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Upper Savannah Workforce Development Board 2011-2016 STRATEGIC PLAN



Prepared by
Corporation for a Skilled Workforce





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CSW is a catalyst for nationwide transformative change in education, economic, and workforce development through research and action. We are dedicated to reimagining work and learning as a means to increasing economic opportunity and sustainable prosperity for vulnerable people, companies, and communities.

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Additional copies of this report are available from the Upper Savannah Workforce Development Board.

Upper Savannah Workforce Investment Board Members

Name	Organizational Affiliation	County
Jesse Sibert,* Board Chairman	Milliken	McCormick
Miriam Adams	Caper House	Saluda
Wayne Adams	Savannah Heights. Living Center	McCormick
Dr. Ken Alexander	Laurens Co. Lifelong Learning	Laurens
Arthur Asbill	AFL-CIO	Newberry
Betty Boles	Boles Enterprises	Greenwood
David Bradberry	Carolina Pride (retired)	Greenwood
Adolphus Brewster*	Milliken	Laurens
Joan Burgess	SCDEW	Edgefield
Jonathan Coleman	Laurens Co. Economic Development Corp	Laurens
Zebbie Goudelock	Wilson Funeral Home	Newberry
Lafayette Harrison*	Greenwood VR Foundation	Greenwood
Glenn Herlong*	SCE&G	Edgefield
Wanda Hill	Piedmont Technical College	Greenwood
Richard Martell	Fisher Barton Corporation	Laurens
Shawn Overholt	Overholt Truss	Abbeville
Dr. Joseph Patton	GLEAMNS Human Resources Comm.	Saluda
Freddie Pinson	Wal-Mart Distribution Warehouse	Laurens
Teresa Powers*	Newberry County Economic Development	Newberry
Harriett Simpson*	Flexible Technologies	Abbeville
Debbie St. Mark	Gallman Personnel Services	Newberry
James Tisdale	Project Impact	Abbeville
Chad Ulmer	S.C. Vocational Rehabilitation Dept.	Laurens
Darron Wilson*	Saluda Co. DSS	Saluda
George Woodsby	McCormick Co. Chamber of Commerce	McCormick

* Denotes Executive Committee

Introduction

Through the process of developing this comprehensive strategic plan, the Upper Savannah Workforce Development Board had the chance to connect with a number of this region's leadership and critical stakeholder groups. Connecting has led us to better understand the region's assets and resources as well as the workforce challenges we face.

Our strategic plan is intended to not only inform but also help mobilize the many resources to impact those challenges while simultaneously aligning our resources to directly provide training to our broad based workforce that will help meet the needs of our businesses. By doing so, we plan to help create a competitive workforce advantage that can compete and make us a region of choice.

The strategic plan is focused around five critical areas, with education as the foundation for all of the strategic priorities.

1. **Sector Strategies**
2. **Youth Development**
3. **Skill Gaps**
4. **Soft Skill Development**
5. **One-Stop System**

These areas of focus will drive our agenda, our advocacy, and our plan of work.

We look forward to moving this agenda and plan of work forward with our partners and with the same leaders and stakeholders that helped with the valuable input to make this plan possible.

Planning Background/Process

The Upper Savannah Workforce Development Board engaged the Corporation for a Skilled Workforce (CSW) to facilitate the board's five year strategic planning process, which included:

- The development and review of a **comprehensive workforce brief** that provides a demographic analysis of the Upper Savannah region and describes the workforce, its industry clusters/sectors and provides a review of the region's workforce and economic development assets and challenges.
 - ◆ The brief was shared with a large number of region stakeholders for their review ahead of their participation in formal focus groups and interviews.
- **A kick-off planning meeting of the Upper Savannah Workforce Development Board** on August 2, 2010. This meeting oriented the board

- members and staff to the proposed outcomes and the scope of work, as well as engaged the board members in identifying the strategic workforce priorities of the region as a starting point for the planning process.
- **Focus groups, phone interviews, and in person interviews** with key stakeholders and leaders of the region to gather broad, community input to the planning process and the challenges and assets of the region. This process resulted in a confirmation of the strategic priorities that had been identified by the board in the kick-off meeting.
 - ◆ The stakeholders were made up of: secondary and post-secondary education leaders, economic development leaders, elected officials, business leaders, community leaders, and individual citizens.
 - **A second meeting of the Upper Savannah Board** on December 6, 2010 to discuss the feedback from the focus groups and interviews, and identify activities, resources, and metrics to support the strategic priorities.
 - ◆ Based on feedback from the focus groups, the board modified the structure of its goal statements to identify education as the foundation for all strategic priorities, rather than a stand-alone priority.
 - **A third and final meeting on April 4, 2011** of the Upper Savannah Board to review, discuss, fine tune, and adopt the five year strategic plan.
 - **The distribution of the “strategic plan on a page” to key stakeholders** with the goal of beginning to engage them in the successful implementation of the plan.
 - **Broad based distribution of the plan** with the goal of both informing the general public of the work of the board and connecting them to the services they need.

