed Practical and Licensed Vocational Nurses

These are the top certifications and frequency with which they are requested out of 6,144 postings.

Licensed Practical Nurse (LPN)	5,080
First Aid Cpr Aed	1,339
Licensed Vocational Nurse (LVN)	1,246
Basic Life Saving (BLS)	734
Driver's License	328

Registered Nurses

These are the top certifications and frequency with which they are requested out of 72,038 postings.

Registered Nurse	55,210
Advanced Cardiac Life Support (ACLS) Certification	14,668
Basic Life Saving (BLS)	11,483
Basic Cardiac Life Support Certification	7,716
First Aid Cpr Aed	5,102

Nursing Assistants

These are the top certifications and frequency with which they are requested out of 7,191 postings.

Certified Nursing Assistant	4,170
First Aid Cpr Aed	846

Basic Life Saving (BLS)	840
Emergency Medical Technician (EMT)	477
American Heart Association Certification	431

Construction

Carpenters

These are the top certifications and frequency with which they are requested out of 750 postings.

Driver's License	116
Occupational Safety and Health Administration Certification	17
OSHA Safety 10 Hour	11
Nccer Rigger	7
Contractors License	4

Electricians

These are the top certifications and frequency with which they are requested out of 1,265 postings.

Driver's License	321
Electrician Certification	275
Occupational Safety and Health Administration Certification	58
Security Clearance	36
Electrical Certification	26

First-Line Supervisors of Construction Trades and Extraction Workers

These are the top certifications and frequency with which they are requested out of 610 postings.

Driver's License	117
Occupational Safety and Health Administration Certification	25
OSHA Safety 30 Hour	20
Competent Person Certification	13
First Aid Cpr Aed	12

Construction Laborers

These are the top certifications and frequency with which they are requested out of 931 postings.

Driver's License	305
Occupational Safety and Health Administration Certification	40
OSHA Safety 10 Hour	23
CDL Class A	20
Environmental Protection Agency Certification	5

Heating, Air Conditioning, and Refrigeration Mechanics and Installers

These are the top certifications and frequency with which they are requested out of 758 postings.

Driver's License	284
Environmental Protection Agency Certification	148
EPA CFC/HCFC Certification	29
North American Technician Excellence (NATE)	24
Occupational Safety and Health Administration Certification	23

Plumbers, Pipefitters, and Steamfitters

These are the top certifications and frequency with which they are requested out of 679 postings.

Driver's License	268
Plumbing License	139
Plumbing Certification	128
Back-Flow Certification	18
Occupational Safety and Health Administration Certification	11

Manufacturing

Electrical, Electronic, and Electromechanical Equipment Assemblers

These are the top certifications and frequency with which they are requested out of 605 postings.

IPC Certification	39
Security Clearance	28
Driver's License	18
Electronic Assembly	14
Forklift Operator Certification	10

Assemblers and Fabricators, All Other, Including Team Assemblers

These are the top certifications and frequency with which they are requested out of 186 postings.

Driver's License	31
Adjuster License	6
Forklift Operator Certification	2
Welding Certification	1
Advanced Registered Nurse Practitioner	1

Inspectors, Testers, Sorters, Samplers, and Weighers

These are the top certifications and frequency with which they are requested out of 722 postings.

IPC Certification	35
American Society For Quality (ASQ) Certification	16
Driver's License	13
Security Clearance	11
American Institute of Baking (AIB) Certification	10

First-Line Supervisors of Production and Operating Workers

These are the top certifications and frequency with which they are requested out of 931 postings.

Driver's License	36
Six Sigma Certification	20
Security Clearance	16
Six Sigma Green Belt Certification	9
Six Sigma Black Belt Certification	8
Forklift Operator Certification	8

Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products

These are the top certifications and frequency with which they are requested out of 1,493 postings.

Driver's License	337
Cisco Certified Network Associate (CCNA)	5
Project Management Certification	4
Leadership In Energy And Environmental Design (LEED) Certified	4
Certified Lactation Consultant	4

Laborers and Freight, Stock, and Material Movers, Hand

These are the top certifications and frequency with which they are requested out of 1,253 postings.

