

Houston County Career Academy Needs Assessment Report

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Prepared for the Houston County School System
and Middle Georgia Technical College

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Table of Contents

TABLE OF CONTENTS	2
EXECUTIVE SUMMARY	4
ADDIE PROCESS/METHODOLOGY	5
ADDIE PROCESS	6
METHODOLOGY	8
RESPONDENTS.....	9
EMPLOYMENT SECTORS	12
COMPANY SIZE	13
TURNOVER RATES	15
FACTORS THAT IMPACT TURNOVER	17
NEW HIRES	19
PARTNERING WITH PUBLIC EDUCATION.....	20
<i>Job Shadowing</i>	20
<i>Internships</i>	20
<i>Apprenticeships</i>	21
<i>Continuing Education</i>	21
TRAINING BUDGETS	21
MAJOR JOB TITLES.....	23
AGE RANGES	27
CHARACTERISTICS OF “MAJOR JOBS”	31
20% OR MORE OF RESPONDENTS’ WORKFORCE	32
JOBS THAT REQUIRE UNIQUE SKILLS	35
JOBS THAT WILL REQUIRE MORE WORKERS.....	39
“TRIPLE THREAT” MAJOR JOB TITLES	42
SIGNIFICANT CHANGES	45
EMERGING JOB TITLES.....	46
JOB INFORMATION/KNOWLEDGE/ATTITUDES	47
KEY ACTIONS	47
ESSENTIAL KNOWLEDGE, SKILLS AND ATTITUDES	48
MINIMUM EDUCATION/TRAINING FOR JOB ENTRY	49
<i>No Prior Training Needed</i>	50
<i>High School Diploma</i>	51
<i>Technical Certificate of Credit</i>	52
<i>Continuing Education</i>	52
<i>Associate Degree</i>	53
<i>Bachelor’s Degree</i>	53
<i>Master’s Degree</i>	54
<i>Other</i>	54
HIGH TURNOVER DURING PROBATIONARY PERIOD	56
COMPUTER SOFTWARE SKILLS	58
GENERIC SKILLS – IMPORTANCE AND DEFICIENCIES	59

OTHER SPECIFIC ACADEMIC NEEDS.....	61
DETERMINING WAGE RATE	62
RECRUITING POTENTIAL EMPLOYEES	64
WILLINGNESS TO OFFER FINANCIAL INCENTIVES TO TRAINED EMPLOYEES	66
EMERGING KNOWLEDGE, SKILLS AND ATTITUDES.....	73
KNOWLEDGE.....	73
SKILLS	74
ATTITUDES.....	75
FUTURE PLANS OF RESPONDENTS.....	76
ELABORATION ON PLANS AND TIMEFRAMES	79
IN-SECTOR CLUSTERING	81
OUT-OF-SECTOR CLUSTERING	82
JOB RELEVANT COLLEGE CREDIT	83
ADDITIONAL COMMENTS BY RESPONDENTS	85
CONCLUSIONS	87
APPENDIX I – SEAMLESS EDUCATION ASSOCIATES, INC.....	89
APPENDIX II - EXTENDED TABLES	90
MAJOR JOB TITLES BY FREQUENCY	90
MAJOR JOB TITLES BY EMPLOYEE COUNT	92
20% OR MORE OF WORKFORCE	95
UNIQUE SKILLS	97
ESTIMATED JOBS.....	99
SIGNIFICANT CHANGES	101
KEY ACTIONS PERFORMED	103
ESSENTIAL KNOWLEDGE, SKILLS AND ATTITUDES	108
COMPUTER SOFTWARE SKILLS	114
JOB RELEVANT COLLEGE CREDIT – TCC LISTS.....	117
APPENDIX III – LIST OF RESPONDENTS.....	131

Executive Summary

In 2008, the Houston County School System and Middle Georgia Technical College combined forces yet again to:

1. Survey local employers about workforce needs in Houston County. The answers they found are contained in the following pages.
2. Write a charter for a career academy that will give local high school students the best possible chance at connecting high school and college seamlessly, and also connecting public education with the real world of business.
3. Apply for a facilities grant to enhance this new charter school once it opens in 2009.

All three goals have been achieved before the end of the first quarter of 2009. The needs assessment report is in your hands. The charter petition was approved by the Houston County Board of Education in December 2008 (and will be approved by the state before mid 2009), and the state facility grant was awarded to the partnership for Houston County Career Academy (HCCA) in November 2008 by Lt. Governor Casey Cagle and the State Board of the Technical College System of Georgia.

Below is a just small sample of the rich set of workforce development statistics to be found in the 94 tables and reams of data in this 138-page report:

- Total respondents: 39
- Large companies responding (100+ employees): 12
- Medium companies responding (21-100 employees): 5
- Small companies responding (1-20 employees): 23
- Total employment reported by all respondents: 10,521
- Houston County civilian labor force (per Georgia Department of Labor): 65,785
- Percentage of local workforce represented by respondents: 16%
- Percentage of workforce of large companies responding (100+ employees): 96%
- Percentage of respondents already partnering with public education: 38%
- Annual new hires: 1,499
- Average annual new hires per respondent: 38
- Average turnover rate: 23%
- Potential number of employees turning over annually: 3,117
- Percentage of responding firms that reported having a training budget: 49%
- Total annual training budgets of responding firms: \$4,225,016
- Average annual training budget of responding firms: \$222,369
- Major job titles specified: 76
- Number/percentage employed in major job titles: 4,839 (46%)
- Number of jobs titles with “minimum training” data: 54
- Percentage of major jobs that HCCA can impact immediately: 19%
- Number of college certificate programs in which respondents expressed interest: 130 (26% of all certificates offered by the state of Georgia)

ADDIE Process/Methodology

The completion, distribution and use of the data from this needs assessment survey are major steps in the first two phases of the ADDIE process (see below for an in-depth discussion of ADDIE).

Designing and distributing a needs assessment survey instrument was among the recommendations presented to Houston County Schools and Middle Georgia Technical College by SEA Founder and CEO Russ Moore in SEA's original proposal. (For more information about SEA, see Appendix I). Among SEA's recommendations were to:

1. Conduct a needs assessment survey of local businesses to establish a baseline of data to assist curriculum planning for the district's Houston County Career Academy (HCCA), and against which to measure progress for future planning.
2. Put the "FACT" back in "SatisFACTion" by refusing to be satisfied unless the data indicate a reason for satisfaction; i.e., the partnership will tolerate no "opinions" that are not supported by evidence.

With the approval of the HCS Superintendent and MGTC President, the Steering Committee established several subcommittees, including the Needs Assessment and Marketing Subcommittees, that worked diligently for the next several months preparing and promoting the survey instrument.

The subcommittee started its work by reviewing the most recent version of SEA's needs assessment. The survey is conducted online to eliminate the possibility of transcription errors and to make data collection and compilation accurate and immediate. A prospect list was developed and refined by the subcommittee of potential respondents. The subcommittee decided to contact "major employers" (employers with more than 100 employees) directly and offer to help them fill out the instrument in person.

The subcommittee customized the needs assessment instrument and approved it in July 2008. It was launched online in August 2008 and kept available to respondents until the end of November 2008. Respondents accessed the survey via links on the home pages of the Perry Area and Warner Robins Chambers of Commerce and the Houston County School System. One respondent added some critical data in February 2009, and then SEA prepared the final report.

During the survey period, the survey was publicized by means of press coverage in local newspapers, TV and radio stations; mention in televised public meetings and press releases from the Board of Education; through public presentations to civic clubs; through faxes, emails and articles by the Perry Area and Warner Robins Chambers of Commerce to their membership; and by direct calls and emails from subcommittee members.

ADDIE Process

ADDIE stands for Analyze, Design, Develop, Implement and Evaluate. ADDIE is a business process that has existed for decades and was adapted for public education by Dr. Joe Harless, a Newnan resident and internationally-renowned expert in the field of human performance technology who chaired a career academy Steering Committee in Coweta County in the late 1990s.

The following information that describes ADDIE was developed by the publicly-funded dissemination grant team (headed in 2004-05 by Russ Moore) for use by Central Educational Center in Newnan (a national model career academy) as CEC replicated in Georgia with federal grant funding flowing through Georgia's Department of Education. Houston County Career Academy's planners have studied CEC and generally followed the ADDIE process to design their own, customized career academy solution.

An excerpt from the public document "Replication Internal and External Accomplishments Final with Red Flags" (available for download at <http://www.gacec.com>) describes the expected "internal" (i.e., partnership-driven) accomplishments of the Analyze phases of the ADDIE process:

- Advisory Council (or "Steering Committee" for Houston County's purposes) composed of principle stakeholder segments including at minimum business and industry, public school system(s), and local technical college.
- Current and future employment needs, based on interviews and surveys of area employers.
- Specific, tangible technical skills/knowledge and work ethic expected by employers, based on employer interviews and surveys.

The "external" accomplishment expected from the same phase is described as "Community Wide Support."

As adapted for the above replication effort, the ADDIE process also includes a list of "red flags." CEC added the concept of red flag mechanisms after its leaders studied the book Good to Great by Jim Collins. Collins defines a red flag mechanism as, "information that cannot be ignored." CEC's red flags for the Analyze phase are:

- Failure to include heavy representation from business/industry on Advisory Council (Steering Committee).
- Too much weight given to district's and college's existing courses when assessing local needs; and/or allowing educational partners to specify needs without formal investigation by Advisory Council (Steering Committee).
- Survey asks, "What courses should be presented?" as opposed to "What skills/knowledge and work ethic are expected of employees?"

Further, the first red flag in the Design phase is:

- Perpetuation of existing vocational/technical courses without justification from Needs Assessment.

A properly constructed needs assessment is critical to the successful completion of the Analyze phase in the ADDIE process and the successful launch of the Design phase.

The Houston County needs assessment satisfied the expected internal accomplishments of the ADDIE process' Analyze phase, assisted with the external accomplishment for that same phase ("Community Wide Support"), and was correctly constructed to avoid ADDIE's "red flags."

The instrument was customized by the Needs Assessment Subcommittee and approved by the full Steering Committee in July 2008.

Methodology

Once data were gathered and the survey was removed from circulation, SEA began sorting and compiling the results to create this report.

Since job titles and other responses were entered by more than three dozen individuals over nearly three months, and since each respondent put the information most relevant or familiar to him or her, before analysis could take place and this report be written, some data necessarily had to be reconciled subjectively and manually. This added a great deal of time to the data compilation process and admittedly added some risk of tainted data; however, every effort was made to reconcile data consistently and accurately. For instance, one employer entered “Clerical” as a major job title in Section 2, another “Secretary,” and a third “Office Staff.” All three entries were reconciled as “Office Assistant” for analysis purposes. This reconciliation effort and other data checking took months and were checked and double-checked by SEA.

SEA reported key results in multiple ways. For instance, many results identified by respondents are sorted not just by the number of times each was mentioned but also by the net number of employees to be impacted, the total number of employees working at respondents’ companies and the sectors most heavily represented by jobs and college certificates identified. Such cross-indexing is intended to reveal trends that may not be immediately identifiable by raw frequency counts of respondents or employees.

For the purposes of precision in planning efforts, only data provided by online responses was reported.

One other important note should be understood about the following statistics: As voluntarily reported numbers, the data below are not comprehensive figures describing all county-wide employment needs, nor are they statistical samples from which county totals or averages can be derived. The data below are *minimum figures* in which the district’s planners effort may have complete confidence. For instance, 39 local firms responded with comprehensive answers, representing employers of 16% of the local workforce. Not only is this an excellent response rate for a purely voluntary survey without incentives, but the partnership can also be supremely confident that **the actual number of firms impacted and jobs/employees that will be helped by the partnership are significantly greater than the numbers reported below.**

Every number that follows, therefore, is good news.

One final observation: the majority of respondents that self-identified as being from the “Government” or “Manufacturing” sectors were also engaged in aviation-related work on or near Robins Air Force Base. Therefore, all tables that list Government and/or Manufacturing as high results could also be interpreted as supporting “Aviation.”

Respondents

A total of 39 respondents went online during the four-month survey period and submitted company data. 15 respondents selected the privacy option, so employment data from those respondents is only reported in such a way that the respondents may not be identified individually. All 39 respondents are listed in Table 1 below by company name and location, and they are listed again in Appendix III with full contact information:

Company	City	Sector
Advanced Drainage Systems, Inc	Perry	Manufacturing
Anonymous (Insurance)	NA	Service
Anonymous (Logistics)	NA	Shipping
BAE Systems, Inc	Warner Robins	Service
Big Brothers Big Sisters	Warner Robins	Education
Building Assessment Group Inc	Warner Robins	Construction
Chef Audrey's Bistro & Bakery	Warner Robins	Hospitality
Child Development Schools, Inc CNI #15	Warner Robins	Service
Colours	Warner Robins	Service
Dixien, LLC	Warner Robins	Manufacturing
Flint Energies EMC	Warner Robins	Utilities
Graphic Packaging International	Perry	Manufacturing
Griffin Tax Service	Centerville	Service
Hodac, Inc.	Warner Robins	Manufacturing
Hoke's Heating and Air	Perry	Construction
Houston County Board of Education	Perry	Education
Houston Healthcare	Warner Robins	Healthcare
International Gypsy Dance Studio	Warner Robins	Service
Jameson Inn	Warner Robins	Hospitality
Jimmy Spinks, Agent State Farm Insurance	Warner Robins	Service
KiHo Military Acquisition Consulting Inc	Warner Robins	Engineering
Macon State College	Warner Robins	Education
Middle Georgia Technical College	Warner Robins	Education
National Bank Products	Warner Robins	Finance
On-Site Technical Support, LLC	Warner Robins	Service
Peachstate Hospitality	NA	Hospitality
Perdue Farms Incorporated	Perry	Agriculture
Perry Area Chamber of Commerce	Perry	Non-Profit
Perry Custom Screen-Printing, Inc.	Perry	Service
PrinterShoppe	Bonaire	Service
Psychiatric Health Services	Warner Robins	Healthcare
Raccoon Stone & Tile Works	Byron	Construction
RAFB/402 SMXG	Warner Robins	Government
Robins AFB	Warner Robins	Government
Sonnys Bar-B-Q	Warner Robins	Hospitality
Spherion Staffing Services of Middle Georgia	Byron	Service
Sports Fanatic Plus	Bonaire	Service
Synovus Mortgage Corp	Warner Robins	Finance
The Swanson	Perry	Hospitality

Table 1. Respondents to Houston County Needs Assessment Survey by City and by Employment Sector.

All the respondents are employers in Houston County. The total employment of all respondents is 10,521. The Department of Labor reports that Houston County’s workforce is 65,785, which means that the 39 respondents to this survey employ 16% of Houston County’s workforce. The geographic breakdown of respondents is as follows:

City	Respondents
Warner Robins	23
Perry	8
Anonymous	3
Bonaire	2
Byron	2
Centerville	1
Total	39

Table 2. Geographic Breakdown of Respondents

City	Employees
Perry	6,236
Warner Robins	4,239
Anonymous	21
Byron	18
Bonaire	5
Centerville	2
Total	10,521

Table 3. Number of Employees by City

Employment Sectors

Broken down by employment sector the top five employers are Education, Healthcare, Agriculture, Government and Manufacturing, which employ 9,723 (92%) of the respondents' workforces:

Sector	Employees
Education	4,446
Healthcare	1,984
Agriculture	1,950
Government	933
Manufacturing	410
Hospitality	232
Utilities	228
Service	190
Finance	49
Construction	40
Engineering	40
Shipping	16
Non-Profit	3
Total	10,521

Table 4. Number of Employees by Employment Sector.

The sector with the most respondents is Service (by a wide margin, with 12 respondents), followed by Hospitality, Education, Manufacturing and Construction.

Sector	Respondents
Service	12
Hospitality	5
Education	4
Manufacturing	4
Construction	3
Finance	2
Government	2
Healthcare	2
Agriculture	1
Engineering	1
Non-Profit	1
Shipping	1
Utilities	1
Total	39

Table 5. Number of Respondents by Employment Sector.

Company Size

The decision last summer by the HCCA partnership to market aggressively and directly to large employers (100 employees or more) resulted in a very high response rate from that target group. 12 of the 39 respondents (or 31% of total respondents) were large employers, and those large concerns employ 10,077 employees, a total which represents 96% of the workforce data from this survey. Three of those large employers had more than 1,900 employees each. One, the Houston County School System (Board of Education) had nearly 4,000, making it the largest individual employer completing the survey:

Respondent	Sector	Employees
Houston County Board of Education	Education	3,924
Houston Healthcare	Healthcare	1,973
Perdue Farms Incorporated	Agriculture	1,950
RAFB/402 SMXG	Government	700
Middle Georgia Technical College	Education	317
Robins, AFB	Government	233
Graphic Packaging International	Manufacturing	232
Flint Energies EMC	Utilities	228
Sonny's Bar-B-Q	Hospitality	200
Macon State College	Education	190
BAE Systems, Inc	Service	130
Total		10,077

Table 6. Large Employers (100+) by Sector and Number of Employees

Five respondents (13%) are in the 21-100 (Medium) range. Those five employ 264 workers (3%) of the respondent pool:

Respondent	Sector	Employees
Advanced Drainage Systems, Inc	Manufacturing	89
Hodac, Inc.	Manufacturing	48
National Bank Products	Finance	46
Dixien, LLC	Manufacturing	41
KiHo Military Acquisition Consulting, Inc.	Engineering	40
Total		264

Table 7. Medium Employers (21-100) by Sector and Number of Employees

23 respondents (59%) are in the 1-20 (Small) range. Those 23 employ 157 workers (1%) of the respondent pool (see Table below):

Respondent	Sector	Employees
Hoke's Heating and Air	Construction	19
The Swanson	Hospitality	16
Anonymous (Logistics)	Shipping	16
Big Brothers Big Sisters	Education	15
Child Development Schools, Inc. CNI #15	Service	15
Raccoon Stone & Tile Works	Construction	13
Jameson Inn	Hospitality	13
Psychiatric Health Services	Healthcare	11
Colours	Service	10
Building Assessment Group, Inc.	Construction	8
Jimmy Spinks, Agent State Farm Insurance	Service	7
Anonymous (Insurance)	Service	5
Spherion Staffing Services of Middle Georgia	Service	5
International Gypsy Dance Studio	Service	4
On-Site Technical Support, LLC	Service	4
Synovus Mortgage Corporation	Finance	3
Chef Audrey's Bistro & Bakery	Hospitality	3
Perry Area Chamber of Commerce	Non-Profit	3
Sports Fanatic Plus	Service	3
Perry Custom Screen-Printing, Inc.	Service	3
Griffin Tax Service	Service	2
PrinterShoppe	Service	2
Peachstate Hospitality	Hospitality	NA
Total		157

Table 8. Small Employers (1-20) by Sector and Number of Employees

Turnover Rates

The HCCA partnership is interested in strategies to help local employers lower their turnover rates. 30 respondents (77% of respondents) reported their turnover rates. The average turnover rate across all respondents and sectors is 23%; however, turnover rates vary widely per sector:

Sector	Average Turnover Rate
Utilities	80
Agriculture	59
Hospitality	50
Manufacturing	43
Healthcare	27
Service	22
Construction	18
Education	17
Government	15
Shipping	12
Engineering	10
Finance	10

Table 9. Average Turnover Rate by Sector.

Notable are the very high turnover rates in Utilities, Agriculture and Hospitality, all of which were 50% or higher. Utilities and Agriculture had only one respondent each, while Hospitality had four respondents, making the 50% figure for Hospitality somewhat more reliable as an average. The rates for Manufacturing (three respondents) and Healthcare (two respondents) were also above average and are also therefore cause for concern.

In what is hopefully an anomaly, one respondent in the Hospitality sector who asked to remain anonymous reported a turnover rate of **120%**. True to that statistic, this respondent reported hiring 20% more people in a year than are currently employed there.

When average turnover rates by sector are cross-referenced against current sector employment, the result is a potential annual turnover among sectors and all respondents. These numbers are sobering possibilities:

Sector	Employees	Average Turnover Rate	Potential Annual Turnover
Education	4,446	17%	756
Healthcare	1,984	27%	536
Agriculture	1,950	59%	1,151
Government	933	15%	140
Manufacturing	410	43%	176
Hospitality	232	50%	116
Utilities	228	80%	182
Service	190	22%	42
Finance	49	10%	5
Construction	40	18%	7
Engineering	40	10%	4
Shipping	16	12%	2
Non-Profit	3	20%	1
Total	10,521		3,117

Table 10. Average Turnover Rates By Sector Cross-Referenced Against Current Sector Employment.

Factors That Impact Turnover

Respondents also identified factors that significantly impact turnover. Respondents were given a list of seven factors (Work Environment, Leaving for Better Pay, Shift Rotation, Employee Performance, Employee Attendance, Deficient Skills Levels, Job Duty Changes) and a free-form answer for “Other” factors. Under Other, respondents listed Relocation (6), Retirement (1) and Promotion (1). The tables below sort turnover impact factors first by number of responses (respondents could choose more than one factor), then by the average turnover rate reported by respondents, and finally by the total workforce potentially impacted by each factor:

Reason for Turnover	Number of Respondents	Average Turnover Rate of Respondents	Number of Employees Working For Respondents
Leaving for Better Pay	17	23	3,409
Employee Performance	12	25	395
Employee Attendance	11	31	4,528
Deficient Skills Levels	7	15	165
Other – Relocation	6	34	2,546
Work Environment	5	21	2,267
Shift Rotation	3	10	278
Job Duty Changes	1	20	5
Other – Retirement	1	10	3,924
Other – Promotion	1	12	16
	*	23%	*

Table 11. Turnover Factors Sorted by Number of Respondents.

Reason for Turnover	Number of Respondents	Average Turnover Rate of Respondents	Number of Employees Working For Respondents
Other – Relocation	6	34	2,546
Employee Attendance	11	31	4,528
Employee Performance	12	25	395
Leaving for Better Pay	17	23	3,409
Work Environment	5	21	2,267
Job Duty Changes	1	20	5
Deficient Skills Levels	7	15	165
Other – Promotion	1	12	16
Shift Rotation	3	10	278
Other – Retirement	1	10	3,924
	*	23%	*

Table 12. Turnover Factors Sorted by Respondents’ Average Turnover Rates.