Upper Savannah Workforce Brief Highlights

Part of developing the Upper Savannah five year strategic plan included conducting a thorough examination of the region’s demographics, a description of its industries and sectors, and a description of the leading occupations, all of which determine the existing assets and resources as well as the challenges for the region. The following provides a quick snapshot of the analysis of that brief.

- **The decline of traditional industries and occupations poses a challenge for future growth.** Often regional economies have a concentration or cluster of industries that serves as their economic base. Looking at major industry sectors offers information on where most of the jobs are in the region, and where efforts should be concentrated to aid transitions. CSW industry modeling shows that traditional goods producing

industries, primarily in manufacturing, are declining. Other key industry trends include:

- ◆ Of the industries that have regional strength, jobs are declining rapidly.
- ◆ Service providing industries comprise more jobs than goods producing industries in the region, and the gap is widening.
- ◆ In 2001, approximately 4.6% of South Carolina's goods producing firms were located in the Upper Savannah region. Seven years later, this share dropped by 0.5%.
- ◆ Though manufacturing still makes up a large share of total jobs (20%), this percentage dropped by 3.5% between 2002 and 2008.

In addition to CSW's own industry modeling, we employed the same methodology used for the 2008 Clemson University Workforce Occupations and Skills Projections Report to identify industries that are growing, emerging, or have regional strength and made updated comparisons. In the past two years, a few new industries have surfaced in the growth and emerging categories. Additionally, two industries moved from the growth category to the emerging category, indicating that these industries have lost their concentration of those jobs in the region.

Occupational trend analysis can identify occupations that have potential to employ a greater number of individuals, pay well, and thrive in the future economy, as well as the skills and knowledge required to attain them. In Upper Savannah, several of the fastest growing *and* shrinking occupations do not require postsecondary credentials and have relatively low wages, indicating job churn in this occupational demographic.

Note: See Appendix for more detail on the major sectors that are currently driving and will drive job growth for the region.

- **The region faces current and future labor force quality challenges.** Employers rely on the knowledge and skills of the existing workforce to support their firms. Identifying gaps and comparing the regional concentration of knowledge and skills adds additional context and areas to build upon that knowledge. Occupational modeling revealed that significant knowledge and skill gaps exist between the top² 20 occupations requiring more than a high school diploma and the fastest declining occupations in the Upper Savannah region. The top occupations require more customer and personal service, English language, and computer and electronics knowledge. Active listening,

² CSW occupational modeling to identify the top occupations takes into account the number of jobs currently available and projected into the future, as well as current median hourly earnings.

writing, judgment and decision making are examples of skills gaps between the declining and growing occupations. Other key trends include:

- ◆ Generally the region has knowledge concentration in science, manufacturing, liberal arts, and health, indicating the top occupations requiring more than a high school diploma have a solid foundation to build upon. This is particularly true for science knowledge, boding well for medical occupations, which are expected to grow in the Upper Savannah region. The region's particularly strong Biology knowledge is perhaps the result of the presence of the Greenwood Genetic Center.
- ◆ The region scores high on technical skills, such as repairing, programming, and equipment maintenance, all necessary for manufacturing jobs.
- ◆ Regional skill competencies reveal that the workforce is stronger than the national average in technical skills, especially repairing, programming, and equipment maintenance, all necessary for manufacturing jobs. Yet these skills are most prevalent in the declining occupations.

Note: See Appendix for further information concerning the top occupations and their education requirements for the identified sectors driving or that will drive job growth in the region.