Forklift Operator Certification	152
Driver's License	127
Occupational Safety and Health Administration Certification	9
OSHA Safety 10 Hour	5
Cdl Class B	4

Accommodation and Food Services**Food Preparation Workers**

These are the top certifications and frequency with which they are requested out of 1,347 postings.

Food Handler Certification	104
ServSafe	57
Food Service Certification	36
Driver's License	15
Certified Occupational Health Nurse	3

Waiters and Waitresses

These are the top certifications and frequency with which they are requested out of 14,090 postings.

Food Handler Certification	634
ServSafe	299
Training For Intervention Procedures (TIPS) Certification	233
Food Service Certification	176
Alcohol Awareness Certification	160

Cooks, Restaurant

These are the top certifications and frequency with which they are requested out of 10,110 postings.

Food Handler Certification	630
ServSafe	488
Food Service Certification	87
Driver's License	68
Alcohol Awareness Certification	39

First-Line Supervisors of Food Prep and Serving Workers

These are the top certifications and frequency with which they are requested out of 5,499 postings.

Driver's License	280
ServSafe	274
Food Handler Certification	173
Training For Intervention Procedures (TIPS) Certification	54
Food Service Certification	50

Retail Trade**Retail Salespersons**

These are the top certifications and frequency with which they are requested out of 22,218 postings.

Driver's License	1,074
Computer Learning Certificate	101
Food Handler Certification	81
Cash Handling Certification	79
Cosmetology License	69

Cashiers

These are the top certifications and frequency with which they are requested out of 1,781 postings.

Driver's License	29
Food Handler Certification	16
Food Service Certification	2
Alcohol Server Certification	2
Training For Intervention Procedures (TIPS) Certification	1

First-Line Supervisors of Retail Sales Workers

These are the top certifications and frequency with which they are requested out of 14,789 postings.

Driver's License	768
Pharmacy Technician Certification Board (PTCB)	105
Automotive Service Excellence (ASE) Certification	97
Food Handler Certification	78
ServSafe	66

Customer Service Representatives

These are the top certifications and frequency with which they are requested out of 2,133 postings.

Driver's License	197
Automotive Service Excellence (ASE) Certification	14
Certified Pharmacy Technician	12
Food Handler Certification	6
Blue Oval Certified	5

Stock Clerks and Order Fillers

These are the top certifications and frequency with which they are requested out of 2,864 postings.

Driver's License	170
Forklift Operator Certification	24
Food Handler Certification	13
Food Service Certification	3
Computer Learning Certificate	3

Laborers and Freight, Stock, and Material Movers, Hand

These are the top certifications and frequency with which they are requested out of 943 postings.

Driver's License	89
Forklift Operator Certification	43
CDL Class A	4
Cdl Class C	1

Transportation & Warehousing (Logistics)

Reservation and Transportation Ticket Agents and Travel Clerks

These are the top certifications and frequency with which they are requested out of 163 postings.

Driver's License	39
Security Clearance	7
Basic Life Saving (BLS)	1
Basic Cardiac Life Support Certification	1

Laborers and Freight, Stock, and Material Movers, Hand

These are the top certifications and frequency with which they are requested out of 2,982 postings.

Driver's License	766
Good Conduct	397
Forklift Operator Certification	222
Cdl Class B	29
CDL Class A	29

Heavy and Tractor-Trailer Truck Drivers

These are the top certifications and frequency with which they are requested out of 21,990 postings.

CDL Class A	16,257
Driver's License	5,520
Cdl Class B	554
Hazardous Materials Certification	89
Department of Transportation (DOT) Medical Certification	40

Light Truck or Delivery Services Drivers

These are the top certifications and frequency with which they are requested out of 1,259 postings.

Driver's License	744
CDL Class A	271
Cdl Class B	80
First Aid Cpr Aed	18
CDL Class D	13

Bus Drivers, School or Special Client

These are the top certifications and frequency with which they are requested out of 215 postings.

Driver's License	137
Cdl Class B	60
CDL Class A	49
First Aid Cpr Aed	3
Department of Transportation (DOT) Medical Certification	3

First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors

These are the top certifications and frequency with which they are requested out of 151 postings.