Reason for Turnover	Number of Respondents	Average Turnover Rate of Respondents	Number of Employees Working For Respondents
Employee Attendance	11	31	4,528
Other - Retirement	1	10	3,924
Leaving for Better Pay	17	23	3,409
Other - Relocation	6	34	2,546
Work Environment	5	21	2,267
Employee Performance	12	25	395
Shift Rotation	3	10	278
Deficient Skills Levels	7	15	165
Other - Promotion	1	12	16
Job Duty Changes	1	20	5
	*	23%	*

Table 13. Turnover Factors Sorted by Number of Employees Potentially Impacted.

Note that “Employee Attendance” appears in the top three in all three tables, and “Leaving for Better Pay” and “Employee Performance” appear in the top three turnover factors twice each.

* Summing respondents and numbers of employees does not provide a true indicator for impact across all turnover factors, since several respondents chose more than one factor for turnover. The numbers are valid indicators, however, *within* each factor (across rows).

New Hires

Respondents reported the number of “new hires” they must secure annually. Not surprisingly, Healthcare is the top annual employer of new hires, by a wide margin over Education and Hospitality. As will be demonstrated in responses to Section 2 (Major Job Titles), most of the Healthcare jobs are high skill jobs requiring post-secondary training. That is also true of **all** of the jobs in Education. These two sectors alone account for more than half of the new hires needed in Houston County every year (880 of 1,499, or **59%** of all “new hires”). This is an appropriate place to note, again, that these are **minimum** numbers for which the Houston County partners must plan. The relatively low numbers identified for Manufacturing, Government and Engineering, for instance, do **not** suggest that these are low-need sectors. These numbers are merely descriptive of the needs of the respondent pool. ***These results provide guidance on minimum steps that the planners of Houston County Career Academy can perform to fill known gaps in the local workforce.***

Sector	Annual New Hires
Healthcare	550
Education	330
Hospitality	264
Service	183
Manufacturing	64
Government	60
Utilities	22
Construction	10
Engineering	10
Finance	3
Shipping	2
Non-Profit	1
Agriculture	0
Total	1,499

Table 14. Annual Number of New Hires Listed by Sector.

Partnering with Public Education

Respondents were asked to specify public education institutions with whom they partner in four categories: Job Shadowing, Internships, Apprenticeships, and Continuing Education. In each category, respondents were given the choice of “Houston County High School(s),” “Middle Georgia Technical College,” or “Other post-secondary institution(s),” with a free-form answer space provided for this last selection.

15 respondents (38% of the respondent pool) identified at least one public education partner with whom they have some kind of “work-based learning” interaction. Those respondents employ 7,227 workers, or 69% of workers in the respondent pool. **These high totals and percentages indicate the tradition of partnering between Houston County’s employers and their public education institutions, demonstrating the fact that this partnership is working from a position of strength** as it plans to open a charter career academy and enhance career/technical program offerings. Please note that in none of the following areas did employers indicate how many workers specifically participate in each type of training. The instrument merely noted the overall employment numbers of each WBL participant as a measure of the potential value of each type of training.

Though the numbers of currently employees potentially impacted by work-based learning is high, planners should note that **the percentage of respondents engaged in WBL (38%), while significant, can certainly grow and further strengthen the local economy.**

Job Shadowing

Three respondents (On-Site Technical Support, LLC; Houston County Board of Education; and Colours) take advantage of job shadowing opportunities with one or Houston County high schools. Those respondents find room for job shadowing candidates among their 3,938 workers (the vast majority from the school system). Three respondents (National Bank Products, Hoke's Heating and Air, and Colours) take advantage of job shadowing opportunities with Middle Georgia Technical College. Those respondents employ 75 workers. Though it is certain that more employers partner with high schools and the technical college – many of whom did not complete this survey - it does seem that there is room for growth in this highly relevant area of applied learning and workforce development.

Internships

Five respondents (Sports Fanatic Plus, Chef Audrey's Bistro & Bakery, Houston County Board of Education, Colours, Houston Healthcare) take advantage of internship opportunities with one or Houston County high schools. Those respondents employ 5,913 workers. Robins Air Force Base and Colours take advantage of internship opportunities with Middle Georgia Technical College. Those respondents employ 243

workers. Five respondents (Hodac, Inc.; Flint Energies EMC; Big Brothers Big Sisters; Houston County Board of Education and Robins AFB) take advantage of internship opportunities with other post-secondary institutions (giving specific answers of “Universities,” “Mercer in Macon,” “college students completing student teaching,” and “Central Georgia Technical College”). Those respondents employ 4,448 workers.

Apprenticeships

The Houston County Board of Education and Colours (employing 3,934 workers) take advantage of apprenticeship opportunities at local high schools. Hoke’s Heating and Air and Colours (employing 29) apprentice through Middle Georgia Technical College. Flint Energies EMC, RAFB/402 SMXG (another Robins AFB unit) and an anonymous logistics company (employing a total of 944 workers) find apprenticeship opportunities at “lineman colleges,” and other “area colleges.”

Continuing Education

Three respondents employing 279 workers use Middle Georgia Technical College for continuing education (Spherion Staffing Services of Middle Georgia, Flint Energies EMC, National Bank Products). Four respondents employing 4,401 workers using other post-secondary institutions for continuing education (Flint Energies EMC, Houston County Board of Education, Robins AFB and the anonymous logistics firm). Those four report using “Colleges/Universities, Middle Georgia RESA, Macon State College, Area Colleges” for continuing education.

Despite the aggregate strength of these partnerships, career academies in development throughout Georgia continue to identify these Work-Based Learning interactions as fields that are ripe for improvement. Houston County is ahead of most partnerships, though not far enough ahead to be an exception to this rule.

Training Budgets

19 respondents (49%) reported their annual training budgets, which are broken down below by sector. Respondents are investing more than \$4.2 million annually on training in addition to the training that is already provided prior to employees entering the job market by the educational partners for Houston County Career Academy. Given the fact that 16% of the workforce is represented by the respondent pool, HCCA’s planners should assume that many more millions of dollars are spent locally by respondents training employees or potential employees directly after those employees leave public education. ***HCCA can have a dramatic impact on lowering these training costs for local employers. Future needs assessments should use the following data as a baseline for measuring HCCA’s impact on the local economy.***

Sector	Annual Training Budget
Education	\$2,974,116
Government	\$647,000
Manufacturing	\$254,000
Utilities	\$150,000
Healthcare	\$80,000
Hospitality	\$75,000
Shipping	\$25,000
Service	\$13,900
Finance	\$5,000
Construction	\$1,000
Agriculture	\$0
Engineering	\$0
Non-Profit	\$0
Total	\$4,225,016

Table 15. Training Budgets by Sector.

Major Job Titles

In Section 2 of the needs assessment instrument, all 39 respondents listed the titles of major jobs at their organizations. A major job meets one or more of the following criteria:

1. The job represents 20% or more of the respondent's workforce.
2. The job requires unique skills that make recruitment and hiring difficult.
3. The need for employees in this job will increase in the near future.

Several respondents listed titles in common with other respondents; thus, though there were a total of 98 major job titles listed, combining duplicates reduced the number of unique job titles to 76. The complete, edited list of job titles is found in Appendix II, listed both by frequency and number of employees holding those jobs (respondents to Section 2 were asked to identify the specific number of employees in each major job title).

4,839 employees currently fill these 76 major jobs at the 39 organizations. This number represents 46% of all the jobs filled by all respondents. Another way of looking at this statistic is that **46% of the employees identified in this survey (nearly *half*) have jobs that are critical to their firm's success and are hard to fill.**

14 jobs were listed by between two and five respondents each (18% of the 76 total jobs listed). These 14 jobs are currently filled by 3,378 workers (32% of all employees in the survey and **70% of all employees reported as holding major jobs**). The 14 job titles are listed below sorted by frequency of mention. *For the full list of all major job titles by respondent, see Appendix II).*

Job Title	Frequency	Currently Employed With This Job Title
Customer Service Representative	5	88
Administrative Assistant	3	10
Electronic Engineer	3	650
Engineer	3	20
Front Desk Representative	3	20
Office Assistant	3	28
Cashier	2	50
Classroom Instructor	2	2,328
Cook	2	33
Food Server	2	88
Housekeeper	2	32
Material Handler	2	16
President	2	2
Supervisor	2	13
Totals	36	3,378

Table 16. Major Job Titles Sorted by Frequency and Listing Number of Employees With That Job Title.

The table below lists job titles of all jobs that have 20 or more employees. These 18 jobs (23% of the 76 jobs listed) are filled by 4,480 workers (or 21% of the respondents' total workforces, but are **93% of the jobs listed as major job titles**). *For the full list of all major job titles by respondent, see Appendix II.*

Job Title	Currently Employed With This Job Title
Classroom Instructor	2,328
Electronic Engineer	650
Registered Nurse	558
Production Worker	200
Production Machine Operator	147
Sheetmetal Mechanic	120
Customer Service Representative	89
Food Server	88
Cashier	50
Paramedic	36
Cook	33
Housekeeper	32
Dishwasher	30
Office Assistant	28
Computer Scientist	25
Truck Driver	25
Engineer	21
Front Desk Representative	20
Total	4,480

Table 17. Major Job Titles by Number of Employees.

Since different employers occasionally list the same job title, the list of all job titles by individual respondent with 20 or more employees in that job follows (please note that some employers selected the privacy option and are only identified by sector):

Respondent	Major Job Title	Current Employees With This Job Title
Houston County Board of Education	Classroom Instructor	2,132
Anonymous (Healthcare)	Registered Nurse	558
RAFB/402 SMXG	Electronic Engineer	400
Spherion Staffing Services of Middle Georgia	Production Worker	200
RAFB/402 SMXG	Electronic Engineer	200
Middle Georgia Technical College	Classroom Instructor	196
Graphic Packaging International	Production Machine Operator	147
Robins, AFB	Sheetmetal Mechanic	120
Anonymous (Hospitality)	Food Server	80
Flint Energies EMC	Customer Service Representative	50
RAFB/402 SMXG	Electronic Engineer	50
Anonymous (Hospitality)	Cashier	40
Anonymous (Healthcare)	Paramedic	36
Anonymous (Hospitality)	Cook	30
Anonymous (Hospitality)	Dishwasher	30
Peachstate Hospitality	Housekeeper	25
Anonymous (Manufacturing)	Truck Driver	25
Macon State College	Office Assistant	25
RAFB/402 SMXG	Computer Scientist	25
Macon State College	Customer Service Representative	20
	Total	4,389

Table 18. Major Job Titles by Respondent and Number of Employees.

The following 10 major jobs (listed alphabetically below) appear on both of the above tables (frequency of mention and number currently employed):

1. Cashier
2. Classroom Instructor
3. Cook
4. Customer Service Representative
5. Electronic Engineer
6. Engineer
7. Food Server
8. Front Desk Representative
9. Housekeeper
10. Office Assistant

Age Ranges

Not all major job titles were reported by Age Ranges. Please note that the largest healthcare respondent did not report jobs by age ranges, so many healthcare positions are conspicuously absent from the following tables; however, 69 of 98 major jobs (70% of major job titles) were reported by three Age Ranges (Under 25, 25-35, and 35 and Above) by 32 respondents. The top jobs in each Age Range are reported below, starting with Under 25:

Job Title	Number of Employees
Electronic Engineer	50
Customer Service Representative	30
Truck Loader	15
Cashier	10
Field Service Technician	3
Graphic Designer	2
Production Technician	2
Shampooing Assistant	2
Baker	1
Office Assistant	1
Total	116

Table 19. Major Job Titles Filled by Employees Under 25 Years of Age.

Job Title	Number of Employees
Electronic Engineer	200
Production Worker	200
Sheetmetal Mechanic	120
Housekeeper	32
Office Assistant	25
Systems Support Technician	15
Front Desk Representative	14
Line Operator	14
Duct Mechanic	10
Engineer	10
Coiler	8
Customer Service Representative	8
Food Server	8
Match Coordinator	7
Granite Fabricator	5
Licensed Agent sales/service	5
Service Technician	5
Material Handler	4
Cook	3
Electrician	3
Insurance Agents	3
Granite Installer	2
Pre-School Lead Teacher	2
Supervisor	2
Events & Fundraising Coordinator	1
Marketing Assistant	1
Sous Chef	1
Total	708

Table 20. Major Jobs Filled by Employees 25-35 Years of Age.

Job Title	Number of Employees
Classroom Instructor	2,328
Electronic Engineer	400
Computer Scientist	25
Truck Driver	25
Machine Operator	18
Salesperson	18
Supervisor	11
Telephone Information Specialist	11
Engineer	10
Front Desk Representative	5
Technical Writer	5
Administrative Assistant	4
Clinician	3
Doctor	3
Carpenter	2
President	2
Branch Manager	1
Loan Originator	1
Secretary-Treasurer	1
Software Developer	1
Tax Preparer	1
Taxpayer Representative	1
Vice President	1
Financial Analyst	1
Logistician	1
Program Manager	1
Total	2,880

Table 21. Major Jobs Filled by Employees 35 Years of Age or Higher.

For comparison, the full list of major jobs for which Age Ranges were not specified follows below. These 28 titles (Customer Service Representative was listed twice, both times without age ranges) are currently filled by 1,134 workers (or 23% of the workers listed in all major jobs):

Job Title	Currently Employed With This Job Title
Accountant	16
Administrative Assistant	6
Cashier	40
Certified Medical Coder	11
Cook	30
Customer Service Representative	51
Dance Teacher	4
Dishwasher	30
Fabricator	10
Facilities Technician	3
Food Server	80
Front Desk Representative	1
General Laborer	1
General Maintenance Specialist	9
GIS Technician	3
Licensed Physical Therapist	7
Maintenance Electrician Specialist	17
Material Handler	12
Office Assistant	2
Paramedic	36
Pharmacist	16
Physical Therapist	13
Production Machine Operator	147
Public Relations Specialist	2
Registered Nurse	558
System Operations Technician	8
Warehousing Technician	5
Workload Analyst	16
Total	1,134

Table 22. Major Job Titles and Number of Employees For Which No Age Ranges Were Specified.

Characteristics of “Major Jobs”

Recall that “major job titles” are described as filling one or more of the following criteria:

1. The job represents 20% or more of the respondent’s workforce.
2. The job requires unique skills that make recruitment and hiring difficult.
3. The need for employees in this job will increase in the near future.

Of the 76 non-duplicated major job titles identified by respondents as meeting at least one of these criteria, the following statistics summarize how those jobs break down by each criterion, and then by all criteria:

- 90% of workers (4,331 of 4,839) working in 41 major job titles (54% of 76 non-duplicated job titles) were described by respondents as constituting 20% or more of each respondent’s workforce (see Appendix II for full list of jobs).
- 80% of workers (3,895 of 4,839) in 65 major job titles (86% of 76 non-duplicated job titles) were described by respondents as requiring “unique skills that make recruitment and hiring difficult” (see Appendix II for full list of jobs).
- Regarding 65% of workers (3,169 of 4,839) in 24 major job titles (32% of 76 non-duplicated job titles), respondents said, “The number of employees needed for this job will increase.”
- Nearly **two-thirds** of the major jobs that respondents said they currently fill (64%, or 3,073 of 4,839 workers) satisfy **all three** of the above requirements: 20% or more of their company’s workforce, requiring unique skills that make recruitment and hiring difficult, and the number of employees needed for these jobs will increase. These jobs fall in 16 non-duplicated major job titles, or 21% of the 76 job titles listed. ***These jobs are aptly described as constituting a “Triple Threat;” however, filling these jobs constitutes a “threat” only if Houston County ignores these numbers. Overcoming the “Triple Threat” is an opportunity if planners acknowledge and successfully respond to the documented need.***

The tables below document the top jobs in each criterion, and then all the jobs constituting the “Triple Threat.”

20% or More of Respondents' Workforce

The Top 10 Jobs in this criterion are as follows (4,165 workers listed, which is 96% of all workers that comprise 20% or more of respondents' workforce):

Major Job Title	Number of Employees	Frequency of Mention
Classroom Instructor	2,328	2
Electronic Engineer	600	2
Registered Nurse	558	1
Production Worker	200	1
Production Machine Operator	147	1
Sheetmetal Mechanic	120	1
Food Server	88	2
Customer Service Representative	59	3
Cashier	40	1
Housekeeper	25	1
Total	4,165	15

Table 23. Number of Workers and Frequency Count of Top 10 Major Jobs That Are 20% or More of Workforce.

See the full list of jobs that comprise "20% or More of Workforce" in Appendix II.

As reported above, 32 respondents also listed age ranges for major job titles, documenting the ages of 3,705 workers in 4,839 major jobs (77%). SEA is also, therefore, able to break down each major job criterion by age ranges. The following three major job titles comprise 20% or more of a respondent's workforce and are held by workers under the age of 25:

Job Title	Employees Under 25 or Unknown Range
Field Service Technician	3
Graphic Designer	2
Production Technician	2
Total	7

Table 24. Number of Employees in Major Jobs That Are 20% or More of Workforce and Are Filled by Workers Under 25 Years of Age.

Job Title	Employees 25-35
Electronic Engineer	200
Production Worker	200
Sheetmetal Mechanic	120
Housekeeper	25
Front Desk Representative	14
Duct Mechanic	10
Engineer	10
Customer Service Representative	8
Food Server	8
Match Coordinator	7
Granite Fabricator	5
Licensed Agent sales/service	5
Service Technician	5
Cook	3
Insurance Agents	3
Pre-School Lead Teacher	2
Marketing Assistant	1
Sous Chef	1
Total	627

Table 25. Number of Employees in Major Jobs That Are 20% or More of Workforce and Are Filled by Workers Between 25-35 Years of Age.

Job Title	Employees 35+
Classroom Instructor (K-12)	2,132
Electronic Engineer	400
Classroom Instructor (MGTC)	196
Machine Operator	18
Salesperson	18
Telephone Information Specialist	11
Engineer	10
Clinician	3
Doctor	3
Carpenter	2
Branch Manager	1
Loan Originator	1
Logistician	1
Program Manager	1
Software Developer	1
Tax Preparer	1
Taxpayer Representative	1
Total	2,800

Table 26. Number of Employees in Major Jobs That Are 20% or More of Workforce and Are Filled by Workers 35 Years of Age or Higher.

Jobs That Require Unique Skills

Top 20 major job titles (of 65 jobs listed) that require unique skills that make hiring and recruitment difficult. These 20 jobs are currently filled by 3,696 workers, of 76% of the 4,839 workers reported as filling “major job titles.” See the full list of jobs that require “Unique Skills” in Appendix II.

Major Job Title	Number of Employees	Frequency of Mention
Classroom Instructor	2,328	2
Registered Nurse	558	1
Production Worker	200	1
Sheetmetal Mechanic	120	1
Customer Service Representative	89	5
Food Server	88	2
Cashier	50	2
Paramedic	36	1
Office Assistant	27	2
Housekeeper	25	1
Truck Driver	25	1
Engineer	21	3
Salesperson	18	1
Maintenance Electrician Specialist	17	1
Accountant	16	1
Material Handler	16	2
Pharmacist	16	1
Workload Analyst	16	1
Systems Support Technician	15	1
Truck Loader	15	1
Totals	3,696	31

Table 27. Top 20 Jobs That Require Unique Skills by Number of Employees and Frequency of Mention.

The table below lists the frequency count of the Top 10 major jobs requiring unique skills. This is also the list of all jobs requiring unique skills that are listed more than once:

Job Title	Frequency
Customer Service Representative	5
Administrative Assistant	3
Engineer	3
Cashier	2
Classroom Instructor	2
Food Server	2
Material Handler	2
Office Assistant	2
President	2
Supervisor	2

Table 28. Top 10 Jobs That Require Unique Skills, Listed by Frequency Count.

Broken down further by Age Range (keep in mind that the largest healthcare respondent did not report jobs by age range). Two respondents employ “Customer Service Representatives,” which is by far the position requiring unique skills currently filled by the most workers under the age of 25.

Job Title	Employees Under 25
Customer Service Representative	30
Truck Loader	15
Cashier	10
Field Service Technician	3
Graphic Designer	2
Production Technician	2
Shampooing Assistant	2
Baker	1
Total	65

Table 29. Number of Employees in Major Jobs That Require Unique Skills and Are Filled by Workers Under 25 Years of Age.

Job Title	Employees 25-35
Production Worker	200
Sheetmetal Mechanic	120
Housekeeper	25
Office Assistant	25
Systems Support Technician	15
Front Desk Representative	14
Line Operator	14
Duct Mechanic	10
Engineer	10
Customer Service Representative	8
Food Server	8
Granite Fabricator	5
Licensed Agent sales/service	5
Service Technician	5
Material Handler	4
Cook	3
Electrician	3
Insurance Agents	3
Granite Installer	2
Pre-School Lead Teacher	2
Supervisor	2
Events & Fundraising Coordinator	1
Marketing Assistant	1
Sous Chef	1
Total	486

Table 30. Number of Employees in Major Jobs That Require Unique Skills and Are Filled by Workers Between 25-35 Years of Age.

Job Title	Employees 35+
Classroom Instructor (K-12)	2,132
Classroom Instructor (MGTC)	196
Truck Driver	25
Salesperson	18
Engineer	11
Supervisor	11
Technical Writer	5
Administrative Assistant	4
Clinician	3
Doctor	3
President	2
Branch Manager	1
Loan Originator	1
Logistician	1
Program Manager	1
Secretary-Treasurer	1
Software Developer	1
Tax Preparer	1
Taxpayer Representative	1
Vice President	1
Total	2,413

Table 31. Number of Employees in Major Jobs That Require Unique Skills and Are Filled by Workers Between 35 Years of Age or Higher.

Jobs That Will Require More Workers

A very select group of “Major Job Titles” belongs to jobs that exist now but will soon require greater numbers of workers, as determined by a positive answer by respondents to the following statement: “The number of employees needed for this job will increase.”

Respondents did not specify how many more workers will be needed in each job; however, for prioritization, noting the job titles that currently have the most workers is a logical starting place for HCCA planners.

The following jobs are held by 65% of workers (3,169 of 4,839) in 24 major job titles (32% of 76 non-duplicated job titles):

Major Job Title	Number of Employees	Frequency of Mention
Classroom Instructor (K-12)	2,132	1
Registered Nurse	558	1
Production Worker	200	1
Sheetmetal Mechanic	120	1
Paramedic	36	1
Engineer	20	2
Machine Operator	18	1
Pharmacist	16	1
Physical Therapist	13	1
Duct Mechanic	10	1
Food Server	8	1
Service Technician	5	1
Technical Writer	5	1
Dance Teacher	4	1
Clinician	3	1
Cook	3	1
Electrician	3	1
Field Service Technician	3	1
GIS Technician	3	1
Graphic Designer	2	1
Pre-School Lead Teacher	2	1
Production Technician	2	1
Supervisor	2	1
Customer Service Representative	1	1
Totals	3,169	25

Table 32. All Jobs That Will Require More Workers by Current Number of Employees and Frequency of Mention.