- **Barriers persist in transitioning skills and knowledge for the current and future workforce.** Critical demographic data can serve as indicators of how resilient the workforce is to changing industry demands. Investment into critical areas could support a skilled workforce. Key labor force trends in the region include:
 - ◆ A population that is older, with lower educational attainment, and experiencing more poverty than the state and nation as a whole.
 - ◆ Unemployment rate that is generally higher than state and national trends.
 - ◆ A large potential workforce as labor force and employment numbers have decreased over the past 10 years.
 - ◆ A future labor force (youth) that is impoverished and under-educated.
- **The capacity for the region to innovate lags behind South Carolina and the United States average.** Today's knowledge-based economy holds both challenges and opportunities for communities to turn new ideas into thriving jobs. Strategic investments can help the region become more competitive.

SECTORS DRIVING THE UPPER SAVANNAH ECONOMY

Part of our planning effort included the analysis of our region's demand generators and industry sectors that will drive our economy through new capital investment and job creation. The analysis was derived in part directly from the region's economic development organizations and through the analysis that went into creating the Upper Savannah Workforce Brief.

In addition, we were able to determine the top in-demand occupations that will support the region's sectors. These occupations were then mapped to the educational skills sets as outlined in the strategic plan appendix.

This information will prove beneficial to both secondary and post-secondary education and training institutions for creating and aligning their appropriate education and training curricula. If a student graduates and/or certifies with the proper credentials, then that student will have a better chance to meet the needs of the region's businesses for skilled employees.

INDUSTRY SECTOR FOCUS

Often regional economies have a concentration or cluster of industries that serves as their economic base. Looking at major industry sectors offers information on where most of the jobs are in the region, and where efforts should be concentrated to aid transitions.

Occupational trend analysis can identify occupations that have potential to employ a greater number of individuals, pay well, and thrive in the future economy, as well as the skills and knowledge required to attain them.

The following categories represent the best potential to advance job creation and labor transitions in the Upper Savannah Region:

- **Transportation Equipment Manufacturing** (inclusive of automotive and aerospace)
- **Bio Medical**
- **Advanced materials** (inclusive of metal fabrication, machining, textiles, plastics, high end wood products)
- **Agribusiness** (inclusive of food processing)
- **Small Business** (The board will focus on small business development as a sector that can be grown and increase employment opportunity with the proper development of supporting assets and resources)

Upper Savannah Workforce Board Five Year Strategic Plan: 2011 to 2016

Alignment to the State Workforce Investment Board's Strategic Plan

The five year strategic plan that follows is in alignment with South Carolina's Strategic Plan dated June 2010. Consistent with the state plan, the Upper Savannah plan focuses on the goals and strategies that improve the capacity of the Upper Savannah Workforce Development Board, its OneStop System, and its Youth Council to deliver services and provide community leadership to tackle challenges that impede regional economic progress.

The following elements of the state's plan are reflected within the Upper Savannah plan:

- Use workforce and industry intelligence to inform and drive workforce initiatives.
- Implement the One Stop certification process.
- Hold One Stop partners (operator and board) accountable and incentivize and reward accordingly.
- Develop continuous improvement measures, i.e., a Dashboard/Balanced Scorecard that allows stakeholders to know how the One Stop system is meeting expectations.
- Require local One Stop system strategic planning in collaboration with economic development, education, and key industry sectors.
- Drive industry sector/business skills initiatives at the regional level to support the development of occupational talent to meet critical demand.
- Initiate regular communication between economic development, education, business, and workforce entities.
- Work with business and education to analyze hard and soft skills gaps and develop plans to close the gaps.
- Increase buy-in to WorkReady SC and the related certification system with both business and education.