Driver's License	37
CDL Class A	6
Cdl Class B	5
Hazardous Materials Certification	3
Forklift Operator Certification	3

Bus Drivers, Transit and Intercity

These are the top certifications and frequency with which they are requested out of 522 postings.

Driver's License	282
Cdl Class B	108
CDL Class A	36
Air Brake Certified	25
First Aid Cpr Aed	4

Industrial Truck and Tractor Operators

These are the top certifications and frequency with which they are requested out of 213 postings.

Forklift Operator Certification	37
Driver's License	29
CDL Class A	7
Occupational Safety and Health Administration Certification	1
Hazardous Materials Certification	1
Cdl Class B	1

Taxi Drivers and Chauffeurs

These are the top certifications and frequency with which they are requested out of 765 postings.

Driver's License	386
Cdl Class B	32
Good Conduct	27
CDL Class D	15
CDL Class A	15

Atlanta

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
367.6	2,865.7

	City	MSA
Poverty Rate	19.3%	12%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 43,471 postings.

Registered Nurse	8,483
Basic Life Saving (BLS)	5,518
Advanced Cardiac Life Support (ACLS) Certification	4,913
Basic Cardiac Life Support Certification	4,001
First Aid Cpr Aed	2,026

Construction

These are the top certifications and frequency with which they are requested out of 5,633 postings.

Driver's License	929
Leadership In Energy And Environmental Design (LEED) Certified	101
Occupational Safety and Health Administration Certification	75
Project Management Certification	72
OSHA Safety 30 Hour	59

Manufacturing

These are the top certifications and frequency with which they are requested out of 16,895 postings.

Driver's License	1,668
Cisco Certified Network Associate (CCNA)	351
Certified Public Accountant (CPA)	312
Project Management Certification	264
Forklift Operator Certification	210

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 23,689 postings.

Driver's License	1,106
ServSafe	744
Food Handler Certification	230
First Aid Cpr Aed	112
Alcohol Awareness Certification	105

Retail Trade

These are the top certifications and frequency with which they are requested out of 13,839 postings.

Driver's License	1,372
Automotive Service Excellence (ASE) Certification	151

Project Management Certification	125
CDL Class A	95
IT Infrastructure Library (ITIL) Certification	90

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 13,458 postings.

CDL Class A	2,530
Driver's License	1,870
Project Management Certification	180
Forklift Operator Certification	126
Cdl Class B	126

Baltimore

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
782.5	2,732.9

	City	MSA
Poverty Rate	22.2%	10.2%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 33,997 postings.

Registered Nurse	7,411
First Aid Cpr Aed	3,235
Driver's License	1,962
Basic Life Saving (BLS)	1,583
Advanced Cardiac Life Support (ACLS) Certification	1,516

Construction

These are the top certifications and frequency with which they are requested out of 2,914 postings.

Driver's License	711
Plumbing License	59
Project Management Certification	55
Occupational Safety and Health Administration Certification	54
Plumbing Certification	51

Manufacturing

These are the top certifications and frequency with which they are requested out of 9,121 postings.

Driver's License	1,290
Security Clearance	912
Forklift Operator Certification	159
Project Management Certification	111
Project Management Professional (PMP)	86

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 12,380 postings.

Driver's License	627
ServSafe	300
Food Handler Certification	237
Alcohol Awareness Certification	122
First Aid Cpr Aed	91

Retail Trade

These are the top certifications and frequency with which they are requested out of 9,075 postings.

Driver's License	1,181
Automotive Service Excellence (ASE) Certification	163

Certified Pharmacy Technician	99
CDL Class A	91
Pharmacy Technician Certification Board (PTCB)	57

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 5,937 postings.

CDL Class A	2,045
Driver's License	1,652
Cdl Class B	176
Good Conduct	93
Security Clearance	50

Boston

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
305.3	1,308.5

	City	MSA
Poverty Rate	18.7%	9.6%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 44,768 postings.

Registered Nurse	6,279
Basic Life Saving (BLS)	2,129
Advanced Cardiac Life Support (ACLS) Certification	2,066
First Aid Cpr Aed	1,934
Driver's License	1,858

Construction

These are the top certifications and frequency with which they are requested out of 2,914 postings.