Separated by Age Ranges (keep in mind that the largest healthcare respondent did not report jobs by age range), starting with job titles currently held by workers under the age of 25 that will require more workers:

Job Title	Current Employees Under 25
Field Service Technician	3
Graphic Designer	2
Production Technician	2
Total	7

Table 33. Number of Employees in Major Jobs That Will Require More Workers and Are Currently Filled by Workers Under 25 Years of Age.

Job Title	Current Employees 25-35
Production Worker	200
Sheetmetal Mechanic	120
Duct Mechanic	10
Engineer	10
Food Server	8
Service Technician	5
Cook	3
Electrician	3
Pre-School Lead Teacher	2
Supervisor	2
Total	363

Table 34. Number of Employees in Major Jobs That Will Require More Workers and Are Currently Filled by Workers Between 25-35 Years of Age.

Job Title	Current Employees 35+
Classroom Instructor (K-12)	2,132
Machine Operator	18
Engineer	10
Technical Writer	5
Clinician	3
Total	2,168

Table 35. Number of Employees in Major Jobs That Will Require More Workers and Are Currently Filled by Workers 35 Years of Age or Higher.

The striking thing about these tables is that, though this is the most select grouping thus far, this is also the first category in which workers “25-35” represent the most job titles listed by far. Further, if more young teachers were being hired and teaching, as is the

point of most teacher training programs, the 25-35 group would easily lead in number of employees in this category.

“Triple Threat” Major Job Titles

What are “triple threat” job titles? Simply, they constitute the most select group of jobs in this report. All the jobs listed below were selected by respondents as fitting ALL THREE major criteria (repeated from above):

1. The job represents 20% or more of the respondent’s workforce.
2. The job requires unique skills that make recruitment and hiring difficult.
3. The need for employees in this job will increase.

Nearly **two-thirds** of the major jobs that respondents said they currently fill (64%, or 3,073 of 4,839 workers) are “triple threat” jobs. These jobs fall in 16 non-duplicated major job titles, or 21% of the 76 job titles listed.

Focusing the curriculum programs at Houston County Career Academy on the 16 jobs listed below should have a major, measurable impact on improving the size and preparation of Houston County’s workforce:

Respondent	Major Job Title	Number of Employees
Houston County Board of Education	Classroom Instructor	2,132
Anonymous (Healthcare)	Registered Nurse	558
Spherion Staffing Services of Middle Georgia	Production Worker	200
Robins, AFB	Sheetmetal Mechanic	120
Anonymous (Engineering)	Engineer	20
Anonymous (Construction)	Duct Mechanic	10
The Swanson	Food Server	8
Anonymous (Construction)	Service Technician	5
Anonymous (Service)	Dance Teacher	4
Anonymous (Healthcare)	Clinician	3
Anonymous (Service)	Field Service Technician	3
The Swanson	Cook	3
Sports Fanatic Plus	Production Technician	2
PrinterShoppe	Graphic Designer	2
Child Development Schools, Inc CNI #15	Pre-School Lead Teacher	2
PrinterShoppe	Customer Service Representative	1
	Totals	3,073

Table 36. Number of Employees in Major Jobs That Constitute 20% or More of Each Respondent’s Workforce, Require Unique Skills, and Will Require More Workers.

As for frequency count, the above jobs are so select that they are all listed by only one respondent each. The above 16 jobs comprise 21% of all major job titles listed. The 3,073 workers who currently fill these jobs comprise 29% of **all** employees (whether in “major jobs” or not) working for the 39 respondents. Looking at it another way, **nearly one in three jobs in this survey constitutes a “triple threat” for Houston County’s employers: we will be three times less effective if our community is not prepared to**

fill these jobs, or we can be three times more effective if we are ready to train workers to fill the above jobs.

Separated by Age Ranges (keep in mind that the largest healthcare respondent did not report jobs by age range), starting with job titles currently held by workers under the age of 25 in “triple threat” jobs (this is the same result as in the previous category – “Require More Workers”):

Job Title	Current Employees Under 25
Field Service Technician	3
Graphic Designer	2
Production Technician	2
Total	7

Table 37. Number of Employees in Major Jobs That Constitute 20% or More of Each Respondent’s Workforce, Require Unique Skills, Will Require More Workers and Are Currently Filled by Workers Under 25 Years of Age.

Job Title	Current Employees 25-35
Production Worker	200
Sheetmetal Mechanic	120
Duct Mechanic	10
Engineer	10
Food Server	8
Service Technician	5
Cook	3
Pre-School Lead Teacher	2
Total	358

Table 38. Number of Employees in Major Jobs That Constitute 20% or More of Each Respondent’s Workforce, Require Unique Skills, Will Require More Workers and Are Currently Filled by Workers Between 25-35 Years of Age.

Job Title	Current Employees 35+
Classroom Instructor	2,132
Engineer	10
Clinician	3
Total	2,145

Table 39. Number of Employees in Major Jobs That Constitute 20% or More of Each Respondent’s Workforce, Require Unique Skills, Will Require More Workers and Are Currently Filled by Workers Between 35 Years of Age or Higher.

Clearly, a curriculum plan that trains and recruits K-12 classroom teachers under the age of 35 will have a measurable impact on the local economy. Though ages are not listed for Registered Nurses, the same can be said of healthcare professions in general, and also engineers and manufacturing employees for Robins Air Force Base and its satellite companies.

Significant Changes

Respondents were given a free-form box in which to document “significant changes you anticipate in the skill level for this job within the next five years, if any.” 32 respondents (82% of 39 respondents) provided the following answers regarding 38 major job titles (39% of 98 major jobs). The table below lists the changes noted for the top ten jobs ranked by employees, which is also the list of all jobs currently filled by 15 or more employees. The full list of significant changes is included in Appendix II. *Note: answers are unedited.*

Major Job Title	Current Employees	Significant Changes
Classroom Instructor (College)	196	Majority of Faculty requires Master's Degree or above
Sheetmetal Mechanic	120	Employees in the future need the ability to perform heavy structural maintenance on aircraft
Food Server	80	IT Skills
Customer Service Representative	50	Customer Services Skills, Phone Skills, Computer Skills
Cashier	40	IT Skills
Office Assistant	25	More computer literacy
Engineer	20	Computer & analysis Skills including CAD/CAM, finite element analysis capability
Salesperson	18	Communication and Computer skills
Accountant	16	Increased accounting knowledge and experience
Workload Analyst	16	Need to be able to collect data, analyze it, articulate it clearly in writing, and make sound recommendations to management

Table 40. Top Ten Major Jobs, Ranked by Employees, For Which Significant Changes Are Expected in Five Years.

Emerging Job Titles

At the end of Section 2, respondents were asked, “Are there jobs that are likely to evolve in the near future? What knowledge and skills do you think these jobs will require?” Eight respondents listed 11 job titles that do not currently exist at their firms, without reference to how many positions these job titles will create. Though these jobs likely exist elsewhere locally, they do not exist yet at these firms. The job titles and their descriptions are listed below. *Note: Respondents’ answers are presented without editing.*

Respondent	Emerging Job Title	Job Skills Required
Anonymous Non-Profit	Membership Sales	Sales
Sports Fanatic Plus	Retail clerk	sales
Sports Fanatic Plus	Screen printer	procedural
PrinterShoppe	Customer Service Representative	coordinated, personable, efficient
Anonymous Engineering	Engineer	Computer & analysis skills including CAD/CAM, finite element analysis capability
Anonymous Engineering	Technical Writer	Exceptional technical knowledge and writing capabilities
Anonymous Service	Enrollment and Marketing Assistant	Flexibility, excellent communication and public-contact skills, sales skills, enjoyment and knowledge of dance
Child Development Schools, Inc CNI #15	GA Pre-K Lead Teacher	Prev. teaching Exper. BA Degree, AA Degree, CDA
Anonymous Service	Procurement	purchasing, clerical
Anonymous Healthcare	Polysomnographic Technician	(left blank)
Anonymous Healthcare	Registered Neurodiagnostic Technician	(left blank)

Table 41. Emerging Job Titles and Required Skills.

Job Information/Knowledge/Attitudes

Key Actions

29 respondents (74% of 39 respondents) provided free-form answers about “key actions performed” by their employees in 67 major job titles (68% of 98 major job titles). The table below documents free form answers supplied by the employers of the top ten major jobs, ranked by current employees. The full list is included in Appendix II. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Key Actions Performed
Classroom Instructor (K-12)	2,132	Teaching students in Grades Pre-K through 12th grade in various subjects. Each teacher is required to hold a valid in-field certificate issued by the Georgia Professional Standards Commission and to meet Highly Qualified requirements set by No Child Left Behind for the subject(s) they teach.
Classroom Instructor (College)	196	Teaching/Advising Students
Production Machine Operator	147	Operating High speed printing and finishing equipment.
Food Server	80	Greeting Customers Suggestive Selling Takings Orders Computer Inputting Receiving Payment
Customer Service Representative	50	Operating Computer, operating calculator, phone communication, reading, writing, customer contact
Cashier	40	Receiving Cash Taking Orders Answering Phone Greeting Customer
Truck Driver	25	CDL LICENSE
Office Assistant	25	Word processing, e-mail and spread sheets
Salesperson	18	taking orders, visiting customers, product research and presentations
Maintenance Electrician Specialist	17	preventative maintenance, troubleshoot/repair of high-speed equipment & tooling, pneumatics, hydraulics electrical and plc work.
Accountant	16	computing, calculating, phone skills, office equipment, report processing, mailing, data entry
Truck Loader	15	FORK LIFT LICENSE, INVENTORY KNOWLEDGE, COMPUTER KNOWLEDGE.

Table 42. Key Actions Performed in Top 12 Major Job Titles, Sorted by Employees.

Essential Knowledge, Skills and Attitudes

26 respondents (67% of 39 respondents) provided free-form answers about “essential knowledge, skills and attitudes” they require of employees in 54 major job titles (55% of 98 major job titles). Some respondents provided the current job description as the answer. The table below documents free form answers supplied by the employers of the top ten major jobs, ranked by current employees. The full list is included in Appendix II. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Essential Knowledge, Skills and Attitudes
Classroom Instructor (K-12)	2,132	Minimum of a Bachelors Degree required. If the Teachers does not already hold a teaching certificate through the traditional college route, there are alternate routes to seek certification.
Classroom Instructor (College)	196	Customer Service oriented/Student centered, positive attitudes, Our accreditation requires instructors to meet specific credentialing requirements (degree, work related experience, etc)
Food Server	80	Communication Skills Human Relationship Skills Multi Tasking Computer Knowledge Cash Handling
Cashier	40	Computer Knowledge Customer Relationship Skills Outgoing Personality
Office Assistant	25	Word Processing: Letter creation Spreadsheet: Forms e-mail: files management
Truck Driver	25	DRIVING 18 WHEEL TRUCKS
Salesperson	18	strong communication, presentation, and solid work ethic
Maintenance Electrician Specialist	17	preventative maintenance, troubleshoot/repair of high-speed equipment & tooling, pneumatics, hydraulics electrical and plc work.
Truck Loader	15	COMPUTER KNOWLEDGE, MATH, READING, WRITING.
Line Operator	14	MAINTAINING PRODUCTION EFFICIENCIES, MINIMIZING DOWNTIME, REPAIR AND MAINTENANCE, QUALITY, HOUSEKEEPING, AND SAFETY.

Table 43. Knowledge, Skills and Attitudes Essential For Top 10 Major Job Titles, Sorted by Employees.

Minimum Education/Training for Job Entry

31 respondents (79%) listed the minimum education and/or training required for job entry in 68 major job titles. After accounting for repeated mentions of identical titles, respondents identified 54 non-duplicated major job titles by minimum training/education required (77% of all major job titles specified).

The following respondents identified three or more job titles including minimum education and training requirements – and are therefore especially to be credited for their commitment to HCCA’s workforce development process:

Company Name	Number of Job Titles Listed With Minimum Training
Flint Energies EMC	8
Advanced Drainage Systems, Inc.	8
Graphic Packaging International	4
Perry Area Chamber of Commerce	3
Griffin Tax Service	3
KiHo Military Acquisition Consulting, Inc.	3
BAE Systems, Inc	3
Perry Custom Screen-Printing, Inc.	3

Table 44. Respondents Providing Minimum Education/Training Data For 3+ Jobs.

A significant percentage of jobs listed required only a high school diploma for job entry (26 of 68 job titles, or 38%). This is very good news for the HCCA partnership in that **more than one-third of respondents’ job titles can be filled by high school graduates within a year or more of HCCA’s opening.**

Minimum Education and Training	Frequency
High School Diploma	26
Bachelors Degree	14
Other	7
Associate Degree	7
Technical Certificate of Credit	6
No Prior Training Needed	5
Masters Degree	2
Continuing Education	1
Total	68

Table 45. Frequency Count of Job Titles Linked to Minimum Education Data.

These 68 job titles are currently filled by 3,062 workers, which means HCCA has very good minimum training data on 29% of **all** jobs currently filled by respondents (again, nearly one-third). The more data HCCA’s planners have, the easier it will be to

customize the workforce development process to impact Houston County’s economy. As with the reporting of Age Ranges above, the largest healthcare respondent did not submit minimum education data regarding its positions, so those positions (including Registered Nurse) do not appear in the minimum job entry requirements listed below.

Translated into actual positions currently filled, the vast majority of these jobs require a bachelor’s degree (most of these are teaching positions). However, **education and training provided at HCCA or by its major public partners (Houston County Schools and Middle Georgia Technical College) can prepare workers to fill (or replace) 578 current positions (all jobs from “No Prior Training” through “Associate Degree,” or 19% of the total jobs listed).**

Minimum Education and Training	Current Jobs
Bachelor’s Degree	2,245
High School Diploma	366
Master’s Degree	199
No Prior Training Needed	130
Technical Certificate of Credit	57
Other	40
Associate Degree	24
Continuing Education	1
Total	3,062

Table 46. Number of Currently-Filled Jobs by Minimum Education and Training Data.

The following tables document the minimum training specified for job entry in major job titles:

No Prior Training Needed

Four respondents listed the minimum education and/or training needed for job entry in the following five positions as being “No Prior Training Needed.” The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Food Server	80
Cashier	40
Housekeeper	7
Production Technician	2
General Laborer	1
Totals	130

Table 47. Number of Currently-Filled Major Jobs For Which Job Entry Requires No Prior Training.

High School Diploma

12 respondents listed the minimum education and/or training needed for job entry in the following 21 positions as being “High School Diploma.” This category produced by far the highest number of job titles, though not the highest number of employees filling those jobs. The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Production Machine Operator	147
Customer Service Representative	58
Office Assistant	26
Machine Operator	18
Accountant	16
Truck Loader	15
Material Handler	16
Fabricator	10
Coiler	8
Food Server	8
System Operations Technician	8
Administrative Assistant	10
Front Desk Representative	5
Warehousing Technician	5
Cook	3
Facilities Technician	3
Field Service Technician	3
GIS Technician	3
Public Relations Specialist	2
Secretary-Treasurer	1
Vice President	1
Totals	366

Table 48. Number of Currently-Filled Major Jobs For Which Job Entry Requires A High School Diploma.

Technical Certificate of Credit

Four respondents listed the minimum education and/or training needed for job entry in the following six positions as being “Technical Certificate of Credit.” TCCs are offered by Middle Georgia Technical College through dual enrollment for high school students or traditional adult enrollment. The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Maintenance Electrician Specialist	17
Line Operator	14
Duct Mechanic	10
General Maintenance Specialist	9
Service Technician	5
Shampooing Assistant	2
Totals	57

Table 49. Number of Currently-Filled Major Jobs For Which Job Entry Requires A Technical Certificate of Credit.

Continuing Education

One service sector respondent (an anonymous small business) listed the minimum education and/or training needed for job entry in the following position as being “Continuing Education.” Continuing Education is offered by Middle Georgia Technical College. The job title and its current level of employment is as follows:

Major Job Title	Number of Employees
President	1
Totals	1

Table 50. Number of Currently-Filled Major Jobs For Which Job Entry Requires Continuing Education.

Associate Degree

Six respondents listed the minimum education and/or training needed for job entry in the following seven positions as being “Associate Degree.” Associate Degrees are offered by Middle Georgia Technical College and other post-secondary institutions. The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Telephone Information Specialist	11
Technical Writer	5
Insurance Agents	3
Office Assistant	2
Baker	1
Sous Chef	1
Tax Preparer	1
Totals	24

Table 51. Number of Currently-Filled Major Jobs For Which Job Entry Requires An Associate Degree.

Bachelor's Degree

Nine respondents listed the minimum education and/or training needed for job entry in the following 12 positions as being “Bachelor's Degree.” The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Classroom Instructor (K-12)	2,132
Electronic Engineer	50
Salesperson	18
Supervisor	11
Engineer	21
Match Coordinator	7
Events & Fundraising Coordinator	1
Logistician	1
President	1
Program Manager	1
Software Developer	1
Taxpayer Representative	1
Totals	2,245

Table 52. Number of Currently-Filled Major Jobs For Which Job Entry Requires A Bachelor's Degree.

Master's Degree

Two respondents listed the minimum education and/or training needed for job entry in the following positions as being “Master’s Degree.” The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Classroom Instructor (College)	196
Clinician	3
Totals	199

Table 53. Number of Currently-Filled Major Jobs For Which Job Entry Requires A Master’s Degree.

Other

Six respondents listed the minimum education and/or training needed for job entry in the following seven positions as being “Other.” The job titles and their current level of employment are as follows:

Major Job Title	Number of Employees
Truck Driver	25
Granite Fabricator	5
Dance Teacher	4
Graphic Designer	2
Pre-School Lead Teacher	2
Customer Service Representative	1
Front Desk Representative	1
Totals	40

Table 54. Number of Currently-Filled Major Jobs For Which Job Entry Requires Other Training.

The free-form descriptions for “Other” are as follows (responses are provided without editing):

1. Truck Driver - TRUCK DRIVING SCHOOL OR EXPERIENCE.
2. Granite Fabricator - Must be able to read and write. Ability to learn uses of tools. Good work skills.
3. Dance Teacher - Many years of study of Fine Arts/dance/fitness education and training at the high school and/or college and/or professional/technical levels to ensure proficiency at both teaching and demonstrating the dance art. Also requires a high skill level in community.

4. Graphic Designer - formal or self-taught on Photoshop or Illustrator graphic design software.
5. Pre-School Lead Teacher - Associate Degree, CDA, ongoing training and education.
6. Customer Service Representative - No certified degrees necessary but can be a sign of wanting to progress.
7. Front Desk Representative - willing to train.

High Turnover During Probationary Period

Ten respondents listed 15 job titles as being subject to high turnover during an employee's probationary period due to inadequate skills or ability:

Respondent	Number of High Turnover Job Titles
National Bank Products	2
Advanced Drainage Systems, Inc.	2
The Swanson	2
Hoke's Heating and Air	2
Colours	2
Sports Fanatic Plus	1
Anonymous (Insurance)	1
On-Site Technical Support, LLC	1
Sonnys Bar-B-Q	1
RAFB/402 SMXG	1
Total	15

Table 55. Respondents Listing High Turnover Jobs.

Job Title	Employees
Electronic Engineer	50
Cashier	40
Salesperson	18
Line Operator	14
Duct Mechanic	10
Coiler	8
Customer Service Representative	8
Food Server	8
Service Technician	5
Cook	3
Field Service Technician	3
Insurance Agents	3
Production Technician	2
Shampooing Assistant	2
Front Desk Representative	1
Total	175

Table 56. Number of Employees Currently Working in High Turnover Jobs.

Having this data tied directly to job titles yielded some interesting results for HCCA’s planners. 104 of these 175 high turnover jobs (59%) can be filled by workers trained at HCCA in the first year (from No Prior Training Needed to Technical Certificate of Credit):

Job Title	Employees	Minimum Education or Training
Cashier	40	No Prior
Production Technician	2	No Prior
Front Desk Representative	1	No Prior
Customer Service Representative	8	HS Diploma
Food Server	8	HS Diploma
Coiler	8	HS Diploma
Cook	3	HS Diploma
Field Service Technician	3	HS Diploma
Line Operator	14	TCC
Duct Mechanic	10	TCC
Service Technician	5	TCC
Shampooing Assistant	2	TCC
Total	104	

Table 57. Number of Employees Currently Working in High Turnover Jobs That Can Be Filled After One Year of Training at Houston County Career Academy.

Further, of these 104 jobs, 31 (30%) fall into the above-defined “Triple Threat” designation (the job represents 20% or more of the respondent’s workforce, requires unique skills that make recruitment and hiring difficult, and the need for employees in this job will increase in the near future):

Job Title	Employees
Duct Mechanic	10
Food Server	8
Service Technician	5
Cook	3
Field Service Technician	3
Production Technician	2
Total	31

Table 58. Number of Employees in High Turnover Jobs That Constitute 20% or More of Each Respondent’s Workforce, Require Unique Skills, Will Require More Workers and Can Be Filled After One Year of Training at HCCA.

Computer Software Skills

26 respondents (67% of 39 respondents) provided free-form answers to identify “what computer software skills are needed” for 47 major job titles (48% of 98 major job titles). The table below documents free form answers supplied by the employers of the top ten major jobs, ranked by current employees. The full list is included in Appendix II. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Computer Software Skills
Classroom Instructor (K-12)	2,132	All teachers are required to meet the Computer Competency requirement set by the GA Professional Standards Commission (either through degree major, or assessment, or through coursework).
Classroom Instructor (College)	196	Basic skills - college uses internal software programs & provides training
Food Server	80	Basic Knowledge
Customer Service Representative	50	Various Computer Software Programs
Cashier	40	Basic Computer Knowledge
Truck Driver	25	MICROSOFT
Office Assistant	25	Word Processing: Letter creation Spreadsheet: Forms e-mail: files management
Engineer	20	Qualified personnel require computer aided design/manufacturing (CAD/CAM), and finite element analysis (FEA) skills.
Salesperson	18	internet and email skills
Maintenance Electrician Specialist	17	basic computer skills- SAP a plus

Table 59. Computer Software Skills Needed for Top Ten Major Job Titles, Ranked by Employees.