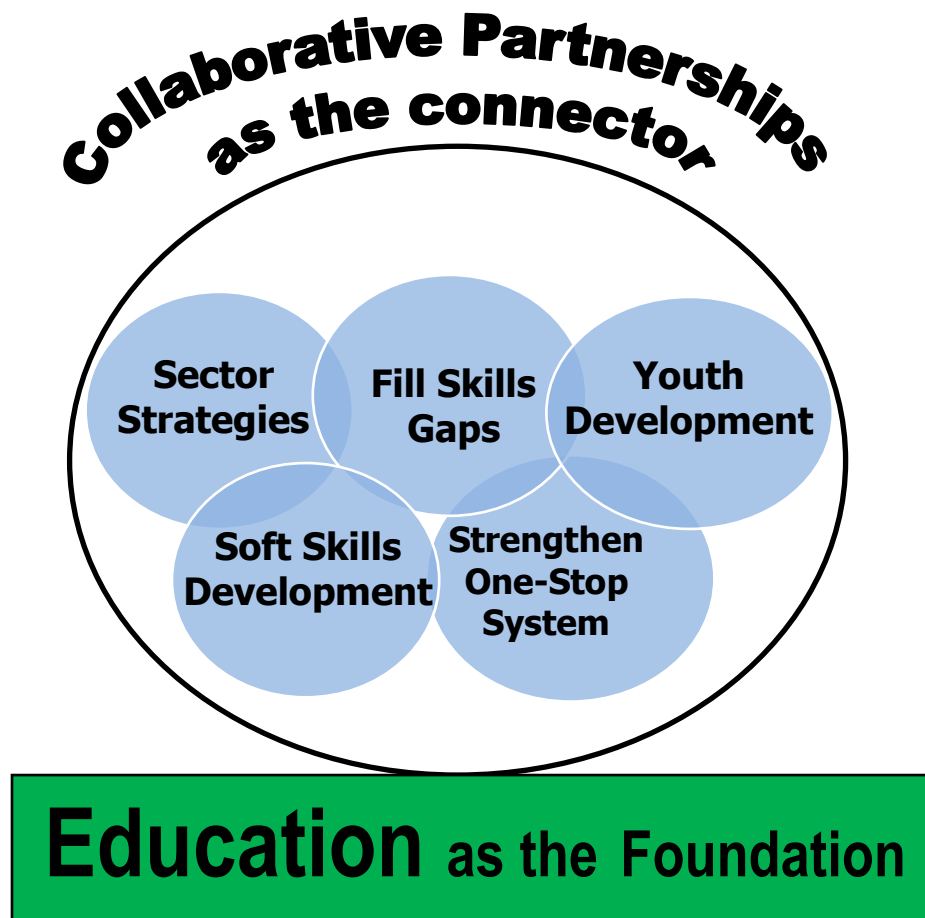
With our many stakeholders, especially those representing government, economic development, and education, we are committed to the plan that follows as our guide to ensure our Upper Savannah region has both an economic and workforce competitive advantage.

Plan Overview

EDUCATION AS THE FOUNDATION, STRATEGIC PARTNERSHIPS AS THE CONNECTORS

The Upper Savannah Workforce Development Board, with significant input from a broad base of regional stakeholders, identified five strategic priorities as the keys to advancing the competitiveness of our region and the skills of our emerging and existing workforce. Although the process began with educational attainment being identified as a strategic priority, the board and its stakeholders quickly realized that education must be the foundation for all of the strategic priorities, since quality education and training must provide the fundamental underpinnings to meeting the broad workforce needs of the region.

The outer circle of the model below depicts the importance the board places on *strengthening strategic partnerships* among workforce, business, education and economic development as the connecting tissue between and among the inter-dependent strategies, and as critical to successful implementation of the plan.



The five strategies that are detailed in this plan are represented by the five blue circles, with education as the foundation supporting those strategies:

- 1. Sector Strategies:** Develop and implement sector partnerships as a way to effectively meet the needs of workers and employers in industries important to our region.
- 2. Youth Development:** Reach more youth under 16 years of age to help them to better understand career options, job opportunities, career navigation, and the foundational requirements for finding and keeping a job.
- 3. Fill Skills Gaps:** Identify gaps between specific skills possessed by the existing workforce and the skills required for existing and emerging sectors and develop both workforce and employer strategies to close the identified gaps.
- 4. Soft Skills Development:** Demonstrably improve the “soft skills” of the region’s emerging and existing workforce, as identified by employers’ retention rates.
- 5. One-Stop System:** Ensure the One Stop delivery system provides excellent and fully accessible services to both employers and job seekers.
- 6. Education as the Foundation:** Increase the educational attainment of the region’s youth and adults.

Strategic Priorities

Strategic Priority#1: Sector Strategies

Meet the workforce needs of the business community through regional sector strategies

Hundreds of regions across the nation are developing and implementing sector partnerships – often referred to as regionally targeted industry strategies – as strategic frameworks for workforce and economic development. The key characteristics of sector partnerships include focusing on an industry that is important to the regional economy; engaging firms in a “wholesale” manner, as multi-firm partnerships; serving regions that make sense to the industry based on labor sheds, supply chains, etc. (i.e. not based on geo-political boundaries); creating a public-private partnership; being demand-driven/industry-led; focusing on problem solutions, not programs; and understanding the critical role of an intermediary in aligning public resources and engaging employers.