Driver's License	388
Electrician Certification	59
Occupational Safety and Health Administration Certification	48
OSHA Safety 30 Hour	38
Project Management Certification	37

Manufacturing

These are the top certifications and frequency with which they are requested out of 11,761 postings.

Driver's License	1,073
Project Management Certification	176
Certified Public Accountant (CPA)	114
Project Management Professional (PMP)	88
ServSafe	59

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 16,042 postings.

Driver's License	821
ServSafe	740
Training For Intervention Procedures (TIPS) Certification	243
Food Handler Certification	132
First Aid Cpr Aed	99

Retail Trade

These are the top certifications and frequency with which they are requested out of 11,761 postings.

Driver's License	581
Certified Pharmacy Technician	120

Pharmacy Technician Certification Board (PTCB)	75
Automotive Service Excellence (ASE) Certification	65
Project Management Certification	57

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 5,014 postings.

Driver's License	1,353
CDL Class A	1,138
Good Conduct	91
Cdl Class B	62
Security Clearance	29

Detroit

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
544	1,945.5

	City	MSA
Poverty Rate	34.5%	14.6%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 27,770 postings.

Registered Nurse	6,430
Driver's License	1,787
Advanced Cardiac Life Support (ACLS) Certification	1,656
Basic Life Saving (BLS)	1,595
Board Certified/Board Eligible	907

Construction

These are the top certifications and frequency with which they are requested out of 2,914 postings.

Driver's License	312
Licensed Professional Engineer	27
OSHA Safety 30 Hour	24
Electrician Certification	16
CDL Class A	16

Manufacturing

These are the top certifications and frequency with which they are requested out of 9,850 postings.

Driver's License	1,498
Project Management Certification	92
Forklift Operator Certification	84
Certified Public Accountant (CPA)	71
CDL Class A	61

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 9,406 postings.

Driver's License	592
ServSafe	382
Food Handler Certification	229
Alcohol Awareness Certification	147
Training For Intervention Procedures (TIPS) Certification	59

Retail Trade

These are the top certifications and frequency with which they are requested out of 6,690 postings.

Driver's License	628
CDL Class A	116

Certified Pharmacy Technician	88
Certified Public Accountant (CPA)	74
Automotive Service Excellence (ASE) Certification	57

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 7,021 postings.

CDL Class A	3,214
Driver's License	1,836
Cdl Class B	139
Forklift Operator Certification	42
Hazardous Materials Certification	34

Hartford

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
247.2	2,259.3

	City	MSA
Poverty Rate	31.4%	10.%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 6,114 postings.

Registered Nurse	1,244
Basic Life Saving (BLS)	520
Board Certified/Board Eligible	461
Basic Cardiac Life Support Certification	404
Advanced Practice Nurse	379

Construction

These are the top certifications and frequency with which they are requested out of 303 postings.

Driver's License	63
Electrician Certification	16
Plumbing License	10
Licensed Professional Engineer	9
Occupational Safety and Health Administration Certification	8

Manufacturing

These are the top certifications and frequency with which they are requested out of 1,466 postings.

Driver's License	224
Airframe and Powerplant (A and P) Certification	38
Project Management Certification	32
Certified Public Accountant (CPA)	25
Project Management Professional (PMP)	24

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 771 postings.

ServSafe	41
Driver's License	41
Food Handler Certification	14
Food Service Certification	11
High Capacity Fossil Fuel Fired Plant (Boiler) Operator	7

Retail Trade

These are the top certifications and frequency with which they are requested out of 651 postings.

Driver's License	166
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Automotive Service Excellence (ASE) Certification	15
Pharmacy Technician Certification Board (PTCB)	12
Pharmacist License	9
U.S. Department of Labor	5

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 640 postings.

CDL Class A	314
Driver's License	175
Project Management Certification	10
Project Management Professional (PMP)	7
Cdl Class B	5

Mt. Vernon

2014 Violent Crime Rate (per 100,000)	2014 Property Crime Rate (per 100,000)
721.8	1,507.8

	City
Poverty Rate	8%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 479 postings.