Generic Skills – Importance and Deficiencies

30 respondents (77%) specified the importance of six generic skills for 55 specific job titles (79% of job titles) currently filled by 3,046 employees (29% of the respondents' workforces). The skills are:

1. Reading
2. Basic Math
3. Writing
4. Oral Communications
5. Listening
6. Manual Dexterity

Each skill was ranked in importance on a five-point Likert scale:

1. Not Needed
2. Not Important
3. Moderate
4. Important
5. Vital

In addition, respondents could check a box if their employees in each job title currently display a deficiency in any of the six generic skills.

The overall scores (aggregating results for all jobs listed) indicate the importance that employers place on basic skills. Listening scored the most important, followed closely by Reading and Oral Communications:

Generic Skill	Score
Listening	4.94
Reading	4.78
Oral Communications	4.74
Basic Math	4.47
Writing	4.26
Manual Dexterity	4.03

Table 60. Aggregate Generic Skills Score (Scale of 1-5) of Current Employees.

It is encouraging that, given the importance of the six generic skills, employers found little or no deficiencies on average among current employees. With “1” being a Yes and “0” representing “No,” not a single skill on average showed a deficiency approaching one-tenth (i.e., all scores were much closer to No than to Yes.) Still, Listening and Oral Communications were the areas of highest concern – points that HCCA planners can take into account in every curriculum area to be offered at the career academy.

Deficiencies	Score
Listening	0.09
Oral Communications	0.09
Basic Math	0.07
Writing	0.04
Manual Dexterity	0.03
Reading	0.01

Table 61. Aggregate Deficiency Scores (Scale of 0-1) of Current Employees.

Since the scores were attached to specific job titles, however, it is possible to dig further into the data and derive some more meaningful information. For instance, while average deficiency scores were low across all jobs, in certain jobs scores deficiency scores were higher than desired. Perhaps not surprisingly, among food servers (88 employees working for two respondents), Listening and Oral Communications among current employees averaged .5 on a scale of 0-1 (right in the middle between Yes and No - clearly an ambivalent response that needs improvement).

Other Specific Academic Needs

Eight respondents (21% of 39 respondents) provided free-form answers to identify “other specific academic need among your employees” for 11 major job titles (11% of 98 major job titles). The table below documents all 11 free form answers supplied. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Other Specific Academic Need
Food Server	80	Customer Relationship
Cashier	40	Communication Skills
Coiler	8	BASIC EDUCTION WITH MATH KNOWLEDGE.
Cook	3	Basic math training will help.
Field Service Technician	3	Higher level mathematics (it improves troubleshooting skills - just ask any math teacher) A class in customer service and business manners. A class in basic business operation (i.e. what is overhead costs, labor costs, need for profits, etc...)
Clinician	3	psychology
Office Assistant	2	COMPUTER LITERATE, ACCOUNTING DEGREE, OFFICE ADMN. KNOWLEDGE. INVENTORY KNOWLEDGE, ANSWERING PHONES, WORKING WITH CUSTOMERS
Graphic Designer	2	Time management, coordination as they will handle up to 20 orders in various levels of completion.
Administrative Assistant	1	Accounts receivable and payable functions.
Office Assistant	1	Customer service classes. How to dress and act in an office environment. How a business works.
Taxpayer Representative	1	Must be Enrolled Agent, CPA or Attorney

Table 62. Other Academic Need for Top Ten Major Job Titles.

Determining Wage Rate

21 respondents (54% of 39 respondents) provided free-form answers to answer the question, “How do you determine wage rate?” for 41 major job titles (42% of 98 major job titles). The table below documents all 41 free form answers supplied. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Determining Wage Rate
Classroom Instructor	2,132	Salaries are set according to the State Salary Schedule and Local Supplement based on certificate Level and years of Experience.
Production Machine Operator	147	Previous experience and job opening
Food Server	80	Set by State for servers
Cashier	40	Start at Min Wage
Office Assistant	25	established scale
Truck Driver	25	EXPERIENCE
Salesperson	18	commission of sales
Truck Loader	15	EXPERIENCE
Line Operator	14	EXPERIENCE
Supervisor	11	EXPERIENCE
Engineer	20	Education & experience compared to the local market
Duct Mechanic	10	education, skills, experience
Fabricator	10	EXPERIENCE
Coiler	8	COMPANY HAS A STANDARD STARTING WAGE FOR THIS POSITION.
Food Server	8	Experience.
Customer Service Representative	8	value and performance
Housekeeper	7	Industry standards
Match Coordinator	7	we are a non profit agency so we are on the lower end of the local scale for social agencies
Technical Writer	5	Education & experience compared to the local market.
Service Technician	5	education, skills, experience
Front Desk Representative	5	Industry standards
Granite Fabricator	5	level of learning and skill will increase wages from starting point of \$8.00/hr
Dance Teacher	4	All instructors keep a percentage of collected tuition for their own classes.
Material Handler	4	EXPERIENCE
Field Service Technician	3	Efficiency and customer response.
Administrative Assistant	3	Level of skill and ability to pay
Cook	3	Skill level and amount of experience along with market demands.
Clinician	3	standards in ga
Production Technician	2	entry level

Office Assistant	2	EXPERIENCE
Pre-School Lead Teacher	2	Level of education, training and years of service.
Granite Installer	2	Level of skill
Graphic Designer	2	Pay is independent contractor and is paid per project completed.
President	1	Compare to other Chamber of Commerce
Events & Fundraising Coordinator	1	Compare to other similar positions.
Administrative Assistant	1	Compared to other chambers.
Sous Chef	1	Industry and experience
Baker	1	industry and experience
Office Assistant	1	Performance
Customer Service Representative	1	There will be hourly rates and salaried rates for supervisory positions. Wages will be above minimum and relevant to other office customer service reps pay. Currently between \$7 to \$9 per hour.
General Laborer	1	Wages are determined by Corporate Compensation Group

Table 63. Determining Wage Rate for Major Job Titles.

Recruiting Potential Employees

22 respondents (56% of 39 respondents) provided free-form answers to answer the question, “What sources are you using to recruit potential employees?” for 43 major job titles (44% of 98 major job titles). The table below documents all 43 free form answers supplied. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Determining Wage Rate
Classroom Instructor	2,132	Job Fairs, Teach Georgia website, on-line employment application, and through word of mouth.
Production Machine Operator	147	The Georgia Department of Labor
Food Server	80	Monster.com
Cashier	40	Local Sources
Office Assistant	25	Macon State web site and newspaper
Truck Driver	25	NEWSPAPER ADS
Salesperson	18	internet and classifieds
Accountant	16	Postings on Company Website, Educational Institutions, Job Fairs, Labor Offices
Truck Loader	15	STAFFING AGENCIES
Line Operator	14	STAFFING AGENCIES
Supervisor	11	RECRUITERS
Fabricator	10	APPLICATIONS & RESUME'S
Engineer	10	Monster, Careerbuilder, GA Dept of Labor & others
Engineer	10	Monster, Careerbuilder, GA Dept of Labor, & others
Duct Mechanic	10	newspaper adds, internet, flyers
Customer Service Representative	8	classifieds and internet
Food Server	8	Department of labor and local newspaper.
Coiler	8	STAFFING AGENCIES.
Housekeeper	7	Mostly referral from current employees
Match Coordinator	7	word of mouth for the most part
Technical Writer	5	Monster, Careerbuilder, GA Dept of Labor & Others
Front Desk Representative	5	Most referral from current employees
Service Technician	5	newspaper adds, internet, flyers
Granite Fabricator	5	We accept walk in applications and keep them on file.
Dance Teacher	4	All instructors began as students at the Dance Academy.
Material Handler	4	STAFFING AGENCIES
Cook	3	Department of labor and local newspaper.
Administrative Assistant	3	Have used temp services
Clinician	3	LCSW news letters LPC news letter APA
Field Service Technician	3	Word of mouth

Granite Installer	2	have a waiting list of people applying for job
Pre-School Lead Teacher	2	Local media advertisement, employment agency, and referrals.
Office Assistant	2	NONE WE HAVE NOT HAD ANY OPENINGS IN THIS POSITION FOR SEVERAL YEARS.
Graphic Designer	2	Online industry search sites such as Guru.com and Hiremymom.com.
Production Technician	2	word of mouth, friends of employees
General Laborer	1	Department of Labor Company owned Recruiting Center
Customer Service Representative	1	Do not have any employees yet, we are expanding nationally and will be adding these positions soon. Will use area online employment searches, marketing in local schools, colleges, churches and local signage "Now Hiring" as well as word of mouth
Baker	1	Member of the National Restaurant Association, Middle Ga Restaurant Association
Sous Chef	1	National Restaurant Association Middle Ga Restaurant Association ACF (American Culinary Federation) Member
Administrative Assistant	1	Website
Events & Fundraising Coordinator	1	Website
President	1	Website
Office Assistant	1	Word of mouth

Table 64. Recruiting Potential Employees for Major Job Titles.

Willingness To Offer Financial Incentives To Trained Employees

22 respondents (56% of 39 respondents) answered either Yes or No to the question, “Will you be willing to offer financial incentives to more highly trained employees?”

Respondents answered regarding potential employees for 47 major job titles (48% of 98 major job titles). However, most of the jobs were with medium or small businesses; only one large employer (more than 100 employees) voluntarily answered this question. The tables below, therefore, represent only about 10% of employees working in all major jobs listed by respondents.

The tables below documents the average response and the job-specific response for all 47 major job titles supplied:

Will Offer Financial Incentives	Number of Employees in Major Jobs	% of Employees in This Question	% of Employees in ALL Major Jobs
Yes	264	51%	5%
No	253	49%	5%

Table 65. Number and Percentage of Respondents Willing to Offer Financial Incentives for More Highly Trained Employees.

The table below documents the jobs and employee count in those jobs for which employers are specifically willing (or not) to offer financial incentives for more highly trained employees:

Major Job Title	Current Employees	Will Offer Financial Incentives
Food Server	80	Yes
Cashier	40	Yes
Truck Loader	15	Yes
Line Operator	14	Yes
Supervisor	11	Yes
Engineer	20	Yes
Fabricator	10	Yes
Duct Mechanic	10	Yes
Customer Service Representative	8	Yes
Coiler	8	Yes
Food Server	8	Yes
Match Coordinator	7	Yes
Technical Writer	5	Yes
Service Technician	5	Yes
Material Handler	4	Yes
Field Service Technician	3	Yes
Cook	3	Yes
Production Technician	2	Yes
Graphic Designer	2	Yes
Pre-School Lead Teacher	2	Yes
Software Developer	1	Yes
Tax Preparer	1	Yes
Taxpayer Representative	1	Yes
Customer Service Representative	1	Yes
Sous Chef	1	Yes
Baker	1	Yes
Office Assistant	1	Yes
Total Employees	264	
Production Machine Operator	147	No
Truck Driver	25	No
Office Assistant	25	No
Salesperson	18	No
Housekeeper	7	No
Front Desk Representative	5	No
Granite Fabricator	5	No
Dance Teacher	4	No
Clinician	3	No
Administrative Assistant	3	No
Granite Installer	2	No
Office Assistant	2	No

Administrative Assistant	1	No
Events & Fundraising Coordinator	1	No
President	1	No
President	1	No
Secretary-Treasurer	1	No
Vice President	1	No
General Laborer	1	No
Total Employees	253	

Table 66. Willing to Offer Financial Incentives for More Highly Trained Employees in Major Job Titles.

The fact that about half of respondents answered “No” when asked about their willingness to offer financial incentives for more highly trained employees, combined with the fact that the employers of approximately 90% of employees in major jobs did not even attempt to answer the question, leads SEA to conclude that employers in general expect (or at least hope) employees will be sufficiently trained prior to job entry as a condition of employment. With proper focus on the data in this report, HCCA’s robust partnership with local employers - which includes a strong Work Ready program in the region - can significantly improve the preparation of workers preparing to enter (or re-enter) Houston County’s workforce.

Estimated Jobs Needed

This needs assessment survey has captured data from respondents on employment, turnover, major job titles, minimum training and generic skills – in essence a snapshot of where these employers are today. Combining some data fields, it is possible to estimate the number of positions that may need to be filled in the near future **for each job title**.

These estimates are assumed to be connected to the number of “annual new hires” reported by respondents, but there is no direct connection between that data field and this estimate. Simply, SEA is deriving an estimated number of jobs needed by multiplying the number of current employees in each job title by the “average turnover rate” reported by each employer in Section 1. *(Note: For the full list of jobs that appears in Appendix II, if the calculation produced a number closer to zero than one, SEA nevertheless rounded up the result to one for planning purposes).*

30 respondents (77% of 39 respondents) provided the needed combination of current employees in a major job title and a company-specific turnover rate for 74 of 98 major job titles (76% of all major job titles). The overall result: SEA estimates that respondents need to replace 1,104 workers every year in major job titles listed in Appendix II. The top 12 major jobs are listed in the table below, representing all jobs that are estimated to need 20 or more hires per year. The 12 jobs below comprise 915 estimated annual replacements, or 83% of 1,104 total estimated annual replacements.

Respondent	Major Job Title	Current Employees in Major Jobs	Turnover Rate	Estimated Major Jobs Needed Per Year
Anonymous (Healthcare)	Registered Nurse	558	44	246
Houston County Board of Education	Classroom Instructor	2,132	10	213
Anonymous (Hospitality)	Food Server	80	120	96
RAFB/402 SMXG	Electronic Engineer	400	20	80
Anonymous (Hospitality)	Cashier	40	120	48
Spherion Staffing Services of Middle Georgia	Production Worker	200	20	40
Flint Energies EMC	Customer Service Representative	50	80	40
RAFB/402 SMXG	Electronic Engineer	200	20	40
Anonymous (Hospitality)	Cook	30	120	36
Anonymous (Hospitality)	Dishwasher	30	120	36
Big Brothers Big Sisters	Match Coordinator	7	30	21
Middle Georgia Technical College	Classroom Instructor	196	10	20
Totals		3,923		915

Table 67. Top 12 Estimated Jobs Needed Per Year in Major Job Titles.

HCCA’s planners also need to know generally which sectors are most impacted by the above estimates:

Sector	Current Employees in Major Jobs	Estimated Major Jobs Needed Per Year
Healthcare	647	285
Education	2,335	254
Hospitality	205	224
Government	795	147
Utilities	93	74
Service	229	55
Manufacturing	285	49
Construction	25	7
Engineering	25	3
Finance	26	3
Shipping	16	2
Agriculture	1	1
Totals	4,682	1,104

Table 68. Estimated Jobs Needed Per Year in Major Job Titles by Sector.

Notice that although Education is by far the largest employment sector in the respondent pool, when factoring in the reported average turnover rate and the number of major jobs listed per sector (see the full list of major jobs in Appendix II), the top three sectors are grouped much more closely. **The top three employment sectors, in order of most major jobs that need to be filled annually, are as follows: Healthcare, Education and Hospitality.**

Work Ethic Characteristics

The charter for Houston County Career Academy commits our partnership to focus on “Work Ethic” – providing those so-called “soft skills” that are difficult to teach as discrete subjects (such as math or reading) but are nevertheless viewed by employers as being of critical importance to the makeup of qualified workers.

The survey asked respondents to rate nine “Work Ethic Characteristics” as to their importance. The nine characteristics are:

1. Attendance
2. Character
3. Teamwork
4. Appearance
5. Attitude
6. Productivity
7. Communication
8. Cooperation
9. Respect

Each skill was ranked in importance on a five-point Likert scale:

1. Not At All
2. Nominal
3. Moderate
4. Important
5. Essential

Note that, unlike the minimum training and generic skills described in the sections above, work ethic characteristic scores are **not** tied to specific “major job titles.” Instead, respondents answered for their entire workforces, as a whole. The results demonstrate the high degree of emphasis that employers generally place on each of these soft skills:

Work Ethic Characteristic	Overall Score (Scale: 1-5)	Deficit Score (Scale: 0-1)
Attendance	4.93	0.17
Character	4.83	0.00
Teamwork	4.83	0.07
Appearance	4.34	0.03
Attitude	4.45	0.00
Productivity	4.79	0.03
Communication	4.59	0.10
Cooperation	4.48	0.00
Respect	4.69	0.00

Table 69. Scores of Work Ethic Characteristics and Deficits.

There are several points of interest in these scores:

1. All scores are significantly above “4” (Important) and most are above 4.5 (closer to Essential).
2. Attendance has the highest score in importance (4.93) and also has the highest deficit score (.17).
3. Communication also has a higher than average deficit score (.10).
4. Four work ethic characteristics show NO deficit score at all, despite the fact that these characteristics were scored by 29 different respondents (74% of all respondents). The four with no deficit are Character, Attitude, Cooperation and Respect. These scores speak well of the strength of the long-standing business-education partnership!

Emerging Knowledge, Skills and Attitudes

Respondents were asked to “indicate the emerging knowledge, skills, and attitudes you predict will be essential in your business/industry within the next 5-10 years.”

Knowledge

Respondents were prompted to give “factual based information such as knowledge of mechanical engineering, welding, information technology, etc.” 16 respondents (41% of 39 respondents) provided the following free-form answers. *Note: Answers are unedited.*

Respondent	Knowledge
Sports Fanatic Plus	new advances in digital printing.
Anonymous (Service)	Knowledge of the ever changing world of taxes and computers.
Jameson Inn	To be able to speak Spanish
PrinterShoppe	Maintain updates to software programs and Internet systems. Electronic processing of orders, International business processing
Anonymous (Engineering)	Aircraft systems, operational and maintenance environments.
Hodac, Inc.	Primary Prevention
Flint Energies EMC	Experience in using the most up to date technological equipment, Extremely important to have positive customer service experience or ability to acquire, professionalism
Anonymous (Service)	Knowledge of new permutations/varieties/genres within the dance forms
Child Development Schools, Inc CNI #15	Formal education and commitment to quality service and education
Big Brothers Big Sisters	basic computer knowledge, interviewing skills
Chef Audrey's Bistro & Bakery	Must have a minimum Associates Degree, knowledge of basic cooking skills, able to follow directions
Middle Georgia Technical College	Various fields based upon teaching disciplines
Macon State College	important
Anonymous (Hospitality)	Computer Skills Communication Skills Basic Math Customer Service Skills
Robins AFB	Metal working skills.
Anonymous (Service)	basic cosmetology and retail sales

Table 70. Emerging Knowledge Essential to Respondents in Next 5-10 Years.

Skills

Next to Skills, respondents were prompted to document “the ability to perform a certain behavior or action through the application of knowledge, welding, type 75 words per minute, public speaking, etc.” 15 respondents (38% of 39 respondents) provided the following free-form answers. *Note: Respondents’ answers are unedited.*

Respondent	Skills
Anonymous (Non Profit)	Communication and sales skills.
Sports Fanatic Plus	willingness to learn new techniques
Anonymous (Service)	Communication skills, oral and written
Jameson Inn	Enhanced telephone skills - be able to close a sale on the phone when asked about the hotel.
PrinterShoppe	Communications, abilities to work with individuals (customers) to create a final product within efficient time frames.
Anonymous (Engineering)	Predictive/modeling capability for all aircraft systems.
Anonymous (Service)	ability to perform and teach new/emerging dance styles
Child Development Schools, Inc CNI #15	customer service, training and education of youth.
Big Brothers Big Sisters	typing
Chef Audrey's Bistro & Bakery	Able to speak with guest at any given moment, able to prepare Catering Contract and close the sale on inquiries. Able to prepare intricate recipes
Middle Georgia Technical College	Ability to communicate/train students in field of discipline.
Macon State College	Important
Anonymous (Hospitality)	Communicating Computer
Robins AFB	Employee must make decisions, decide on proper repair techniques. Perform sheetmetal duties on all areas of aircraft.
Anonymous (Service)	communication, retail sales

Table 71. Emerging Skills Essential to Respondents in Next 5-10 Years.

Attitudes

Next to Attitudes, respondents were prompted to record “the mindset an employee needs to adequately perform the job, persistence, self-starter, customer service-oriented, team player, etc.” 15 respondents (38% of 39 respondents) provided the following free-form answers. *Note: Respondents’ answers are unedited.*

Respondent	Attitudes
Anonymous (Non Profit)	Very customer service-oriented.
Sports Fanatic Plus	self-starter, fast finisher
Anonymous (Service)	All of the above.
PrinterShoppe	positive-motivated individuals that enjoy working online and through email and phone with both customers, designers and store owners who submit orders for processing.
Anonymous (Engineering)	Full understanding the customer comes first. Team player. Forward looking. Acceptance limited funding, time and personnel are realities of the environment.
Flint Energies EMC	Present positive attitude, represent company and peers in positive manner at all times, possess or ability to learn customer service skills extending to face-to-face contact and phone contact.
Child Development Schools, Inc CNI #15	Overall, POSITIVE AND MOTIVATED. GREAT CUSTOMER SERVICE.
Big Brothers Big Sisters	self starter, caring and concerned
Chef Audrey's Bistro & Bakery	Self- starter, team player able to motivate the people around him to get the job done and done well. Must be customer service oriented.
Middle Georgia Technical College	Customer service-oriented, team player, self-starter
Macon State College	customer service self starter minimum supervision
Anonymous (Hospitality)	Positive attitude Outgoing Personality Team Player
Robins AFB	Employee must be self starter, team player, possess ability to solve problems without supervision
Anonymous (Service)	the mindset an employee needs to adequately perform the job, persistence, self-starter, customer service-oriented, team player

Table 72. Emerging Attitudes Essential to Respondents in Next 5-10 Years.

Future Plans of Respondents

22 respondents (56% of 39 respondents) answered questions about future plans. The first question asked respondents to specify their future plans for growth by choosing all that apply of the following:

1. Not Applicable
2. Planning to Expand Your Workforce
3. Leave the Area
4. Merge With Another Company
5. Diversify to Additional Products and Services
6. Other

Since all 22 respondents provided their total employment in Section 1, it was possible to derive the potential impact on the Houston County workforce of all selected options. Four respondents selected two options, so the total number of responses in the table below exceeds 22.

Future Plans for Growth	Number of Respondents	Number of Employees Working For Respondents
Not Applicable	7	352
Planning to Expand Workforce	11	2,656
Leave the Area	0	0
Merge With Another Company	1	4
Diversify Products and Services	3	55
Other	4	4,258

Table 73. Future Plans for Growth Listing Number of Respondents and Employees.

Thankfully, no respondents reported that they plan to leave the area. Even better, half of the respondents (11) plan to expand their local workforces. The respondents selecting this option employ a total of 2,656 workers (25% of all workers employed by all respondents). This is exceptionally good news for HCCA’s planners, who can have confidence that **the employers of one-fourth of the reported workforce may soon be looking for more workers – workers that can be trained at HCCA.**

Seven respondents were large firms, and two were very large firms, employing approximately 2,000 or more workers each. The total number of employees represented by these respondents (7,316) represents 70% of the 10,521 workers employed by all respondents to this survey.