Goal #1: The Upper Savannah region will act as the intermediary/ convener to develop and implement at least

two sector partnerships, beginning with manufacturing and then expanding to healthcare.

Strategy #1a: Convene a core group of manufacturing industry employers to form an employer led *manufacturing partnership* that meets on a regular basis to identify and address common workforce challenges.

Strategy #1b: Once the manufacturing partnership has been established, convene a core group of healthcare employers to form an employer led *healthcare partnership* that meets on a regular basis to identify and address workforce challenges. Depending on the economic driver industries of the region at the time, Upper Savannah may choose to convene a partnership in a different target industry.

Strategic Priority #2: Youth Development

Help develop the region's emerging workforce (youth) to be prepared for both higher education and careers

For many years, parents and the community at large have encouraged youth to attend college in order to qualify for a “good” job, irrespective of the course of study. Post-secondary success is an increasingly important goal, but there are several paths to attaining skills beyond high school, including apprenticeships and the military. Whether or not a graduate attends college, high school today is only preparatory to the regimen of life-long learning that must follow.

There cannot be “winners and losers;” all youth need to be winners coming out of our educational system. Basic skills are still key but youth need to be armed with up-to-date information in order to explore their options and make good choices for their future. The local community must be prepared to help guide the youth population and to involve the stakeholders that have both a vested interest in their own future as well as the future of our communities.

Goal #1: The Upper Savannah region will reach more youth who are younger than 16 years of age to help them better understand career options, job opportunities, career navigation, and the foundational requirements for finding and keeping a job.

Strategy #1a: Develop avenues to expose youth to a variety of career exploration experiences, including field trips to industry, career workshops, and

Young people with little sense of direction, who do not obtain the knowledge and skills necessary to enter an increasingly complex workplace, will be left behind.

— *Recipes for Success, Youth Council Guide, John L. Heldrich Center for Workforce*

collaboration with career centers. These career exploration activities will be explored within the work of the manufacturing and healthcare sector partnerships. (Develop opportunities for youth both under and over 16 years of age).

Strategy #1b: Identify needs that focus on improving soft skills and use them to enhance the youth work experience.

Strategy #1c: As sector partnerships identify career pathways options, communicate this information to youth in our programs and at Workforce Centers for purposes of career planning.

Goal #2: The Upper Savannah region will enhance its collaborative efforts between education and business to prepare more youth for careers in the skilled trades.

Strategy # 2a: Increase awareness of technical education careers and opportunities

Strategic Priority #3: Filling Our Region’s Skills Gaps

Identify and fill the specific skills gaps that are identified by employers

Even in times of high unemployment, many jobs go unfilled because employers cannot find workers with the skills they need. The tragedy of South Carolina’s manufacturing jobs loss is that many semi-skilled workers are finding they do not have the skills to compete for jobs in high demand, known as “middle-skill” occupations. Many middle skill jobs, which require more than a high school education but less than a four year degree, are going unfilled because of the skills gaps that exist. These jobs are predicted to grow faster than high skill jobs at about 12.7%, compared to 7.8%. Middle-skill jobs are often high wage, such as jobs in health care, advanced manufacturing, or technology services. These are knowledge jobs, not blue collar jobs. The lost manufacturing jobs represented many of the traditional middle-skill jobs that offered family-supporting wages but did not require extensive education and training.

Goal #1: The Upper Savannah region will identify gaps between specific skills possessed by the existing workforce and the skills required of existing and emerging sectors and develop both workforce and employer strategies to close the identified gaps

Strategy #1a: Utilize the regional workforce statistics listed in the Corporation for a Skilled Workforce study and information gathered in panel interviews and structured surveys of economic developers to develop a list of “Priority Training” programs.

Strategy #1b: The Workforce Board will establish policies to direct all long-term training funded by the Board to the areas listed on the Priority Training List. The Board will promote Priority Training.

Strategy #1c: The Workforce Board will modify the Priority Training list by reviewing placement rates of graduates. It will get input from economic developers, ReadySC and employers participating in the sector partnership initiatives.

Strategy #1d: The Board will review hard-to-fill vacancies to see if skills training can alleviate shortages. Existing training programs will be reviewed. Alternatives such as On-the-Job Training and Registered Apprenticeship will be promoted.