Registered Nurse	87
Licensed Practical Nurse (LPN)	35
Board Certified/Board Eligible	33
Driver's License	30
Home Health Aide	28

Construction

These are the top certifications and frequency with which they are requested out of 41 postings.

Project Management Certification	1
Driver's License	1
CDL Class A	1

Manufacturing

These are the top certifications and frequency with which they are requested out of 156 postings.

Driver's License	15
Six Sigma Certification	4
Lean Six Sigma Certification	3
Forklift Operator Certification	3
Six Sigma Black Belt Certification	2

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 71 postings.

Driver's License	17
ServSafe	10
Food Handler Certification	2
First Aid Cpr Aed	1
Certified Facility Manager (CFM)	1

Retail Trade

These are the top certifications and frequency with which they are requested out of 326 postings.

Driver's License	32
Pharmacy Technician Certification Board (PTCB)	8
Optician	4

Forklift Operator Certification	3
CDL Class A	3

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 170 postings.

CDL Class A	62
Driver's License	41
Good Conduct	11
Forklift Operator Certification	6
Cdl Class B	5

New Orleans

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
564	2,948.1

	City	MSA
Poverty Rate	26.2%	18.6%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 16,545 postings.

Registered Nurse	3,985
Basic Life Saving (BLS)	1,851
American Heart Association Certification	1,372
First Aid Cpr Aed	1,322
Advanced Cardiac Life Support (ACLS) Certification	1,315

Construction

These are the top certifications and frequency with which they are requested out of 1,675 postings.

Driver's License	244
Electrician Certification	59
Project Management Certification	43
Plumbing Certification	42
Plumbing License	37

Manufacturing

These are the top certifications and frequency with which they are requested out of 3,926 postings.

Driver's License	610
Security Clearance	105
Registered Nurse	72
Forklift Operator Certification	47
American Board for Engineering and Technology (ABET) Accredited	44

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 14,854 postings.

Driver's License	520
ServSafe	408
Food Handler Certification	125
First Aid Cpr Aed	69
Training For Intervention Procedures (TIPS) Certification	57

Retail Trade

These are the top certifications and frequency with which they are requested out of 4,029 postings.

Driver's License	476
Automotive Service Excellence (ASE) Certification	69

Certified Pharmacy Technician	68
Pharmacy Technician Certification Board (PTCB)	63
CDL Class A	33

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 3,095 postings.

CDL Class A	1,309
Driver's License	834
Cdl Class B	75
CDL Class D	43
Good Conduct	27

New Rochelle

2014 Violent Crime Rate (per 100,000)	2014 Property Crime Rate (per 100,000)
228.7	1,515.7

	City
Poverty Rate	9.3%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 533 postings.

Registered Nurse	88
Driver's License	51
Home Health Aide	43
Licensed Practical Nurse (LPN)	39
First Aid Cpr Aed	31

Construction

These are the top certifications and frequency with which they are requested out of 25 postings.

Driver's License	7
Occupational Safety and Health Administration Certification	2
Licensed Attorney	1
Electrician Certification	1

Manufacturing

These are the top certifications and frequency with which they are requested out of 46 postings.

Driver's License	11
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Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 142 postings.

Driver's License	8
ServSafe	5
First Aid Cpr Aed	2
Alcohol Server Certification	2
Certified Lifeguard	1

Retail Trade

These are the top certifications and frequency with which they are requested out of 330 postings.

Driver's License	70
Pharmacy Technician Certification Board (PTCB)	5
Automotive Service Excellence (ASE) Certification	5
First Aid Cpr Aed	4
Certified Service Technician	3

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 122 postings.

CDL Class A	67
Driver's License	29
Project Management Professional (PMP)	8
Project Management Certification	8
Cdl Class B	6

New York

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
332.9	1,335.6

	City	MSA
Poverty Rate	18%	12.8%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 104,943 postings.

Registered Nurse	12,900
Board Certified/Board Eligible	5,005
Driver's License	4,519
Advanced Cardiac Life Support (ACLS) Certification	3,786
Basic Cardiac Life Support Certification	3,441

Construction

These are the top certifications and frequency with which they are requested out of 6,639 postings.