The table below lists the respondents who documented their future plans by total employee census:

Respondents	Total Number of Employees
Houston County Board of Education	3,924
Perdue Farms Incorporated	1,950
Middle Georgia Technical College	317
Robins AFB	233
Graphic Packaging International	232
Anonymous (Hospitality)	200
Macon State College	190
Anonymous (Manufacturing)	89
Hodac, Inc.	48
Anonymous (Engineering)	40
The Swanson	16
Child Development Schools, Inc CNI #15	15
Big Brothers Big Sisters	15
Jameson Inn	13
Anonymous (Service)	10
Anonymous (Service)	4
Anonymous (Service)	4
Anonymous (Non Profit)	3
Sports Fanatic Plus	3
Anonymous (Service)	3
Chef Audrey's Bistro & Bakery	3
Anonymous (Service)	2
PrinterShoppe	2
Total	7,316

Table 74. Respondents Reporting Future Plans for Growth, Sorted by Total Employment.

The most significant options selected were “Planning to Expand” and “Other.” The following respondents volunteered that they are planning to expand locally:

Respondents Planning to Expand	Total Number of Employees
Perdue Farms Incorporated	1,950
Robins AFB	233
Anonymous (Hospitality)	200
Macon State College	190
Anonymous (Engineering)	40
The Swanson	16
Child Development Schools, Inc CNI #15	15
Anonymous (Service)	4
Sports Fanatic Plus	3
Chef Audrey's Bistro & Bakery	3
PrinterShoppe	2
Total	2,656

Table 75. Respondents Planning to Expand Workforce, Sorted by Total Employment.

Four respondents selected “Other.” These respondents employ 4,258 workers (40% of the workforce reported by all respondents). The table below documents each respondent’s total employment and the reason for selecting “Other.” *Note: Respondents’ answers are unedited.*

Respondents Selecting "Other"	Total Number of Employees	Total Number of Employees
Houston County Board of Education	3,924	Growth due to student enrollment
Middle Georgia Technical College	317	dependent upon state funding for additional facility
Child Development Schools, Inc CNI #15	15	Operates 145 Child Development Schools
PrinterShoppe	2	national expansion

Table 76. Respondents Specifying Other Reasons for Growth, Sorted by Total Employment.

Three respondents (Sports Fanatic Plus and Hodac, Inc., plus an anonymous service firm) plan to diversify by adding products or services.

Elaboration on Plans and Timeframes

14 respondents (36% of 39 respondents) employing 5,010 workers (48% of 10,521 employees) elaborated on their plans as follows. *Note: Respondents' answers are unedited.*

Respondents	Total Number of Employees	Additional Information About Expansion Plans
Houston County Board of Education	3,924	Growth is anticipated, but based on student enrollment. As the area grows, so does enrollment. If enrollment continues to grow, new teachers must be added.
Middle Georgia Technical College	317	College's strategic plan includes additional facilities and personnel to add additional training programs and services to respond to community needs.
Robins AFB	233	Robins AFB is continually looking for additional workloads and to expand the capabilities of the organization
Anonymous (Hospitality)	200	Open new restaurants in the area.
Macon State College	190	growth of college increasing enrollment new buildings new venture - conference center Macon campus
Hodac, Inc.	48	As need in the community emerges
Anonymous (Engineering)	40	As soon as possible. Directly dependent on the federal budget and other factors
The Swanson	16	The restaurant is growing and we'll need additional cooks and servers.
Child Development Schools, Inc CNI #15	15	Obtains new schools annually
Big Brothers Big Sisters	15	we expanded into several more counties over the last year and are currently looking for more funding in those areas so that we can expand our workforce
Anonymous (Service)	4	As our business continues to improve, we will add more techs and support staff. I expect to add 1 tech per year for the next 5 years (not counting turnover), and 3 office/support staff within 2 years.
Sports Fanatic Plus	3	creating a production area in 3 months
Chef Audrey's Bistro & Bakery	3	this is the 4th expansion of my business- in the next 5 years I would like to have my own free standing building with a separate kitchen for catering

PrinterShoppe	2	We are starting a national expansion of two of our businesses both being centered here in Warner Robins. We are adding our printing and graphic design services to existing retail stores nationally and will be greatly increasing our workforce over the coming years. For every 10 accounts we will be hiring one designer. For every 20 accounts we will be hiring one office personnel. We plan to have 100 accounts by the end of 2008 and add 300 stores in 2009.
Total	5,010	

Table 77. Respondents Elaborating on Plans for Growth and Timelines.

In-Sector Clustering

Ten respondents (26% of 39 respondents) employing 4,716 workers (45% of 10,521 employees) specified businesses or industries they consider in their same employment sector that they would like to see clustering in the Houston County region. *Note: Respondents' answers are unedited.*

Respondent	Sector	Total Number of Employees	In-Sector Clustering
Houston County Board of Education	Education	3,924	More college campuses in the local area would be helpful, in order to recruit from those graduates.
Middle Georgia Technical College	Education	317	Health Care
Robins AFB	Government	233	Aircraft parts and fasteners suppliers/manufacturers.
Anonymous (Hospitality)	Hospitality	200	Tourism/Travel
Child Development Schools, Inc CNI #15	Service	15	an additional school south of Warner Robins area.
Big Brothers Big Sisters	Education	15	any business that would partner with us to allow their employees an opportunity to mentor a child
Anonymous (Service)	Service	4	Dancewear suppliers Free/public service oriented performance venues
Chef Audrey's Bistro & Bakery	Hospitality	3	I don't have any specifics that I would like to see. Anyone could be a customer for me.
Sports Fanatic Plus	Service	3	more technical
PrinterShoppe	Service	2	not applicable
Total		4,716	

Table 78. Respondents Interested in More Businesses in Their Sectors Clustering in Houston County.

Out-of-Sector Clustering

Seven respondents (18% of 39 respondents) employing 251 workers (2% of 10,521 employees) specified businesses or industries they consider outside of their same employment sector that they would like to see clustering in the Houston County region.

Note: Respondents' answers are unedited.

Respondent	Sector	Total Number of Employees	Out-of-Sector Clustering
Jameson Inn	Hospitality	13	Amusement park - would love to see Warner Robins become a destination for fun!
Chef Audrey's Bistro & Bakery	Hospitality	3	I don't have any specifics that I would like to see. Anyone could be a customer for me.
Sports Fanatic Plus	Service	3	more manufacturing
Big Brothers Big Sisters	Education	15	Na
Child Development Schools, Inc CNI #15	Service	15	New businesses such as a Dave & Buster's- Recreation/Entertainment. Travel Agency and Communication Center such as Internet-Wireless Pud. Discovery Center/Party Palace for Events
PrinterShoppe	Service	2	not applicable
Anonymous (Hospitality)	Hospitality	200	Technology Manufacturing
Total		251	

Table 79. Respondents Interested in More Businesses Outside of Their Sector Clustering in Houston County.

Job Relevant College Credit

20 respondents (51% Of 39 respondents) indicated that having employees who earn Technical Certificates of Credit from Middle Georgia Technical College adds value to their workforces.

Respondents selected TCCs that can be offered at MGTC from a list of 502 such programs approved by the Technical College System of Georgia. All told, 241 total TCCs were identified by respondents. Combining repeat selections reduced the list to a non-duplicated total of 130 TCCs (26% of the 502 TCCs approved by the state).

The table below shows the respondents sorted by number of TCCs each identified. A single, anonymous respondent in the healthcare industry selected 122 TCCs! The total list of TCCs sorted by each respondent appears in Appendix II.

Respondent	TCCs Selected
Anonymous (Healthcare)	122
Flint Energies EMC	20
Middle Georgia Technical College	17
Anonymous 3 (Service)	16
PrinterShoppe	16
Anonymous (Non-Profit)	13
Anonymous (Service)	6
Macon State College	4
Anonymous (Hospitality)	4
Anonymous (Manufacturing)	3
Anonymous (Logistical Support)	3
Chef Audrey's Bistro & Bakery	3
Anonymous 2 (Service)	3
The Swanson	3
Child Development Schools, Inc CNI #15	2
Hodac, Inc.	2
BAE Systems, Inc	1
Houston County Board of Education	1
Anonymous (Engineering)	1
Robins AFB	1
Total	241

Table 80. Respondents Ranked by Number of TCCs Selected.

The table below identifies by frequency count all 28 TCCs that were identified more than once. These 28 certificates accounted for 139 of the 241 overall TCCs identified (58%).

TCC Name	Frequency Count
Administrative Office Specialist	8
Accounting	7
Business Office Assistant	7
General Accounting	7
Office Support Specialist	7
Accounting Data Entry Clerk	6
Administrative Office Technology	6
Business and Customer Service Technology	6
Business and Office Technology	6
Business Management	6
Marketing	6
Computer Information Systems	5
Leadership Development	5
Payroll Accounting	5
Small Business Management	5
Advanced Leadership/Management	4
Basic Culinary Skills	4
Basic Electronics	4
Book Keeping Specialist	4
Computer Information Technology	4
Food and Beverage Management	4
Management	4
Networking Specialist	4
Advanced Aircraft Sheet Metal	3
Applied Marketing and Management	3
Catering Specialist	3
Early Childhood Care and Education	3
Organizational Management and Supervision	3
Total	139

Table 81. TCCs by Frequency Count That Were Named by More Than One Respondent.

The full list of TCCs appears in alphabetical order and then by frequency count in Appendix II.

Additional Comments by Respondents

Six respondents took the time to add additional comments in the final, free-form section. All comments are provided in the table below, unedited:

Respondent	Comments
Anonymous (Non Profit)	We need to address poor work ethic issues that are presently in this community, especially among the 18 - 30 year olds. They think nothing of using their personal cell phones during working hours, coming in late, taking over an hour for lunch. I have heard this from many chamber members.
Jameson Inn	In all course study, a section on work ethic - dependability, honesty, team work would be appropriate.
PrinterShoppe	I believe we need to be more diversified to be able to help individuals develop more on an individual basis versus molding them to the institution way as a group. We need to be able to help direct individuals to discover their natural talents and help direct them into their skills and let them develop at their pace and not the systems pace. If a student can graduate in 3 years--let them, if it takes 5 years--so be it! The current model does not work for the masses anymore. Students need more life skills training--how to do a tax return, how to balance a checkbook, how to set up email, how to dress for an interview, how to buy and pay for a house or car, how to manage or live without credit, they need more motivational projects, teach them some of the outside programs like Rich Dad Poor Dad, Stock market programs like Investools investor education, Zig Ziglar methods, how to write a business plan, serve on jury duty, and start teaching kids on honoring and respecting the constitution and what the flag stands for. We are losing our edge (if not our status as the leader) in the new world economy. Kids today need to be the leaders in a global economy! Find ways to compete like having debates on such topics as the FairTax.org to see if it really can propel America forward as the world leader in economic reform through true tax reform. Trying to keep on the same path is leading our kids to become the minimum wagers of the world. Our truly talented kids will become the managers of international owned businesses controlling the rest of the minimum wage kids and we will lose our freedoms, wealth, control and sovereignty as a nation.
Child Development Schools, Inc CNI #15	Thanks for always exploring ways to expand the minds of our youth and to increase the value of our community and families in Houston County. I am sure that the great minds behind this workforce will promote a profound and productive commitment to EXCELLENCE!
Anonymous (Service)	Please setup a Customer Service Academy and allow anyone from high school and up to take the courses. Business owners need this now.

Anonymous (Manufacturing)	Thank you for asking my opinions. I believe that the workforce of tomorrow must have technical training to enable them to perform skills such as aircraft sheet metal work and aircraft inspections. I also believe that their support personnel should work to improve their abilities by seeking education above the high school level. Courses in administrative jobs like analysis, system data query - all important to our success.
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Table 82. Final Comments by Six Respondents.

Conclusions

The planners of Houston County Career Academy worked intently on this needs assessment survey and report for nearly a full year. The first Steering Committee meeting of community partners was in mid-April 2008. The findings of this report, and the process that produced it, will serve as a foundation for workforce development planning in Houston County for years to come.

This 138-page document is full of individual conclusions and recommendations, and the list below is not intended to override or minimize any individual statement that appears in the pages above. Indeed, the list of concluding recommendations that follows is merely a summary of relevant findings. SEA encourages all interested planners to read and study the entire document carefully - including the appendices - to be sure of gleaning all that can be concluded from the impressive data volunteered by the employers of 10,521 workers in Houston County.

After analyzing the above data, reported in 94 separate tables above and below, SEA recommends that the planners of Houston County Career Academy:

1. Renew your determination to "put the 'FACT' back in 'SatisFACTion'" by refusing to be satisfied unless the data indicate a reason for satisfaction; i.e., the partnership will tolerate no "opinions" that are not supported by evidence. Create an Accountability Committee to focus on this very singular goal.
2. Determine course offerings by asking, "What courses can we offer to impart the skills/knowledge and work ethic expected of employees by employers?"
3. Focus especially on courses that will have an immediate impact on major job titles in the Education, Healthcare, Hospitality, Agriculture, Government and Manufacturing sectors. Recall from the Methodology section (p. 8) that Government and Manufacturing also indicate need in Aviation.
4. Continue to focus on courses that meet needs identified by one or more large employers.
5. In your accountability efforts, make sure that HCCA has a measurable impact on lowering turnover rates and reducing training budgets of respondents to this survey.
6. Set a goal to increase the percentage of local businesses participating in Work-Based Learning programs at HCCA, improving the already impressive 38% of respondents currently working in the program.
7. Notice your impact on major job titles in areas like reducing the average age of educators and/or increasing the number of "home grown" healthcare workers - especially registered nurses.
8. Do whatever it takes to increase student awareness and interest in engineering.
9. Make it a point to measure your impact on the respondents and job titles mentioned as "Triple Threats." Those jobs constitute "low hanging fruit" that can result in an immediate impact on the local economy by HCCA.

10. Make improving the "Listening" abilities of your students the highest rated Generic Skill at HCCA, and find a way to measure and reward improvement in Listening and Oral Communications in every class taught there.
11. Give serious emphasis to the business, office and accounting-related Technical Certificates of Credit that rank highest in frequency counts among respondents – ranking higher than even TCCs in Education and Healthcare.
12. Work with manufacturing firms so they understand more clearly the value of TCCs that support their industries.

With attention to these worthwhile recommendations and all the other impressive data found in this report, the planners of the Houston County Career Academy will become what they nearly are now and clearly intend to be: the very best public education/business partnership influencing workforce development in the state of Georgia, and well-positioned to be a **national** leader.

Appendix I – Seamless Education Associates, Inc.

Seamless Education Associates, Inc., Inc. (SEA) was founded in 2005 by Russ Moore, former CEO of Central Educational Center (CEC), a national model workforce development charter school in Coweta County, Georgia. SEA exists to help communities all over the country examine and adopt the ADDIE business process (Analyze, Design, Development, Implement and Evaluate) to improve educational outcomes. ADDIE was used by the founders of CEC, starting in 1997.

Moore has spent 29 years in business, government, and education. His diverse array of work has included writing speeches for the Governor of Georgia, shooting news and video productions for every major American news network and many Fortune 500 companies, and conducting classroom action research for a major university. Since 2000, Moore has worked with Central Educational Center. Beginning first as a business partner and volunteer, he later served for two years on the school's Board of Directors, followed by two years as the school's CEO. CEC was named a national model in early 2004. Since then, Moore has spoken to state, regional and national audiences about CEC and this model, including a February 2005 hearing before Congress.

SEA has worked with the following communities that are starting career academies, most of them as charter schools: Whitfield, Walton, Douglas, Fulton, Atlanta, Glynn, Floyd, Toombs, Treutlen, Montgomery, Vidalia City, Athens-Clarke, Savannah-Chatham and Carroll. In addition, the Georgia Department of Education contracted with SEA to develop and implement a Career, Technical and Agriculture Education Improvement Model that is impacting all 181 Georgia school districts. Moore and SEA have been working with Houston since 2007.

Outside of Georgia, SEA has served clients in Colorado, California, Arizona, Texas, Florida, North Carolina and Arkansas.

Appendix II - Extended Tables

Tables in this appendix are complete or extended versions of tables that appear in truncated form in the body of this report. As such, some tables may extend beyond a single page.

Major Job Titles by Frequency

Job Title	Frequency
Customer Service Representative	5
Administrative Assistant	3
Electronic Engineer	3
Engineer	3
Front Desk Representative	3
Office Assistant	3
Cashier	2
Classroom Instructor	2
Cook	2
Food Server	2
Housekeeper	2
Material Handler	2
President	2
Supervisor	2
Accountant	1
Baker	1
Branch Manager	1
Carpenter	1
Certified Medical Coder	1
Clinician	1
Coiler	1
Computer Scientist	1
Dance Teacher	1
Dishwasher	1
Doctor	1
Duct Mechanic	1
Electrician	1
Events & Fundraising Coordinator	1
Fabricator	1
Facilities Technician	1
Field Service Technician	1
Financial Analyst	1
General Laborer	1
General Maintenance Specialist	1
GIS Technician	1
Granite Fabricator	1

Granite Installer	1
Graphic Designer	1
Insurance Agent	1
Licensed Agent sales/service	1
Licensed Physical Therapist	1
Line Operator	1
Loan Originator	1
Logistician	1
Machine Operator	1
Maintenance Electrician Specialist	1
Marketing Assistant	1
Match Coordinator	1
Paramedic	1
Pharmacist	1
Physical Therapist	1
Pre-School Lead Teacher	1
Production Machine Operator	1
Production Technician	1
Production Worker	1
Program Manager	1
Public Relations Specialist	1
Registered Nurse	1
Salesperson	1
Secretary-Treasurer	1
Service Technician	1
Shampooing Assistant	1
Sheetmetal Mechanic	1
Software Developer	1
Sous Chef	1
System Operations Technician	1
Systems Support Technician	1
Tax Preparer	1
Taxpayer Representative	1
Technical Writer	1
Telephone Information Specialist	1
Truck Driver	1
Truck Loader	1
Vice President	1
Warehousing Technician	1
Workload Analyst	1
Total	98

Table 83. Frequency Count of All Major Job Titles.

Major Job Titles by Employee Count

All 39 respondents listed a non-duplicated total of 76 Major Job Titles, currently filled by 4,839 workers. The table below is a complete listing of those job titles by respondent. Note that some respondents selected the “privacy” option, so the employer is not specifically identified; however, in every case the job sector is supplied. For planning purposes, HCCA may assume that – at a minimum – each respondent needs to maintain the number of workers identified in each position.

Respondent	Major Job Title	Current Employees With This Job Title
Houston County Board of Education	Classroom Instructor	2,132
Anonymous (Healthcare)	Registered Nurse	558
RAFB/402 SMXG	Electronic Engineer	400
Spherion Staffing Services of Middle Georgia	Production Worker	200
RAFB/402 SMXG	Electronic Engineer	200
Middle Georgia Technical College	Classroom Instructor	196
Graphic Packaging International	Production Machine Operator	147
Robins, AFB	Sheetmetal Mechanic	120
Anonymous (Hospitality)	Food Server	80
Flint Energies EMC	Customer Service Representative	50
RAFB/402 SMXG	Electronic Engineer	50
Anonymous (Hospitality)	Cashier	40
Anonymous (Healthcare)	Paramedic	36
Anonymous (Hospitality)	Cook	30
Anonymous (Hospitality)	Dishwasher	30
Peachstate Hospitality	Housekeeper	25
Anonymous (Manufacturing)	Truck Driver	25
Macon State College	Office Assistant	25
RAFB/402 SMXG	Computer Scientist	25
Macon State College	Customer Service Representative	20
Anonymous (Finance)	Salesperson	18
Dixien, LLC	Machine Operator	18
Graphic Packaging International	Maintenance Electrician Specialist	17
Flint Energies EMC	Accountant	16
Anonymous (Logistics)	Workload Analyst	16
Anonymous (Healthcare)	Pharmacist	16
Anonymous (Manufacturing)	Truck Loader	15
Macon State College	Systems Support Technician	15
Peachstate Hospitality	Front Desk Representative	14
Anonymous (Manufacturing)	Line Operator	14
Anonymous (Healthcare)	Physical Therapist	13
Graphic Packaging International	Material Handler	12
Hodac, Inc.	Telephone Information Specialist	11

Anonymous (Manufacturing)	Supervisor	11
Anonymous (Healthcare)	Certified Medical Coder	11
Anonymous (Engineering)	Engineer	10
Anonymous (Engineering)	Engineer	10
Anonymous (Manufacturing)	Fabricator	10
Macon State College	Cashier	10
Macon State College	Customer Service Representative	10
Anonymous (Construction)	Duct Mechanic	10
Graphic Packaging International	General Maintenance Specialist	9
Flint Energies EMC	System Operations Technician	8
Anonymous (Finance)	Customer Service Representative	8
Anonymous (Manufacturing)	Coiler	8
The Swanson	Food Server	8
Jameson Inn	Housekeeper	7
Big Brothers Big Sisters	Match Coordinator	7
Anonymous (Healthcare)	Licensed Physical Therapist	7
Flint Energies EMC	Administrative Assistant	6
Jameson Inn	Front Desk Representative	5
Jimmy Spinks, Agent State Farm Insurance	Licensed Agent sales/service	5
Anonymous (Engineering)	Technical Writer	5
Flint Energies EMC	Warehousing Technician	5
Raccoon Stone & Tile Works	Granite Fabricator	5
Anonymous (Construction)	Service Technician	5
Anonymous (Service)	Dance Teacher	4
Anonymous (Manufacturing)	Material Handler	4
Anonymous (Insurance)	Insurance Agents	3
Anonymous (Healthcare)	Clinician	3
Anonymous (Healthcare)	Doctor	3
Anonymous (Construction)	Electrician	3
Flint Energies EMC	Facilities Technician	3
Flint Energies EMC	GIS Technician	3
Raccoon Stone & Tile Works	Administrative Assistant	3
Anonymous (Service)	Field Service Technician	3
The Swanson	Cook	3
Sports Fanatic Plus	Production Technician	2
Jimmy Spinks, Agent State Farm Insurance	Supervisor	2
PrinterShoppe	Graphic Designer	2
Anonymous (Construction)	Carpenter	2
Flint Energies EMC	Public Relations Specialist	2
Child Development Schools, Inc CNI #15	Pre-School Lead Teacher	2
Raccoon Stone & Tile Works	Granite Installer	2
Anonymous (Manufacturing)	Office Assistant	2
Anonymous (Service)	Shampooing Assistant	2
Anonymous (Non-Profit)	Administrative Assistant	1
Anonymous (Non-Profit)	Events & Fundraising Coordinator	1

Anonymous (Non-Profit)	President	1
Synovus Mortgage Corp	Branch Manager	1
Synovus Mortgage Corp	Loan Originator	1
Synovus Mortgage Corp	Marketing Assistant	1
Anonymous (Service)	Software Developer	1
Anonymous (Service)	Tax Preparer	1
Anonymous (Service)	Taxpayer Representative	1
PrinterShoppe	Customer Service Representative	1
BAE Systems, Inc	Engineer	1
BAE Systems, Inc	Financial Analyst	1
BAE Systems, Inc	Logistician	1
BAE Systems, Inc	Program Manager	1
Anonymous (Service)	President	1
Anonymous (Service)	Secretary-Treasurer	1
Anonymous (Service)	Vice President	1
Chef Audrey's Bistro & Bakery	Baker	1
Chef Audrey's Bistro & Bakery	Sous Chef	1
Anonymous (Service)	Office Assistant	1
Perdue Farms Incorporated	General Laborer	1
Anonymous (Service)	Front Desk Representative	1
	Total	4,839

Table 84. List of Respondents and Number of Employees Filling All 76 Major Job Titles.