Strategy #1e: The Board will review basic skills levels gaps by utilizing WorkKeys assessments. The Board will work with educational providers and will sponsor remediation.

Strategy #1f: The Board will encourage computer skills training and will offer entry-level computer training in the One-Stop Centers or through partners.

Strategic Priority #4: Soft Skills Development

Increase the level of “soft skills” competence in the incumbent and emerging workforce

For decades, employers have expressed frustration that new job entrants, as well as many existing employees, do not have the soft skills necessary to be effective and productive. These skills include work ethic related skills such as showing up on time, effectively relating to co-workers and supervisors, and dressing appropriately. But soft skills also include being able to solve problems, learning to think and perform in a team-based environment, thinking critically, communicating effectively, being flexible and adaptable, and perhaps most important, learning how to learn. As the nature of teaching and learning and knowledge acquisition are being transformed by fast-paced research and technology, and as the business environment gets ever more competitive, soft skills have become increasingly critical.

Goal #1: The Upper Savannah region will have demonstrable improvement in the workforce population’s soft skills, as identified by employer feedback, and ultimately, the region’s workforce retention rate

Strategy #1a: Integrate soft skills development into the One-Stop delivery system

Goal #2: The Upper Savannah region will collaborate with the South Carolina Workforce Investment Board to develop soft skills training that can be used both virtually and in classroom settings

Strategy #2a: Strategies to be developed in concert with the SCWIB

Goal #3: Increase buy-in to WorkKeys and WorkReady SC and the related certification system with both business and education.

Strategy #3a: Identify WorkKeys® champions in the manufacturing industry (thru the sector partnership) to “tell the story” to their peers about the value of WorkKeys and WorkReady SC Certificate.

Strategy #3b: Work with education partners to promote the benefits of WorkKeys to both workers and businesses.

Strategic Priority #5: The Upper Savannah One Stop System

The Upper Savannah Region will ensure the One Stop delivery system provides excellent and fully accessible services to both employers and job seekers

The Upper Savannah Workforce Development Board strongly believes that the One Stop system is the board’s flagship product. Therefore the One Stop locations must be operated by a business model that is market driven. The One Stop system should provide measurable identifiers to the board, the community’s stakeholders, and to the participants as to its success and to show that it is meeting market needs.

Goal #1: The Upper Savannah Region will create a market driven One Stop system to serve the needs of business and job seekers

Strategy #1a: Establish the requirements for a business plan for the One Stop centers that meet market demands and ensures satisfaction of both business and job seeker clients.

Strategy #1b: Develop local chartering criteria in addition to the state’s criteria, and charter local one stop system/locations.

Education as the Foundation

Increase the educational attainment of the region’s youth and adults

The Upper Savannah Workforce Development Board strongly believes that in order to have successful outcomes in any of our strategic priority areas we must strengthen our education system and increase the educational attainment of our region’s youth and adults. Without a strong foundation of academic, technical, and

soft skills, we recognize that our workforce cannot be competitive or earn family sustaining wages. Even in the most successful regions, South Carolina's earnings trail the rest of the country. To close that gap, the future prosperity of South Carolinians relies heavily upon further enhancing workers' education and skills. Workers with no post-secondary education or credential are finding it increasingly difficult to compete for jobs in high wage occupations. Additionally, as discussed previously, middle skill jobs are projected to grow at a rate 12.7% and present numerous opportunities for jobs that pay family sustaining wages in such fields as health care, advanced manufacturing, and technology services. Although the Workforce Board is certainly not positioned to directly influence the increase in educational attainment in our region, the board is committed to supporting our education partners in this goal in any way possible.

Goal #1: The Upper Savannah region will promote the development of career pathways that support their sector partnerships in industries important to the region

Strategy #1a: Work with employers and educators (secondary and postsecondary) in the sector partnership to map existing career pathways (including both educational and job pathways) and add or modify curriculum/programs as necessary to meet the skill needs of the employers.

Strategy #1b: Identify and promote existing career pathways; and assist in the development of new pathways in support of the manufacturing partnership, as needed.

Goal #2: The Upper Savannah Workforce Development Board will collaborate with its K-16 education partners to identify ways that the board and the business community can support the work of the schools, and to discuss what skills/competencies are needed in today's workplace.

Strategy # 2a Continue existing coordination with K-12, CATE, the Technical College, and other education and business association partners to continuously discuss how the Board and the businesses can support the work.