Driver's License	795
Occupational Safety and Health Administration Certification	184
OSHA Safety 30 Hour	127
Project Management Certification	104
Licensed Professional Engineer	102

Manufacturing

These are the top certifications and frequency with which they are requested out of 25,494 postings.

Driver's License	2,433
Project Management Certification	310
Certified Public Accountant (CPA)	232
Project Management Professional (PMP)	170
IT Infrastructure Library (ITIL) Certification	131

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 41,144 postings.

Food Handler Certification	1,822
Driver's License	1,113
ServSafe	832
Food Service Certification	489
First Aid Cpr Aed	393

Retail Trade

These are the top certifications and frequency with which they are requested out of 39,179 postings.

Driver's License	1,446
Certified Pharmacy Technician	214

Project Management Certification	187
Pharmacy Technician Certification Board (PTCB)	185
Food Handler Certification	141

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 12,955 postings.

Driver's License	2,266
CDL Class A	2,021
Cdl Class B	257
Good Conduct	218
Project Management Certification	112

Philadelphia

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
428.7	2,055.6

	City	MSA
Poverty Rate	25.7%	12.8%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 45,968 postings.

Registered Nurse	6,880
First Aid Cpr Aed	3,683
Driver's License	3,486
Board Certified/Board Eligible	2,123
Advanced Cardiac Life Support (ACLS) Certification	2,008

Construction

These are the top certifications and frequency with which they are requested out of 2,598 postings.

Driver's License	505
Licensed Professional Engineer	39
Occupational Safety and Health Administration Certification	35
Project Management Certification	34
Electrician Certification	33

Manufacturing

These are the top certifications and frequency with which they are requested out of 11,229 postings.

Driver's License	1,415
Security Clearance	215
Project Management Certification	131
Forklift Operator Certification	96
Certified Public Accountant (CPA)	94

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 18,126 postings.

Driver's License	933
ServSafe	748
Food Handler Certification	248
First Aid Cpr Aed	106
Food Service Certification	82

Retail Trade

These are the top certifications and frequency with which they are requested out of 10,891 postings.

Driver's License	1,058
Certified Pharmacy Technician	130

CDL Class A	125
Pharmacy Technician Certification Board (PTCB)	103
Pharmacist License	80

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 8,103 postings.

CDL Class A	3,088
Driver's License	1,921
Good Conduct	210
Cdl Class B	162
Security Clearance	103

San Diego

2017 Violent Crime Rate (per 100,000)	2017 Property Crime Rate (per 100,000)
337.1	1,695.5

	City	MSA
Poverty Rate	13.1%	11.8%

Top Certifications Requested in Job Postings by Industry

Health Care & Social Assistance

These are the top certifications and frequency with which they are requested out of 37,509 postings.

Registered Nurse	6,544
Driver's License	3,618
Basic Life Saving (BLS)	3,203
First Aid Cpr Aed	2,184
Advanced Cardiac Life Support (ACLS) Certification	2,059

Construction

These are the top certifications and frequency with which they are requested out of 4,257 postings.

Driver's License	856
Occupational Safety and Health Administration Certification	69
Security Clearance	61
Licensed Professional Engineer	50
Electrician Certification	46

Manufacturing

These are the top certifications and frequency with which they are requested out of 27,346 postings.

Security Clearance	2,824
Driver's License	1,832
Project Management Certification	462
Project Management Professional (PMP)	320
CompTIA Security+	280

Accommodation and Food Services

These are the top certifications and frequency with which they are requested out of 21,001 postings.

Driver's License	1,174
Food Handler Certification	986
ServSafe	466
Food Service Certification	402
First Aid Cpr Aed	182

Retail Trade

These are the top certifications and frequency with which they are requested out of 14,047 postings.

Driver's License	1,600
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Certified Pharmacy Technician	115
Food Handler Certification	106
Pharmacist License	95
Pharmacy Technician Certification Board (PTCB)	90

Transportation & Warehousing (Logistics)

These are the top certifications and frequency with which they are requested out of 6,216 postings.

CDL Class A	1,424
Driver's License	1,392
Security Clearance	335
Cdl Class B	115
Forklift Operator Certification	79