20% or More of Workforce

90% of workers (4,331 of 4,839) working in 41 major job titles (54% of 76 non-duplicated job titles) were described by respondents as constituting 20% or more of each respondent's workforce. The total of 47 mentions is accounted for by the fact that several employers duplicated the same job title.

Major Job Title	Number of Employees	Frequency of Mention
Classroom Instructor	2,328	2
Electronic Engineer	600	2
Registered Nurse	558	1
Production Worker	200	1
Production Machine Operator	147	1
Sheetmetal Mechanic	120	1
Food Server	88	2
Customer Service Representative	59	3
Cashier	40	1
Housekeeper	25	1
Engineer	20	2
Machine Operator	18	1
Salesperson	18	1
Workload Analyst	16	1
Front Desk Representative	14	1
Telephone Information Specialist	11	1
Duct Mechanic	10	1
Match Coordinator	7	1
Granite Fabricator	5	1
Licensed Agent sales/service	5	1
Service Technician	5	1
Dance Teacher	4	1
Clinician	3	1
Cook	3	1
Doctor	3	1
Field Service Technician	3	1
Insurance Agents	3	1
Carpenter	2	1
Graphic Designer	2	1
Pre-School Lead Teacher	2	1
Production Technician	2	1
Branch Manager	1	1
General Laborer	1	1
Loan Originator	1	1
Logistician	1	1
Marketing Assistant	1	1
Program Manager	1	1

Software Developer	1	1
Sous Chef	1	1
Tax Preparer	1	1
Taxpayer Representative	1	1
Total	4,331	47

Table 85. Number of Workers and Frequency Count of Major Job Titles That Are 20% or More of Workforce.

Unique Skills

80% of workers (3,895 of 4,839) in 65 major job titles (86% of 76 non-duplicated job titles) were described by respondents as requiring “unique skills that make recruitment and hiring difficult.”

Major Job Title	Number of Employees
Classroom Instructor	2,328
Registered Nurse	558
Production Worker	200
Sheetmetal Mechanic	120
Customer Service Representative	89
Food Server	88
Cashier	50
Paramedic	36
Office Assistant	27
Housekeeper	25
Truck Driver	25
Engineer	21
Salesperson	18
Maintenance Electrician Specialist	17
Accountant	16
Material Handler	16
Pharmacist	16
Workload Analyst	16
Systems Support Technician	15
Truck Loader	15
Front Desk Representative	14
Line Operator	14
Physical Therapist	13
Supervisor	13
Certified Medical Coder	11
Administrative Assistant	10
Duct Mechanic	10
Fabricator	10
General Maintenance Specialist	9
System Operations Technician	8
Licensed Physical Therapist	7
Granite Fabricator	5
Licensed Agent sales/service	5
Service Technician	5
Technical Writer	5
Warehousing Technician	5
Dance Teacher	4
Clinician	3

Cook	3
Doctor	3
Electrician	3
Facilities Technician	3
Field Service Technician	3
GIS Technician	3
Insurance Agents	3
Granite Installer	2
Graphic Designer	2
Pre-School Lead Teacher	2
President	2
Production Technician	2
Public Relations Specialist	2
Shampooing Assistant	2
Baker	1
Branch Manager	1
Events & Fundraising Coordinator	1
Loan Originator	1
Logistician	1
Marketing Assistant	1
Program Manager	1
Secretary-Treasurer	1
Software Developer	1
Sous Chef	1
Tax Preparer	1
Taxpayer Representative	1
Vice President	1
Totals	3895

Table 86. Number of Employees Filling Job Titles That Require Unique Skills.

Estimated Jobs

30 respondents (77% of 39 respondents) provided the needed combination of current employees in a major job title and a company-specific turnover rate for 74 of 98 major job titles (76% of all major job titles). The overall result: SEA estimates that respondents need to replace 1,100 workers every year in the major job titles listed below:

Respondent	Major Job Title	Current Employees	Turnover Rate	Estimated Jobs Needed Per Year
Anonymous (Healthcare)	Registered Nurse	558	44	246
Houston County Board of Education	Classroom Instructor	2132	10	213
Anonymous (Hospitality)	Food Server	80	120	96
RAFB/402 SMXG	Electronic Engineer	400	20	80
Anonymous (Hospitality)	Cashier	40	120	48
Spherion Staffing Services of Middle Georgia	Production Worker	200	20	40
Flint Energies EMC	Customer Service Representative	50	80	40
RAFB/402 SMXG	Electronic Engineer	200	20	40
Anonymous (Hospitality)	Cook	30	120	36
Anonymous (Hospitality)	Dishwasher	30	120	36
Big Brothers Big Sisters	Match Coordinator	7	30	21
Middle Georgia Technical College	Classroom Instructor	196	10	20
Anonymous (Healthcare)	Paramedic	36	44	16
Graphic Packaging International	Production Machine Operator	147	10	15
Flint Energies EMC	Accountant	16	80	13
Robins, AFB	Sheetmetal Mechanic	120	10	12
Hodac, Inc.	Telephone Information Specialist	11	100	11
RAFB/402 SMXG	Electronic Engineer	50	20	10
Anonymous (Healthcare)	Pharmacist	16	44	7
Flint Energies EMC	System Operations Technician	8	80	6
Anonymous (Healthcare)	Physical Therapist	13	44	6
Anonymous (Manufacturing)	Truck Driver	25	20	5
RAFB/402 SMXG	Computer Scientist	25	20	5
Anonymous (Healthcare)	Certified Medical Coder	11	44	5
Flint Energies EMC	Administrative Assistant	6	80	5
Flint Energies EMC	Warehousing Technician	5	80	4
The Swanson	Food Server	8	40	3
Anonymous (Healthcare)	Licensed Physical Therapist	7	44	3
Anonymous (Manufacturing)	Truck Loader	15	20	3
Anonymous (Manufacturing)	Line Operator	14	20	3
Anonymous (Construction)	Duct Mechanic	10	25	3
Flint Energies EMC	Facilities Technician	3	80	2
Flint Energies EMC	GIS Technician	3	80	2
Anonymous (Manufacturing)	Supervisor	11	20	2
Anonymous (Service)	Dance Teacher	4	50	2
Anonymous (Manufacturing)	Fabricator	10	20	2

Anonymous (Logistics)	Workload Analyst	16	12	2
Anonymous (Finance)	Salesperson	18	10	2
Graphic Packaging International	Maintenance Electrician Specialist	17	10	2
Flint Energies EMC	Public Relations Specialist	2	80	2
Anonymous (Manufacturing)	Coiler	8	20	2
Jameson Inn	Housekeeper	7	20	1
Anonymous (Construction)	Service Technician	5	25	1
The Swanson	Cook	3	40	1
Graphic Packaging International	Material Handler	12	10	1
Jameson Inn	Front Desk Representative	5	20	1
Anonymous (Engineering)	Engineer	10	10	1
Anonymous (Engineering)	Engineer	10	10	1
Graphic Packaging International	General Maintenance Specialist	9	10	1
Anonymous (Service)	Field Service Technician	3	30	1
Anonymous (Finance)	Customer Service Representative	8	10	1
Anonymous (Manufacturing)	Material Handler	4	20	1
Anonymous (Insurance)	Insurance Agents	3	20	1
Perdue Farms Incorporated	General Laborer	1	59	1
Jimmy Spinks, Agent State Farm Insurance	Licensed Agent sales/service	5	10	1
Anonymous (Engineering)	Technical Writer	5	10	1
Raccoon Stone & Tile Works	Granite Fabricator	5	10	1
Sports Fanatic Plus	Production Technician	2	20	1
Child Development Schools, Inc CNI #15	Pre-School Lead Teacher	2	20	1
Anonymous (Manufacturing)	Office Assistant	2	20	1
Anonymous (Healthcare)	Clinician	3	10	1
Anonymous (Healthcare)	Doctor	3	10	1
Raccoon Stone & Tile Works	Administrative Assistant	3	10	1
Anonymous (Service)	Office Assistant	1	30	1
Jimmy Spinks, Agent State Farm Insurance	Supervisor	2	10	1
Raccoon Stone & Tile Works	Granite Installer	2	10	1
BAE Systems, Inc	Engineer	1	20	1
BAE Systems, Inc	Financial Analyst	1	20	1
BAE Systems, Inc	Logistician	1	20	1
BAE Systems, Inc	Program Manager	1	20	1
Chef Audrey's Bistro & Bakery	Baker	1	20	1
Chef Audrey's Bistro & Bakery	Sous Chef	1	20	1
Anonymous (Service)	Shampooing Assistant	2	10	1
Anonymous (Service)	Front Desk Representative	1	10	1
	Totals	4,682		1,104

Table 87. Estimated Jobs Needed Per Year in Major Job Titles.

Significant Changes

Respondents were given a free-form box in which to document “significant changes you anticipate in the skill level for this job within the next five years, if any.” 32 respondents (82% of 39 respondents) provided the following answers regarding 38 major job titles (39% of 98 major jobs).

Major Job Title	Current Employees	Significant Changes
Classroom Instructor	196	Majority of Faculty requires Master's Degree or above
Sheetmetal Mechanic	120	Employees in the future need the ability to perform heavy structural maintenance on aircraft
Food Server	80	IT Skills
Customer Service Representative	50	Customer Services Skills, Phone Skills, Computer Skills
Cashier	40	IT Skills
Office Assistant	25	More computer literacy
Engineer	20	Computer & analysis Skills including CAD/CAM, finite element analysis capability
Salesperson	18	Communication and Computer skills
Accountant	16	Increased accounting knowledge and experience
Workload Analyst	16	Need to be able to collect data, analyze it, articulate it clearly in writing, and make sound recommendations to management
System Operations Technician	8	Computer Knowledge, Electrical Technology Training
Customer Service Representative	8	Ongoing communication and computer skills
Administrative Assistant	6	Computer Skills, Business Acumen, Professional Grammar and Writing Skills
Granite Fabricator	5	As tooling changes employees have to be retrained. Started with electric tools, now pneumatic, next could be something totally different. Must be able to adapt
Warehousing Technician	5	Computer Knowledge, Customer Service Skills, Professional Relationships
Technical Writer	5	Exceptional technical knowledge and writing capabilities
Licensed Agent sales/service	5	Increased Technology Skills, general business skills
Service Technician	5	need more educated personnel because of equip. changes

Dance Teacher	4	As the local dance community grows and beginners improve their skills, our teachers must work hard to continue offering new, challenging, high-quality content.
Administrative Assistant	3	Computer skills, finance, organizational skills, customer service
GIS Technician	3	Geographical Systems Knowledge, Computer Experience, Drafting
Clinician	3	none
Doctor	3	none
Facilities Technician	3	Small equipment use and maintenance experience, aware of hazardous chemical recognition
Field Service Technician	3	Soldering, Apple certifications, laser printer maintenance
Pre-School Lead Teacher	2	BA Degree in Elementary Education, AA in Elementary Ed. CDA
Production Technician	2	bring in screen printing
Granite Installer	2	Installation requires many skills in cabinetry, weight of stone, and tooling
Supervisor	2	IT skills & business management skills
Graphic Designer	2	learning updated software programs
Public Relations Specialist	2	Marketing Skills, Presentation Skills, Media (camera, video, audio equipment) Professional Grammar and Writing Skills for print and distribution
Baker	1	Able to promote to Lead Baker/Pastry Chef with skill improvements
Office Assistant	1	Adjusting from clerical to combined clerical/management
Front Desk Representative	1	answer phones, book appts, greet clients
Customer Service Representative	1	online services
Sous Chef	1	Will be able to promote to Executive Chef status

Table 88. Significant Changes Expected in Five Years, Sorted by Employees.

Key Actions Performed

29 respondents (74% of 39 respondents) provided free-form answers about “key actions performed” by their employees in 67 major job titles (68% of 98 major job titles). *Note: Answers are unedited.*

Major Job Title	Current Employees	Key Actions Performed
Classroom Instructor	2132	Teaching students in Grades Pre-K through 12th grade in various subjects. Each teacher is required to hold a valid in-field certificate issued by the Georgia Professional Standards Commission and to meet Highly Qualified requirements set by No Child Left Behind for the subject(s) they teach.
Classroom Instructor	196	Teaching/Advising Students
Production Machine Operator	147	Operating High speed printing and finishing equipment.
Food Server	80	Greeting Customers Suggestive Selling Takings Orders Computer Inputting Receiving Payment
Customer Service Representative	50	Operating Computer, operating calculator, phone communication, reading, writing, customer contact
Cashier	40	Receiving Cash Taking Orders Answering Phone Greeting Customer
Truck Driver	25	CDL LICENSE
Office Assistant	25	Word processing, e-mail and spread sheets
Salesperson	18	taking orders, visiting customers, product research and presentations
Maintenance Electrician Specialist	17	preventative maintenance, troubleshoot/repair of high-speed equipment & tooling, pneumatics, hydraulics electrical and plc work.
Accountant	16	computing, calculating, phone skills, office equipment, report processing, mailing, data entry
Truck Loader	15	FORK LIFT LICENSE, INVENTORY KNOWLEDGE, COMPUTER KNOWLEDGE.
Line Operator	14	PERFORMING AND MAINTAINING THE DAILY ACTIVITIES ASSOCIATED WITH A PRODUCTION LINE
Material Handler	12	handling materials throughout the facility
Telephone Information Specialist	11	Telephone Information and Referral
Supervisor	11	MANAGEMENT SKILLS

Engineer	10	Performing analyses using automated and manual methods for structures, avionics, hydraulics, flight controls, weapons and other aircraft systems. Qualified personnel require computer aided design/manufacturing (CAD/CAM), and finite element analysis (FEA) skills.
Engineer	10	Analysis, repair and design of aircraft systems.
Fabricator	10	WELDING, INVENTORY
Duct Mechanic	10	Soldering, troubleshooting plumbing, electrical and mechanical problems related to heating and a/c, selling, inventory, public relations
General Maintenance Specialist	9	preventative maintenance, troubleshoot/repair of high-speed equipment & tooling, pneumatics, hydraulics and some electrical work.
System Operations Technician	8	Operation of Computer systems, Operations of Geographical programs, Radio communication with others, work rotating shifts, knowledge of electrical technology tools and equipment
Customer Service Representative	8	phone communication with vendors and suppliers, order/inventory editing, email and other computer activities, trouble shooting
Coiler	8	HANDING PRODUCTS AFTER PRODUCTION, COILING PIPE, LABELING PIPE, SOCKING PIPE.
Food Server	8	Greet and take customer orders. Put orders into POS system. Take food out. Cash customers out. Keep dining room clean.
Housekeeper	7	Dependability, attention to detail, able to work in the elements (much time spent in current weather conditions)
Match Coordinator	7	interviewing volunteers and children, data entry, training volunteers, background checks, evaluation of volunteers, setting interviews and match meetings
Administrative Assistant	6	Operating computer, use and operation of a calculator, extensive phone skills, Read and review of contracts, organizational skills
Front Desk Representative	5	People skills. Able to learn and operate in-house computer program. Able to count money - make change. Be able to grasp abstract ideas of selling and promoting the hotel.
Technical Writer	5	Writing system specifications and procedures for technicians.

Warehousing Technician	5	Ability to organize facilities, Keep up to date on supplies and needs, Negotiation Tactics for bidding processes, Computer knowledge for supply and demand needs
Granite Fabricator	5	Using cutting and polishing machines, this position cuts in rodding trenches, polishes edges
Service Technician	5	Soldering, troubleshooting plumbing, electrical and mechanical problems related to heating and a/c, selling, inventory, public relations
Dance Teacher	4	Prepare by taking many classes and workshops at an advanced or instructor level. Plan own class structure and curriculum. Recruit new students. Collect member info and tuition money. Teach the classes you have planned. Plan, Organize, and Participate in Recitals and Performances at Public Functions.
Material Handler	4	FORK LIFT TRAINING, INVENTORY CONTROL
Insurance Agents	3	sales, servicing existing policies, general office duties
Clinician	3	one on one individual therapy.
Facilities Technician	3	Operating Grounds Maintenance Equipment, Minor equipment maintenance and repair, use of cleaning chemicals, communicating with employees and vendors
GIS Technician	3	Ability to learn and perform drafting needs, Learn and recognize geographical areas, clear communication with other departments, ability to learn and eventually teach programs to other departments
Administrative Assistant	3	customer service, selling, inventory control
Field Service Technician	3	1. Troubleshoot and repair computer hardware and software problems, onsite, in front of an audience. 2. Ability to determine root cause of problem and address the solution.
Cook	3	Prepare food according to instructions. Complete orders (multiples at a time) in a timely and accurate fashion. Control food costs. Must follow all health department guidelines and keep kitchen clean.
Production Technician	2	printing and setup for embroidery
Graphic Designer	2	custom designing collateral marketing products with photoshop or illustrator. Able to communicate directly with buying customer to finalize design. Creative aptitude, self motivating

Public Relations Specialist	2	Ability to represent company at public functions, Use and responsibility for recording equipment such as cameras, video and audio equipment. Use of computer that include marketing software, excellent grammar for presentations, customer service skills
Pre-School Lead Teacher	2	Classroom Management, Planning Daily Activities and maintaining records. Computer skills, customer service and oral and written communication
Granite Installer	2	transporting counter tops to off-site location and setting them in customer's home.
Office Assistant	2	OFFICE ADMINISTRATOR ACCOUNTANT
Shampooing Assistant	2	shampooing, applying color, blowdry styling, clean-up duties
Administrative Assistant	1	Answer phone, filing, accepting credit cards, use of specialized chamber software. Accounts receivable and payable.
Events & Fundraising Coordinator	1	Develops, organizes, and coordinates.
President	1	Plans, directs, manages and coordinates.
Software Developer	1	Development of software products, web site design, etc
Tax Preparer	1	Preparation of income tax returns
Taxpayer Representative	1	Ability and credentials to represent taxpayers before the IRS
Customer Service Representative	1	Ability to communicate between company office management and independent graphic designers. Managing orders placed and received. Able to follow up on design progress for timely processing, knowledge of basic computer and Internet sources including email, scanning, order processing, communications with store owners who submit orders, knowledge of basics in Photoshop or Illustrator along with basic calculator and math skills to determine pricing of products, submitting daily reports of processes of the day to management.
Engineer	1	Relevant Engineering Required
Logistician	1	Economical support manufacturing, reprocurement & servicing of products, systems or equipment
Program Manager	1	Contact execution
President	1	Management Skills, Bookkeeping, Decision skills.
Secretary-Treasurer	1	Bookkeeping, Graphic Design
Vice President	1	Management Skills, Bookkeeping

Sous Chef	1	Is the second in command in the kitchen and generally is in charge of food production. Ensures that all food production workers are performing their duties as prescribed by the quality standards established by the Executive Chef. The Sous Chef assumes all the duties of the Executive Chef in the chef's absence.
Baker	1	baking, measuring, planning desserts/bread with Chef, minimum purchasing taking inventory
Office Assistant	1	Telephone, Data entry, filing, organization, scheduling.
General Laborer	1	Assembly line work OJT administered to help associate learn new job
Front Desk Representative	1	answer phones, book appts, greet clients

Table 89. Key Actions Performed in 68 Major Job Titles, Sorted by Employees

Essential Knowledge, Skills and Attitudes

26 respondents (67% of 39 respondents) provided free-form answers about “essential knowledge, skills and attitudes” they require of employees in 54 major job titles (55% of 98 major job titles). Some respondents provided the current job description as the answer. The table below documents free form answers provided by respondents:

Major Job Title	Current Employees	Essential Knowledge, Skills and Attitudes
Classroom Instructor	2132	Minimum of a Bachelors Degree required. If the Teachers do not already hold a teaching certificate through the traditional college route, there are alternate routes to seek certification.
Classroom Instructor	196	Customer Service oriented/Student centered, positive attitudes, Our accreditation requires instructors to meet specific credentialing requirements (degree, work related experience, etc)
Food Server	80	Communication Skills Human Relationship Skills Multi Tasking Computer Knowledge Cash Handling
Cashier	40	Computer Knowledge Customer Relationship Skills Outgoing Personality
Office Assistant	25	Word Processing: Letter creation Spreadsheet: Forms e-mail: files management
Truck Driver	25	DRIVING 18 WHEEL TRUCKS
Salesperson	18	strong communication, presentation, and solid work ethic
Maintenance Electrician Specialist	17	preventative maintenance, troubleshoot/repair of high-speed equipment & tooling, pneumatics, hydraulics electrical and plc work.
Truck Loader	15	COMPUTER KNOWLEDGE, MATH, READING, WRITING.
Line Operator	14	MAINTAINING PRODUCTION EFFICIENCIES, MINIMIZING DOWNTIME, REPAIR AND MAINTENANCE, QUALITY, HOUSEKEEPING, AND SAFETY.
Material Handler	12	fork lift experience
Supervisor	11	MANAGEMENT, COMPUTER, INVENTORY, PRODUCT KNOWLEDGE, AND MACHINERY KNOWLEDGE.
Telephone Information Specialist	11	Associate's Degree in human services, education, or other related field OR Two (2) years direct working experience in human services