Strategy # 2b: From the coordination, work with employers and educators (secondary and postsecondary) in the sector partnership to map existing career pathways to meet their skill needs and identify new career pathways.

Closing Thoughts

The intention of the Upper Savannah Workforce Development Board is to use this plan to build collaborative partnerships across the region that can work in parallel to make sure our region is viewed as the community of choice for people and businesses to call home. Through our network of public and private investment, we believe the plan described here is the catalyst to make sure that happens.

We look forward to working with the community to ensure this vision comes about. If you or your organization is willing to help with the implementation of this plan, please contact us at (864) 941-8050.

Appendix

Resources Consulted for Strategic Plan Development

Studies Reviewed

- Aiken County Base Labor Market Analysis, SC Dept. of Commerce, 2008
- Upper Savannah Workforce Occupations and Skills Projections Clemson University 2008
- Laurens County Pathfinders Study 2009

Strategic Plans Reviewed

- Advanced Manufacturing in the Central SC Region, Collaborative Economics, 2009
- Program of Work, 2009-2010 Aiken Edgefield Economic Development Partnership
- Greenwood Partnership Alliance, 2008
- Laurens County Strategic Plan Sanford Holhouser, 2009
- Upstate Alliance Regional Strategic Plan, 2009
- New Direction Strategic Plan for Piedmont Technical College, 2009

Organizations Participating in Interviews

Abbeville County Development Board	Georgia Pacific
Abbeville Nursing Home	GLEAMNS Human Resources Commission
Ceramtec	Greenwood County Adult Education
City of Gray Court	Greenwood Genetic Center
City of Greenwood	Greenwood Mall
Coviden	Harris Funeral Home
Economic Development Partnership (Aiken and Edgefield)	Hickory Knob State Park
Edgefield Chamber of Commerce	John de la Howe
Erskine College	Laurens County Chamber of Commerce
Food Bank of Greenwood County	
Laurens County Council	McCormick County Economic Development Department
Laurens County Development Corp.	McCormick County School District
Laurens School District 55	Milliken
McCormick Chamber of Commerce	Mohawk Industries
McCormick County Administrator	Mount Vernon Mills
McCormick County Council	

New Life Living Foundation
Newberry Chamber of Commerce
Newberry County Economic
Development Department
Newberry County Housing Authority
Partnership Alliance Greenwood SC
Piedmont Technical College
readySC
Rocking "R" International
Saluda County Chamber of Commerce
Saluda County Council
Saluda County Economic Development
Department
Savannah Heights Living Center
Savannah Lakes Villages Property
Owners Association

SC Department of Employment and
Workforce
SC Department of Transportation
SC Juvenile Justice
SC National Guard
SC Senator Floyd Nicholson
SC Vocational Rehabilitation Department
Self Family Foundation
Self Regional Healthcare
SPB and Associates
Town of Whitmire
Upper Savannah Council of Government
Board of Directors
Upper Savannah Youth Council
U.S. Army Corp of Engineers
Wesley Commons
Western Piedmont Education Consortium

Occupational Makeup of Advanced Materials Cluster (education level of associate degree or lower)

The following table shows employment, historical growth and projected growth for occupations within the Advanced Materials Cluster. Wages are for the occupation across all industry clusters, not specific to Advanced Materials. Yellow highlighting indicates 25% or higher actual growth from 2005-2010, 10% or higher projected growth from 2010-2015, and 2010 median hourly earnings of \$11.44 or higher (75% of overall regional median wage of \$15.25).