Engineer	10	Qualified personnel require computer aided design/manufacturing (CAD/CAM), and finite element analysis (FEA) skills.
Engineer	10	Performing analyses using automated and manual methods for structures, avionics, hydraulics, flight controls, weapons and other aircraft systems. Qualified personnel require computer aided design/manufacturing (CAD/CAM), and finite element analysis (FEA) skills
Duct Mechanic	10	Drug Free, Reliable, trustworthy, look presentable
Fabricator	10	ANY FABRICATION EXPERIENCE, ESPECIALLY IN PLASTIC FABRICATION.
General Maintenance Specialist	9	preventative maintenance, troubleshoot/repair of high-speed equipment & tooling, pneumatics, hydraulics and some electrical work.
Food Server	8	Friendly and courteous. Physically able to carry trays. Ability to learn menu and POS system. Must be able to make change and calculate gratuities.
Customer Service Representative	8	Computer, organization, and communication skills are most important
Housekeeper	7	Normally able to train anyone will to work hard. It is different from cleaning one's house!
Match Coordinator	7	college degree required, ability to communicate verbally as well as written, self motivated, organized
Front Desk Representative	5	Knowlege of the workings of a hotel. People skill - selling abilities.
Technical Writer	5	Excellent technical, writing and oral communication skills. Self-motivated, positive attitude.
Service Technician	5	Drug Free, Reliable, trustworthy, look presentable
Granite Fabricator	5	Ability to read template information and transfer it to the material being worked, i.e. edge detail, location of holes (sink and stove cut outs). Work performed under general supervision. Must understand uses of machines to perform the job

Dance Teacher	4	Knowledge of dance in general and your style/genre of dance in particular. Flexibility!!!! Ability to plan meaningful classes that continually improve and increase a student's skills, knowledge, and sense of accomplishment. Ability to delegate duties to others and supervise the work of others to facilitate all aspects of public performances and demonstrations. Ability to market the art form and oneself as a teacher to insure that attendance (and tuition income) will increase over time.
Material Handler	4	FORK LIFT CERTIFICATION VERY KNOWLEDGEABLE IN SIMPLE MATH AND INVENTORY
Insurance Agents	3	willingness to work as a team, able to handle high stress and work under production goals, must have proper licensure status
Clinician	3	must have masters degree and license in state of ga.
Administrative Assistant	3	Must have good communication skills, ability to write clearly, computer knowledge, organizational skills, able to do basic math. Must be friendly and trustworthy
Cook	3	Must be able to multi-task and direct other cooks on the line. Must be dependable and hard working. Must be self-driven. Must learn food safety rules and strictly follow them.
Field Service Technician	3	1. Comprehensive understanding of computer hardware and software. 2. Self-motivated with the desire to stay "on top" of new computer related technologies and changes. 3. Troubleshooting/problem solving skills - ability to determine root cause and solution 4. Network infrastructure installation and operation. 5. Professional image and demeanor 6. Outstanding customer service orientation - this is a key requirement for employment with us.
Pre-School Lead Teacher	2	Strong Communication skills, writing ability, classroom management skills are a must and good organization skills. Team player and a can do attitude. Self Starter and highly motivated.
Shampooing Assistant	2	shampooing, applying color, blowdry styling, clean-up duties
Production Technician	2	self starter, eye for quality

Granite Installer	2	Good driving record, read and write, ability to formulate a plan of action to install pieces in order to make everything fit, good problem solving skills, good communication skills
Office Assistant	2	COMPUTER LITERATE, ACCOUNTING DEGREE.
Graphic Designer	2	artistic or creative talent, able to derive design according to customer directive, personable and patient with good follow up skills, communicative able to help lead customer to conclusion of design. Skilled in creative graphic designing software such as Photoshop or Illustrator, familiar with email, file sending, file conversion, scanning, faxing.
Office Assistant	1	Telephone - professional, accurate, polite, friendly Data Entry - MS Word and Excel. Customer service - Assist customers with processing jobs, accept payment, direct questions to appropriate tech or manager. Dress professionally and use a friendly professional manner when dealing with customers and co-workers. Ability to make and change schedules for multiple techs as their jobs progress.
Tax Preparer	1	Tax knowledge Good people skills
Taxpayer Representative	1	Tax knowledge and knowledge of how to represent taxpayers before the IRS. Must know how to work with all administrative levels of the IRS
Administrative Assistant	1	Provides general office administration for the Chamber and administrative support.
President	1	Plans, directs, manages and coordinates the overall operations of the Chamber's Program of Work, and member services, and ensures membership and resultant revenue growth. Provided Economic Development for commercial and retail growth. Establishes effective, articulate, and professional communications with the membership, Houston County Development Authority, county, and community elected and appointed leadership, and public at-large to ensure effective relationships that promote the Chamber and its members, the City of Perry, and the Perry area.

Logistician	1	Must have progressive work experience in use of configuration and logistic management systems to ensure effective and economical support for manufacturing, procurement and servicing of products, systems or equipment. Plans, schedules, and implements logistic program activities from conceptual stage through life cycle of product. Coordinates logistics activities between government and vendors. Compiles data on standardization and interchangeability of parts to expedite logistic activities. Determines logistic support sequences and time-phasing problems arising from location of operational area and factors, such as environmental and human factors affecting personnel.
Program Manager	1	Must have professional experience working with Air Force technical orders (TOs). Must have thorough working knowledge of all military specifications governing the preparation of all types of Air Force technical orders to include technical manual contract requirements (TMCR) and specified digital requirements.
Sous Chef	1	Five years as a professional cook. If the candidate has an Associates degree or higher from an accredited college, three years of job experience is sufficient or completed an ACFF Apprenticeship Program
Events & Fundraising Coordinator	1	Develops, organizes, and coordinates volunteer-led Chamber-wide events and fundraising programs in support of the Program of Work, assist with general office administration for the Chamber, customer service activities, and administrative support by performing the following duties.
Software Developer	1	Detailed computer knowledge including programming skills
Customer Service Representative	1	communication, coordination in handling several orders in various degrees of completion from order submission to order finalization, phone, email, Internet, personable, problem solver, good reading and writing skills, proofreading skills

Baker	1	Bakers mix and bake ingredients to produce breads, pastries, and other baked goods. Check production schedule to determine variety and quantity of goods to bake. Measure and mix ingredients to form dough or batter, following recipes. Roll, cut, and shape dough to form rolls, pie crusts, tarts, cookies, and related products. Cut, peel, and prepare fruit for pie fillings. Place dough in pans, molds, or on sheets and bake in oven. Observe products while cooking and adjust controls. Mix icings and other toppings and decorate cakes, pastries, and other baked goods. Use a variety of kitchen tools, including electric mixers, pans, rolling pins, and cutting tools. May develop new recipes.
Engineer	1	Bachelor of Science (Master of Science or Doctorate {Ph.D.} preferred) degree in engineering OR mathematics/physical science degree with an EIT Certificate. Ten (10) years direct experience in a relevant engineering activity is required.
Front Desk Representative	1	answer phones, book appts, greet clients, people skills, customer service skills

Table 90. Knowledge, Skills and Attitudes Essential For Major Job Titles, Sorted by Employees.

Computer Software Skills

26 respondents (67% of 39 respondents) provided free-form answers to identify “what computer software skills are needed” for 47 major job titles (48% of 98 major job titles). The table below documents free form answers supplied by the employers of the top ten major jobs, ranked by current employees. The full list is included in Appendix II. *Note: Respondents’ answers are presented without editing.*

Major Job Title	Current Employees	Computer Software Skills
Classroom Instructor	2132	All teachers are required to meet the Computer Competency requirement set by the GA Professional Standards Commission (either through degree major, or assessment, or through coursework).
Classroom Instructor	196	Basic skills - college uses internal software programs & provides training
Food Server	80	Basic Knowledge
Customer Service Representative	50	Various Computer Software Programs
Cashier	40	Basic Computer Knowledge
Truck Driver	25	MICROSOFT
Office Assistant	25	Word Processing: Letter creation Spreadsheet: Forms e-mail: files management
Engineer	20	Qualified personnel require computer aided design/manufacturing (CAD/CAM), and finite element analysis (FEA) skills.
Salesperson	18	internet and email skills
Maintenance Electrician Specialist	17	basic computer skills- SAP a plus
Accountant	16	Various Computer Software Programs
Truck Loader	15	AS/400
Line Operator	14	MICROSOFT, ORACLE
Material Handler	12	basic computer skills
Telephone Information Specialist	11	Must be able to enter call data into database fields.
Supervisor	11	WINDOWS XP, AS/400, ORACLE, MICROSOFT.
Duct Mechanic	10	Basic
General Maintenance Specialist	9	basic skills- SAP a plus
Food Server	8	Enter data into POS system. Load paper into printers.
Customer Service Representative	8	word processing, spreadsheet, emailing and other internet skills
Match Coordinator	7	we use an Internet based computer program that is geared toward our organization, email and word
Technical Writer	5	All MICROSOFT OFFICE suite programs.
Service Technician	5	Basic

Front Desk Representative	5	Basic - must be able to learn our in-house computer system
Dance Teacher	4	Ability to operate bookkeeping software to maintain their own financial records for their own classes. Also very helpful is the ability to operate database or spreadsheet software to keep up with student records. Also helpful but not required is the ability to use word processing software when designing lesson plans and communicating with students in writing. Also helpful is the ability to use software to produce and edit webpages that showcase the teacher's class offerings and performance credits
Field Service Technician	3	Comprehensive understanding of how software programs are written and how they work with computer hardware. Program design fundamentals. Capability of installing and operating all MS Office applications and the ability to learn new software quickly.
Cook	3	Must be able to pull up the calendar on the computer and print out details. Must be able to use excel.
Insurance Agents	3	Primarily Microsoft Office, then we have some company software that we need to train on
Administrative Assistant	3	Use of Microsoft word, excel, quick books
Office Assistant	2	ALL
Pre-School Lead Teacher	2	BFTS computer software, High Reach and Child Development Schools, Inc software as released and required.
Production Technician	2	graphics programs
Graphic Designer	2	skilled in Photoshop or Illustrator, understanding use of Microsoft office suite: Word, Excel, Powerpoint, computer scanning, emailing, file saving
Software Developer	1	Ability to understand, use and develop new software.
Tax Preparer	1	Ability to use tax software
Taxpayer Representative	1	Ability to work with tax software, research tax issues, prepare Word and Excel documents.
Customer Service Representative	1	knowledge of computer usage including Microsoft office suite: Word, Excel, Powerpoint, familiar with Photoshop or Illustrator, emailing, scanning, Internet usage.
President	1	Microsoft Office Suite of Products, email software product, and database software.
Administrative Assistant	1	Microsoft Office Suite of products, email software, database software, Quickbooks.

Events & Fundraising Coordinator	1	Microsoft Office Suite, email software, and database software
Office Assistant	1	MS Word and Excel Proprietary scheduling software
Baker	1	must be able to use basic skills for inventory and writing recipes
Sous Chef	1	Must have strong computer skills
Vice President	1	Office Software, Bookkeeping Software, Graphic Design Software, network software
Program Manager	1	Word Excel Access
Logistician	1	Word, Access & Excel
Engineer	1	Word, Project, Excel, Power Point

Table 91. Computer Software Skills Needed For 47 Major Job Titles, Ranked by Employees.

Job Relevant College Credit – TCC Lists

20 respondents (51% Of 39 respondents) indicated that having employees who earn Technical Certificates of Credit from Middle Georgia Technical College adds value to their workforces.

Respondents selected TCCs that can be offered at MGTC from a list of 502 such programs approved by the Technical College System of Georgia. All told, 241 total TCCs were identified by respondents, as follows:

Respondent	TCCs Selected
Anonymous (Manufacturing)	Accounting
Anonymous (Manufacturing)	Accounting Data Entry Clerk
Anonymous (Manufacturing)	Administrative Office Specialist
Anonymous (Healthcare)	Accounting
Anonymous (Healthcare)	Accounting Data Entry Clerk
Anonymous (Healthcare)	Acoustical Drywall Installation
Anonymous (Healthcare)	Administrative Office Specialist
Anonymous (Healthcare)	Advanced Electrical Technician
Anonymous (Healthcare)	Advanced Emergency Medical Technician
Anonymous (Healthcare)	Advanced Leadership/Management
Anonymous (Healthcare)	Advanced Publication Design
Anonymous (Healthcare)	Advanced Windows 2000 Networking Administration
Anonymous (Healthcare)	Air Conditioning Electrical Technology
Anonymous (Healthcare)	Air Conditioning Technology
Anonymous (Healthcare)	Applications Programming Specialist
Anonymous (Healthcare)	Audio-Video Support Services
Anonymous (Healthcare)	Baking Specialist
Anonymous (Healthcare)	Basic Culinary Skills
Anonymous (Healthcare)	Basic Electricity Technician
Anonymous (Healthcare)	Basic Electronic Computer Installation
Anonymous (Healthcare)	Basic Electronics
Anonymous (Healthcare)	Basic Engineering Graphics
Anonymous (Healthcare)	Basic HVAC and Refrigeration
Anonymous (Healthcare)	Basic Plumbing
Anonymous (Healthcare)	Basic Printing Technician
Anonymous (Healthcare)	Business and Customer Service Technology
Anonymous (Healthcare)	Business and Office Technology
Anonymous (Healthcare)	Business Management
Anonymous (Healthcare)	Business Office Assistant
Anonymous (Healthcare)	Cardiovascular Technology
Anonymous (Healthcare)	Central Sterile Processing
Anonymous (Healthcare)	Certified Nurse Assistant
Anonymous (Healthcare)	Chef Training
Anonymous (Healthcare)	Commercial Photography
Anonymous (Healthcare)	Computer Applications Specialist

Anonymous (Healthcare)	Computer Essentials
Anonymous (Healthcare)	Computer Hardware Specialist
Anonymous (Healthcare)	Computer Information Systems
Anonymous (Healthcare)	Computer Information Technology
Anonymous (Healthcare)	Computer Network Security Specialist
Anonymous (Healthcare)	Computer Networking and Service Technology
Anonymous (Healthcare)	Computer Networking Technician
Anonymous (Healthcare)	Computer Operations
Anonymous (Healthcare)	Computer Programming
Anonymous (Healthcare)	Computer Repair Technician
Anonymous (Healthcare)	Computer Support Specialist
Anonymous (Healthcare)	Computer Troubleshooting and Repair
Anonymous (Healthcare)	Culinary Arts
Anonymous (Healthcare)	Culinary Arts Line Cook
Anonymous (Healthcare)	Culinary Nutrition Manager
Anonymous (Healthcare)	Customer Service-Help Desk Support Specialist
Anonymous (Healthcare)	Data Communications Specialist
Anonymous (Healthcare)	Database Specialist
Anonymous (Healthcare)	Desktop Publishing Technician
Anonymous (Healthcare)	Diagnostic Medical Sonography
Anonymous (Healthcare)	Distribution/Materials Management
Anonymous (Healthcare)	Echocardiography
Anonymous (Healthcare)	Electrical Wiring
Anonymous (Healthcare)	Electrocardiography Technology
Anonymous (Healthcare)	Electronics/Computer Engineering Technology
Anonymous (Healthcare)	Emergency Management
Anonymous (Healthcare)	Emergency Medical Technician Intermediate
Anonymous (Healthcare)	Endoscopy Technician
Anonymous (Healthcare)	Environmental Services
Anonymous (Healthcare)	Food and Beverage Management
Anonymous (Healthcare)	Food Production Assistant
Anonymous (Healthcare)	General Accounting
Anonymous (Healthcare)	Hardware Specialist
Anonymous (Healthcare)	Health Information Technology
Anonymous (Healthcare)	Health Services Technician
Anonymous (Healthcare)	Health Unit Coordinator
Anonymous (Healthcare)	Healthcare Management Technology
Anonymous (Healthcare)	Help Desk Technician
Anonymous (Healthcare)	Hemodialysis Patient Care Specialist
Anonymous (Healthcare)	Information Security Specialist
Anonymous (Healthcare)	Information Technology
Anonymous (Healthcare)	Information Technology Specialist
Anonymous (Healthcare)	Leadership Development
Anonymous (Healthcare)	Licensed Practical Nursing
Anonymous (Healthcare)	Magnetic Resonance Imaging Technologist
Anonymous (Healthcare)	Mammography Specialist
Anonymous (Healthcare)	Management

Anonymous (Healthcare)	Management/Supervisory Development
Anonymous (Healthcare)	Marketing
Anonymous (Healthcare)	Medical Assisting
Anonymous (Healthcare)	Medical Billing and Coding Specialist
Anonymous (Healthcare)	Medical Diagnostic Sonography
Anonymous (Healthcare)	Medical Laboratory Technology
Anonymous (Healthcare)	Medical Office Management
Anonymous (Healthcare)	Medical Office Specialist
Anonymous (Healthcare)	Medical Office Technology
Anonymous (Healthcare)	Medical Transcription
Anonymous (Healthcare)	Microcomputer Database Programmer
Anonymous (Healthcare)	Microcomputer Installations and Support Technician
Anonymous (Healthcare)	Microcomputer Specialist
Anonymous (Healthcare)	Microsoft Applications Specialist
Anonymous (Healthcare)	Microsoft Networking
Anonymous (Healthcare)	Microsoft System Administrator
Anonymous (Healthcare)	MS Windows 2000 Administrator
Anonymous (Healthcare)	MS Windows Networking Specialist
Anonymous (Healthcare)	Multimedia Programmer
Anonymous (Healthcare)	Network Administrator
Anonymous (Healthcare)	Networking Specialist
Anonymous (Healthcare)	Neuromuscular Therapist
Anonymous (Healthcare)	Nuclear Medicine Technology
Anonymous (Healthcare)	Nursing
Anonymous (Healthcare)	Occupational Health
Anonymous (Healthcare)	Occupational Therapy Assistant
Anonymous (Healthcare)	Office Support Specialist
Anonymous (Healthcare)	Orthopedic Technology
Anonymous (Healthcare)	Paramedic Technology
Anonymous (Healthcare)	Patient Care Technician
Anonymous (Healthcare)	Payroll Accounting
Anonymous (Healthcare)	Pharmacy Assistant
Anonymous (Healthcare)	Pharmacy Technology
Anonymous (Healthcare)	Phlebotomy Technician
Anonymous (Healthcare)	Physical Therapist Assistant
Anonymous (Healthcare)	Polysomnography Technician
Anonymous (Healthcare)	Radiation Therapy
Anonymous (Healthcare)	Radiologic Technology
Anonymous (Healthcare)	Respiratory Therapy
Anonymous (Healthcare)	Social Work Assistant
Anonymous (Healthcare)	Surgical Technology
Anonymous (Healthcare)	Tumor Registry Specialist
Anonymous (Healthcare)	Vascular Technology
Anonymous (Logistical Support)	Administrative Office Technology
Anonymous (Logistical Support)	Business and Customer Service Technology
Anonymous (Logistical Support)	Business Management
BAE Systems, Inc	Accounting Data Entry Clerk

Chef Audrey's Bistro & Bakery	Business Management
Chef Audrey's Bistro & Bakery	Catering Specialist
Chef Audrey's Bistro & Bakery	Food and Beverage Management
Child Development Schools, Inc CNI #15	Early Childhood Care and Education
Child Development Schools, Inc CNI #15	Marketing
Flint Energies EMC	Accounting
Flint Energies EMC	Accounting Data Entry Clerk
Flint Energies EMC	Administrative Office Specialist
Flint Energies EMC	Administrative Office Technology
Flint Energies EMC	Advanced Leadership/Management
Flint Energies EMC	Applied Marketing and Management
Flint Energies EMC	Basic Electronics
Flint Energies EMC	Book Keeping Specialist
Flint Energies EMC	Business and Customer Service Technology
Flint Energies EMC	Business and Office Technology
Flint Energies EMC	Business Office Assistant
Flint Energies EMC	Computer Information Systems
Flint Energies EMC	Computer Information Technology
Flint Energies EMC	General Accounting
Flint Energies EMC	Leadership Development
Flint Energies EMC	Management
Flint Energies EMC	Marketing
Flint Energies EMC	Office Support Specialist
Flint Energies EMC	Organizational Management and Supervision
Flint Energies EMC	Payroll Accounting
Anonymous (Service)	Accounting
Anonymous (Service)	Computer Information Systems
Anonymous (Service)	Computer Information Technology
Anonymous (Service)	General Accounting
Anonymous (Service)	Payroll Accounting
Anonymous (Service)	Small Business Management
Hodac, Inc.	Business Office Assistant
Hodac, Inc.	Office Support Specialist
Houston County Board of Education	Early Childhood Care and Education
Anonymous 2 (Service)	Applied Marketing and Management
Anonymous 2 (Service)	Leadership Development
Anonymous 2 (Service)	Small Business Management
Anonymous (Engineering)	Advanced Aircraft Sheet Metal
Macon State College	Administrative Office Specialist
Macon State College	Administrative Office Technology
Macon State College	Business and Office Technology
Macon State College	Payroll Accounting
Middle Georgia Technical College	Accounting
Middle Georgia Technical College	Accounting Data Entry Clerk
Middle Georgia Technical College	Administrative Office Specialist
Middle Georgia Technical College	Administrative Office Technology
Middle Georgia Technical College	Advanced Aircraft Sheet Metal

Middle Georgia Technical College	Basic Culinary Skills
Middle Georgia Technical College	Basic Electronics
Middle Georgia Technical College	Book Keeping Specialist
Middle Georgia Technical College	Business and Office Technology
Middle Georgia Technical College	Business Office Assistant
Middle Georgia Technical College	Computer Information Systems
Middle Georgia Technical College	Early Childhood Care and Education
Middle Georgia Technical College	General Accounting
Middle Georgia Technical College	Marketing
Middle Georgia Technical College	Networking Specialist
Middle Georgia Technical College	Office Support Specialist
Middle Georgia Technical College	Small Business Management
Anonymous 3 (Service)	Accounting
Anonymous 3 (Service)	Accounting Data Entry Clerk
Anonymous 3 (Service)	Administrative Office Specialist
Anonymous 3 (Service)	Administrative Office Technology
Anonymous 3 (Service)	Basic Electronics
Anonymous 3 (Service)	Book Keeping Specialist
Anonymous 3 (Service)	Business and Customer Service Technology
Anonymous 3 (Service)	Business and Office Technology
Anonymous 3 (Service)	Business Management
Anonymous 3 (Service)	Business Office Assistant
Anonymous 3 (Service)	Computer Information Systems
Anonymous 3 (Service)	Computer Information Technology
Anonymous 3 (Service)	General Accounting
Anonymous 3 (Service)	Networking Specialist
Anonymous 3 (Service)	Office Support Specialist
Anonymous 3 (Service)	Small Business Management
Anonymous (Non-Profit)	Accounting
Anonymous (Non-Profit)	Administrative Office Specialist
Anonymous (Non-Profit)	Advanced Leadership/Management
Anonymous (Non-Profit)	Business and Customer Service Technology
Anonymous (Non-Profit)	Business Management
Anonymous (Non-Profit)	Business Office Assistant
Anonymous (Non-Profit)	General Accounting
Anonymous (Non-Profit)	Leadership Development
Anonymous (Non-Profit)	Management
Anonymous (Non-Profit)	Office Support Specialist
Anonymous (Non-Profit)	Organizational Management and Supervision
Anonymous (Non-Profit)	Payroll Accounting
Anonymous (Non-Profit)	Small Business Management
PrinterShoppe	Administrative Office Specialist
PrinterShoppe	Administrative Office Technology
PrinterShoppe	Advanced Leadership/Management
PrinterShoppe	Applied Marketing and Management
PrinterShoppe	Book Keeping Specialist
PrinterShoppe	Business and Customer Service Technology

PrinterShoppe	Business and Office Technology
PrinterShoppe	Business Management
PrinterShoppe	Business Office Assistant
PrinterShoppe	General Accounting
PrinterShoppe	Leadership Development
PrinterShoppe	Management
PrinterShoppe	Marketing
PrinterShoppe	Networking Specialist
PrinterShoppe	Office Support Specialist
PrinterShoppe	Organizational Management and Supervision
Robins AFB	Advanced Aircraft Sheet Metal
Anonymous (Hospitality)	Basic Culinary Skills
Anonymous (Hospitality)	Catering Specialist
Anonymous (Hospitality)	Food and Beverage Management
Anonymous (Hospitality)	Marketing
The Swanson	Basic Culinary Skills
The Swanson	Catering Specialist
The Swanson	Food and Beverage Management

Table 92. Full List of TCCs, Sorted by 20 Respondents.

Combining repeat selections reduced the list to a non-duplicated total of 130 TCCs (26% of the 502 TCCs approved by the state). The alphabetical list of 130 TCCs connected to respondents is as follows:

Anonymous (Manufacturing)	Accounting
Anonymous (Non-Profit)	Accounting
Anonymous (Service)	Accounting
Anonymous 3 (Service)	Accounting
Flint Energies EMC	Accounting
Middle Georgia Technical College	Accounting
Anonymous (Healthcare)	Accounting
Anonymous (Manufacturing)	Accounting Data Entry Clerk
Anonymous 3 (Service)	Accounting Data Entry Clerk
BAE Systems, Inc	Accounting Data Entry Clerk
Flint Energies EMC	Accounting Data Entry Clerk
Middle Georgia Technical College	Accounting Data Entry Clerk
Anonymous (Healthcare)	Accounting Data Entry Clerk
Anonymous (Healthcare)	Acoustical Drywall Installation
Anonymous (Manufacturing)	Administrative Office Specialist
Anonymous (Non-Profit)	Administrative Office Specialist
Anonymous 3 (Service)	Administrative Office Specialist
Flint Energies EMC	Administrative Office Specialist
Macon State College	Administrative Office Specialist
Middle Georgia Technical College	Administrative Office Specialist
PrinterShoppe	Administrative Office Specialist
Anonymous (Healthcare)	Administrative Office Specialist

Anonymous (Logistical Support)	Administrative Office Technology
Anonymous 3 (Service)	Administrative Office Technology
Flint Energies EMC	Administrative Office Technology
Macon State College	Administrative Office Technology
Middle Georgia Technical College	Administrative Office Technology
PrinterShoppe	Administrative Office Technology
Anonymous (Engineering)	Advanced Aircraft Sheet Metal
Middle Georgia Technical College	Advanced Aircraft Sheet Metal
Robins AFB	Advanced Aircraft Sheet Metal
Anonymous (Healthcare)	Advanced Electrical Technician
Anonymous (Healthcare)	Advanced Emergency Medical Technician
Anonymous (Non-Profit)	Advanced Leadership/Management
Flint Energies EMC	Advanced Leadership/Management
PrinterShoppe	Advanced Leadership/Management
Anonymous (Healthcare)	Advanced Leadership/Management
Anonymous (Healthcare)	Advanced Publication Design
Anonymous (Healthcare)	Advanced Windows 2000 Networking Administration
Anonymous (Healthcare)	Air Conditioning Electrical Technology
Anonymous (Healthcare)	Air Conditioning Technology
Anonymous (Healthcare)	Applications Programming Specialist
Anonymous 2 (Service)	Applied Marketing and Management
Flint Energies EMC	Applied Marketing and Management
PrinterShoppe	Applied Marketing and Management
Anonymous (Healthcare)	Audio-Video Support Services
Anonymous (Healthcare)	Baking Specialist
Anonymous (Hospitality)	Basic Culinary Skills
Middle Georgia Technical College	Basic Culinary Skills
The Swanson	Basic Culinary Skills
Anonymous (Healthcare)	Basic Culinary Skills
Anonymous (Healthcare)	Basic Electricity Technician
Anonymous (Healthcare)	Basic Electronic Computer Installation
Anonymous 3 (Service)	Basic Electronics
Flint Energies EMC	Basic Electronics
Middle Georgia Technical College	Basic Electronics
Anonymous (Healthcare)	Basic Electronics
Anonymous (Healthcare)	Basic Engineering Graphics
Anonymous (Healthcare)	Basic HVAC and Refrigeration
Anonymous (Healthcare)	Basic Plumbing
Anonymous (Healthcare)	Basic Printing Technician
Anonymous 3 (Service)	Book Keeping Specialist
Flint Energies EMC	Book Keeping Specialist
Middle Georgia Technical College	Book Keeping Specialist
PrinterShoppe	Book Keeping Specialist
Anonymous (Logistical Support)	Business and Customer Service Technology
Anonymous (Non-Profit)	Business and Customer Service Technology
Anonymous 3 (Service)	Business and Customer Service Technology
Flint Energies EMC	Business and Customer Service Technology

PrinterShoppe	Business and Customer Service Technology
Anonymous (Healthcare)	Business and Customer Service Technology
Anonymous 3 (Service)	Business and Office Technology
Flint Energies EMC	Business and Office Technology
Macon State College	Business and Office Technology
Middle Georgia Technical College	Business and Office Technology
PrinterShoppe	Business and Office Technology
Anonymous (Healthcare)	Business and Office Technology
Anonymous (Logistical Support)	Business Management
Anonymous (Non-Profit)	Business Management
Anonymous 3 (Service)	Business Management
Chef Audrey's Bistro & Bakery	Business Management
PrinterShoppe	Business Management
Anonymous (Healthcare)	Business Management
Anonymous (Non-Profit)	Business Office Assistant
Anonymous 3 (Service)	Business Office Assistant
Flint Energies EMC	Business Office Assistant
Hodac, Inc.	Business Office Assistant
Middle Georgia Technical College	Business Office Assistant
PrinterShoppe	Business Office Assistant
Anonymous (Healthcare)	Business Office Assistant
Anonymous (Healthcare)	Cardiovascular Technology
Anonymous (Hospitality)	Catering Specialist
Chef Audrey's Bistro & Bakery	Catering Specialist
The Swanson	Catering Specialist
Anonymous (Healthcare)	Central Sterile Processing
Anonymous (Healthcare)	Certified Nurse Assistant
Anonymous (Healthcare)	Chef Training
Anonymous (Healthcare)	Commercial Photography
Anonymous (Healthcare)	Computer Applications Specialist
Anonymous (Healthcare)	Computer Essentials
Anonymous (Healthcare)	Computer Hardware Specialist
Anonymous (Service)	Computer Information Systems
Anonymous 3 (Service)	Computer Information Systems
Flint Energies EMC	Computer Information Systems
Middle Georgia Technical College	Computer Information Systems
Anonymous (Healthcare)	Computer Information Systems
Anonymous (Service)	Computer Information Technology
Anonymous 3 (Service)	Computer Information Technology
Flint Energies EMC	Computer Information Technology
Anonymous (Healthcare)	Computer Information Technology
Anonymous (Healthcare)	Computer Network Security Specialist
Anonymous (Healthcare)	Computer Networking and Service Technology
Anonymous (Healthcare)	Computer Networking Technician
Anonymous (Healthcare)	Computer Operations
Anonymous (Healthcare)	Computer Programming
Anonymous (Healthcare)	Computer Repair Technician

Anonymous (Healthcare)	Computer Support Specialist
Anonymous (Healthcare)	Computer Troubleshooting and Repair
Anonymous (Healthcare)	Culinary Arts
Anonymous (Healthcare)	Culinary Arts Line Cook
Anonymous (Healthcare)	Culinary Nutrition Manager
Anonymous (Healthcare)	Customer Service-Help Desk Support Specialist
Anonymous (Healthcare)	Data Communications Specialist
Anonymous (Healthcare)	Database Specialist
Anonymous (Healthcare)	Desktop Publishing Technician
Anonymous (Healthcare)	Diagnostic Medical Sonography
Anonymous (Healthcare)	Distribution/Materials Management
Child Development Schools, Inc CNI #15	Early Childhood Care and Education
Houston County Board of Education	Early Childhood Care and Education
Middle Georgia Technical College	Early Childhood Care and Education
Anonymous (Healthcare)	Echocardiography
Anonymous (Healthcare)	Electrical Wiring
Anonymous (Healthcare)	Electrocardiography Technology
Anonymous (Healthcare)	Electronics/Computer Engineering Technology
Anonymous (Healthcare)	Emergency Management
Anonymous (Healthcare)	Emergency Medical Technician Intermediate
Anonymous (Healthcare)	Endoscopy Technician
Anonymous (Healthcare)	Environmental Services
Anonymous (Hospitality)	Food and Beverage Management
Chef Audrey's Bistro & Bakery	Food and Beverage Management
The Swanson	Food and Beverage Management
Anonymous (Healthcare)	Food and Beverage Management
Anonymous (Healthcare)	Food Production Assistant
Anonymous (Non-Profit)	General Accounting
Anonymous (Service)	General Accounting
Anonymous 3 (Service)	General Accounting
Flint Energies EMC	General Accounting
Middle Georgia Technical College	General Accounting
PrinterShoppe	General Accounting
Anonymous (Healthcare)	General Accounting
Anonymous (Healthcare)	Hardware Specialist
Anonymous (Healthcare)	Health Information Technology
Anonymous (Healthcare)	Health Services Technician
Anonymous (Healthcare)	Health Unit Coordinator
Anonymous (Healthcare)	Healthcare Management Technology
Anonymous (Healthcare)	Help Desk Technician
Anonymous (Healthcare)	Hemodialysis Patient Care Specialist
Anonymous (Healthcare)	Information Security Specialist
Anonymous (Healthcare)	Information Technology
Anonymous (Healthcare)	Information Technology Specialist
Anonymous (Non-Profit)	Leadership Development
Anonymous 2 (Service)	Leadership Development
Flint Energies EMC	Leadership Development

PrinterShoppe	Leadership Development
Anonymous (Healthcare)	Leadership Development
Anonymous (Healthcare)	Licensed Practical Nursing
Anonymous (Healthcare)	Magnetic Resonance Imaging Technologist
Anonymous (Healthcare)	Mammography Specialist
Anonymous (Non-Profit)	Management
Flint Energies EMC	Management
PrinterShoppe	Management
Anonymous (Healthcare)	Management
Anonymous (Healthcare)	Management/Supervisory Development
Anonymous (Hospitality)	Marketing
Child Development Schools, Inc CNI #15	Marketing
Flint Energies EMC	Marketing
Middle Georgia Technical College	Marketing
PrinterShoppe	Marketing
Anonymous (Healthcare)	Marketing
Anonymous (Healthcare)	Medical Assisting
Anonymous (Healthcare)	Medical Billing and Coding Specialist
Anonymous (Healthcare)	Medical Diagnostic Sonography
Anonymous (Healthcare)	Medical Laboratory Technology
Anonymous (Healthcare)	Medical Office Management
Anonymous (Healthcare)	Medical Office Specialist
Anonymous (Healthcare)	Medical Office Technology
Anonymous (Healthcare)	Medical Transcription
Anonymous (Healthcare)	Microcomputer Database Programmer
Anonymous (Healthcare)	Microcomputer Installations and Support Technician
Anonymous (Healthcare)	Microcomputer Specialist
Anonymous (Healthcare)	Microsoft Applications Specialist
Anonymous (Healthcare)	Microsoft Networking
Anonymous (Healthcare)	Microsoft System Administrator
Anonymous (Healthcare)	MS Windows 2000 Administrator
Anonymous (Healthcare)	MS Windows Networking Specialist
Anonymous (Healthcare)	Multimedia Programmer
Anonymous (Healthcare)	Network Administrator
Anonymous 3 (Service)	Networking Specialist
Middle Georgia Technical College	Networking Specialist
PrinterShoppe	Networking Specialist
Anonymous (Healthcare)	Networking Specialist
Anonymous (Healthcare)	Neuromuscular Therapist
Anonymous (Healthcare)	Nuclear Medicine Technology
Anonymous (Healthcare)	Nursing
Anonymous (Healthcare)	Occupational Health
Anonymous (Healthcare)	Occupational Therapy Assistant
Anonymous (Non-Profit)	Office Support Specialist
Anonymous 3 (Service)	Office Support Specialist
Flint Energies EMC	Office Support Specialist
Hodac, Inc.	Office Support Specialist

Middle Georgia Technical College	Office Support Specialist
PrinterShoppe	Office Support Specialist
Anonymous (Healthcare)	Office Support Specialist
Anonymous (Non-Profit)	Organizational Management and Supervision
Flint Energies EMC	Organizational Management and Supervision
PrinterShoppe	Organizational Management and Supervision
Anonymous (Healthcare)	Orthopedic Technology
Anonymous (Healthcare)	Paramedic Technology
Anonymous (Healthcare)	Patient Care Technician
Anonymous (Non-Profit)	Payroll Accounting
Anonymous (Service)	Payroll Accounting
Flint Energies EMC	Payroll Accounting
Macon State College	Payroll Accounting
Anonymous (Healthcare)	Payroll Accounting
Anonymous (Healthcare)	Pharmacy Assistant
Anonymous (Healthcare)	Pharmacy Technology
Anonymous (Healthcare)	Phlebotomy Technician
Anonymous (Healthcare)	Physical Therapist Assistant
Anonymous (Healthcare)	Polysomnography Technician
Anonymous (Healthcare)	Radiation Therapy
Anonymous (Healthcare)	Radiologic Technology
Anonymous (Healthcare)	Respiratory Therapy
Anonymous (Non-Profit)	Small Business Management
Anonymous (Service)	Small Business Management
Anonymous 2 (Service)	Small Business Management
Anonymous 3 (Service)	Small Business Management
Middle Georgia Technical College	Small Business Management
Anonymous (Healthcare)	Social Work Assistant
Anonymous (Healthcare)	Surgical Technology
Anonymous (Healthcare)	Tumor Registry Specialist
Anonymous (Healthcare)	Vascular Technology

Table 93. Full Alphabetical List of TCCs With Respondents.

The full list of 130 TCCs by frequency count is as follows:

TCC Name	Frequency Count
Administrative Office Specialist	8
Accounting	7
Business Office Assistant	7
General Accounting	7
Office Support Specialist	7
Accounting Data Entry Clerk	6
Administrative Office Technology	6
Business and Customer Service Technology	6
Business and Office Technology	6

Business Management	6
Marketing	6
Computer Information Systems	5
Leadership Development	5
Payroll Accounting	5
Small Business Management	5
Advanced Leadership/Management	4
Basic Culinary Skills	4
Basic Electronics	4
Book Keeping Specialist	4
Computer Information Technology	4
Food and Beverage Management	4
Management	4
Networking Specialist	4
Advanced Aircraft Sheet Metal	3
Applied Marketing and Management	3
Catering Specialist	3
Early Childhood Care and Education	3
Organizational Management and Supervision	3
Acoustical Drywall Installation	1
Advanced Electrical Technician	1
Advanced Emergency Medical Technician	1
Advanced Publication Design	1
Advanced Windows 2000 Networking Administration	1
Air Conditioning Electrical Technology	1
Air Conditioning Technology	1
Applications Programming Specialist	1
Audio-Video Support Services	1
Baking Specialist	1
Basic Electricity Technician	1
Basic Electronic Computer Installation	1
Basic Engineering Graphics	1
Basic HVAC and Refrigeration	1
Basic Plumbing	1
Basic Printing Technician	1
Cardiovascular Technology	1
Central Sterile Processing	1
Certified Nurse Assistant	1
Chef Training	1
Commercial Photography	1
Computer Applications Specialist	1
Computer Essentials	1
Computer Hardware Specialist	1
Computer Network Security Specialist	1
Computer Networking and Service Technology	1
Computer Networking Technician	1
Computer Operations	1

Computer Programming	1
Computer Repair Technician	1
Computer Support Specialist	1
Computer Troubleshooting and Repair	1
Culinary Arts	1
Culinary Arts Line Cook	1
Culinary Nutrition Manager	1
Customer Service-Help Desk Support Specialist	1
Data Communications Specialist	1
Database Specialist	1
Desktop Publishing Technician	1
Diagnostic Medical Sonography	1
Distribution/Materials Management	1
Echocardiography	1
Electrical Wiring	1
Electrocardiography Technology	1
Electronics/Computer Engineering Technology	1
Emergency Management	1
Emergency Medical Technician Intermediate	1
Endoscopy Technician	1
Environmental Services	1
Food Production Assistant	1
Hardware Specialist	1
Health Information Technology	1
Health Services Technician	1
Health Unit Coordinator	1
Healthcare Management Technology	1
Help Desk Technician	1
Hemodialysis Patient Care Specialist	1
Information Security Specialist	1
Information Technology	1
Information Technology Specialist	1
Licensed Practical Nursing	1
Magnetic Resonance Imaging Technologist	1
Mammography Specialist	1
Management/Supervisory Development	1
Medical Assisting	1
Medical Billing and Coding Specialist	1
Medical Diagnostic Sonography	1
Medical Laboratory Technology	1
Medical Office Management	1
Medical Office Specialist	1
Medical Office Technology	1
Medical Transcription	1
Microcomputer Database Programmer	1
Microcomputer Installations and Support Technician	1
Microcomputer Specialist	1

Microsoft Applications Specialist	1
Microsoft Networking	1
Microsoft System Administrator	1
MS Windows 2000 Administrator	1
MS Windows Networking Specialist	1
Multimedia Programmer	1
Network Administrator	1
Neuromuscular Therapist	1
Nuclear Medicine Technology	1
Nursing	1
Occupational Health	1
Occupational Therapy Assistant	1
Orthopedic Technology	1
Paramedic Technology	1
Patient Care Technician	1
Pharmacy Assistant	1
Pharmacy Technology	1
Phlebotomy Technician	1
Physical Therapist Assistant	1
Polysomnography Technician	1
Radiation Therapy	1
Radiologic Technology	1
Respiratory Therapy	1
Social Work Assistant	1
Surgical Technology	1
Tumor Registry Specialist	1
Vascular Technology	1
Total	241

Table 94. Full List of TCCs by Frequency Count.

Appendix III – List of Respondents

Advanced Drainage Systems, Inc
Ronald Wear, Manager
1005 Valley Drive
Perry, GA 31069
Phone: (478) 988-8010
Fax: (478) 988-5050
Email: ronald.wear@ads-pipe.com
Sector: Manufacturing

BAE Systems, Inc
Judy Woodard, Human Resources Specialist
200 Parkplace Drive
Warner Robins, GA 31088
Phone: (478) 929-5373
Fax: (478) 929-1370
Email: jusy.woodard@baesystems.com
Sector: Service

Big Brothers Big Sisters
Patti Conley, Quality Assurance Manager
400 Elberta Road
Warner Robins, GA 31093
Phone: (478) 322-3267
Fax: (478) 929-7764
Email: patti.conley@hcbe.net
Sector: Education

Building Assessment Group Inc
Michael Hoff, CEO
102 York Pl.
Warner Robins, GA 31088
Phone: (478) 447-2441
Fax: (478) 953-1769
Email: mhoff@buildingassessmentgroup.com
Sector: Construction

Chef Audrey's Bistro & Bakery
Chef Audrey, Owner/Executive Chef
2728 Ste D Watson Blvd.
Warner Robins, GA 31093
Phone: (478) 953-7480
Fax: (478) 953-7486
Email: chefaudrey@hotmail.com
Sector: Hospitality

Child Development Schools, Inc CNI #15
Ophelia Payne, School Director
1701 Elberta Road
Warner Robins, GA 31093
Phone: (478) 923-1246
Fax: (478) 329-0748
Email: cni15@cnikids.com
Sector: Service

Colours
Liz Peterson, Manager
900 Carl Vinson Pkwy.
Warner Robins, GA 31088
Phone: (478) 923-7810
Fax: NA
Email: NA
Sector: Service

Dixien, LLC
Kelly Lancaster, HR Administrator
200 Industrial Park Blvd.
Warner Robins, GA 31088
Phone: (478) 929-4121
Fax: (478) 922-2476
Email: kanderson@dnplastics.com
Sector: Manufacturing

Flint Energies EMC
Anita Moreno, Organizational Dev. Coordinator
98 Carl Vinson Pkwy.
Warner Robins, GA 31095
Phone: (478) 218-5561
Fax: (478) 218-5538
Email: amoreno@flintemc.com
Sector: Utilities

Graphic Packaging International
Kelly Mullins, Manager, Human Resources
905 W Perry Pkwy.
Perry, GA 31069
Phone: (478) 988-2007
Fax: (478) 988-2180
Email: kelly.mullins@graphicpkg.com
Sector: Manufacturing

Griffin Tax Service
Audrey Griffin, Vice President
100-C N Houston Lake Blvd.
Centerville, GA 31028
Phone: (478) 953-5016
Fax: (478) 953-6092
Email: griftax@grifsolu.com
Sector: Service

Hodac, Inc.
Kathy Hart, Executive Director
2762 Watson Blvd.
Warner Robins, GA 31093
Phone: (478) 953-5675
Fax: (478) 953-5674
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Sector: Hospitality

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Sector: Hospitality

Note: Two (2) respondents provided no contact information and could not, therefore, be listed. One of these anonymous respondents was in Shipping, and the other was in Service.