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	2010 % of Cluster	2010 Median Hourly Earnings	Education Level
Team assemblers	815	1,024	26%	1,075	5%	16%	\$12.48	Moderate-term OJT
Chemical equipment operators and tenders	179	228	27%	222	(3%)	4%	\$19.80	Moderate-term OJT
Inspectors, testers, sorters, samplers, and weighers	199	225	13%	233	4%	3%	\$13.32	Moderate-term OJT
Mixing and blending machine setters, operators, and tenders	107	206	93%	277	34%	3%	\$14.70	Moderate-term OJT
Helpers--Production workers	156	180	15%	183	2%	3%	\$10.39	Short-term OJT
Grinding, lapping, polishing, and buffing machine tool setters, operators, and tenders, metal and plastic	287	175	(39%)	160	(9%)	3%	\$16.95	Moderate-term OJT
Extruding and drawing machine setters, operators, and tenders, metal and plastic	69	171	148%	180	5%	3%	\$11.99	Moderate-term OJT
Machinists	191	166	(13%)	156	(6%)	3%	\$16.34	Long-term OJT
Molding, coremaking, and casting machine setters, operators, and tenders, metal and plastic	127	164	29%	166	1%	3%	\$11.57	Moderate-term OJT
Maintenance and repair workers, general	115	148	29%	157	6%	2%	\$15.39	Moderate-term OJT
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	139	143	3%	139	(3%)	2%	\$13.94	Moderate-term OJT
Industrial machinery mechanics	109	126	16%	131	4%	2%	\$17.13	Long-term OJT
Computer-controlled machine tool operators, metal and plastic	99	121	22%	129	7%	2%	\$15.62	Moderate-term OJT
Welders, cutters, solderers, and brazers	119	99	(17%)	100	1%	2%	\$16.16	Long-term OJT
Industrial truck and tractor operators	67	96	43%	101	5%	1%	\$12.26	Short-term OJT

Upper Savannah Workforce Development Board

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	2010 % of Cluster	2010 Median Hourly Earnings	Education Level
Shipping, receiving, and traffic clerks	74	92	24%	93	1%	1%	\$12.63	Short-term OJT
Laborers and freight, stock, and material movers, hand	70	83	19%	82	(1%)	1%	\$10.18	Short-term OJT
Extruding, forming, pressing, and compacting machine setters, operators, and tenders	58	82	41%	82	0%	1%	\$15.32	Moderate-term OJT
Packaging and filling machine operators and tenders	63	81	29%	91	12%	1%	\$11.37	Short-term OJT
Lathe and turning machine tool setters, operators, and tenders, metal and plastic	75	73	(3%)	66	(10%)	1%	\$19.93	Moderate-term OJT
Production workers, all other	57	69	21%	71	3%	1%	\$11.36	Moderate-term OJT
Packers and packagers, hand	37	63	70%	63	0%	1%	\$9.83	Short-term OJT
Structural metal fabricators and fitters	45	62	38%	66	6%	1%	\$16.83	Moderate-term OJT
Sales representatives, wholesale and manufacturing, except technical and scientific products	47	57	21%	61	7%	1%	\$22.33	Moderate-term OJT
Electrical and electronic equipment assemblers	15	51	240%	59	16%	1%	\$13.32	Short-term OJT
Chemical technicians	42	51	21%	54	6%	1%	\$18.61	Associate's degree
Production, planning, and expediting clerks	42	49	17%	51	4%	1%	\$16.90	Short-term OJT
Tool and die makers	43	49	14%	49	0%	1%	\$20.59	Long-term OJT
Customer service representatives	39	47	21%	53	13%	1%	\$10.61	Moderate-term OJT
Machine feeders and offbearers	35	47	34%	44	(6%)	1%	\$11.35	Short-term OJT
Coating, painting, and spraying machine setters, operators, and tenders	43	45	5%	48	7%	1%	\$13.99	Moderate-term OJT
Rolling machine setters, operators, and tenders, metal and plastic	27	43	59%	44	2%	1%	\$14.08	Moderate-term OJT
Industrial engineering technicians	40	42	5%	44	5%	1%	\$17.65	Associate's degree
Multiple machine tool setters, operators, and tenders, metal and plastic	33	40	21%	37	(8%)	1%	\$13.68	Moderate-term OJT
Chemical plant and system operators	42	38	(10%)	33	(13%)	1%	\$19.47	Long-term OJT
Bookkeeping, accounting, and auditing clerks	32	37	16%	40	8%	1%	\$12.65	Moderate-term OJT

Upper Savannah Workforce Development Board

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	2010 % of Cluster	2010 Median Hourly Earnings	Education Level
Office clerks, general	36	35	(3%)	37	6%	1%	\$9.73	Short-term OJT
Forging machine setters, operators, and tenders, metal and plastic	37	34	(8%)	32	(6%)	1%	\$12.99	Moderate-term OJT
Fiberglass laminators and fabricators	11	32	191%	33	3%	0%	\$9.64	Moderate-term OJT
Secretaries, except legal, medical, and executive	32	30	(6%)	31	3%	0%	\$11.69	Moderate-term OJT
Heat treating equipment setters, operators, and tenders, metal and plastic	41	30	(27%)	28	(7%)	0%	\$12.95	Moderate-term OJT
Engine and other machine assemblers	14	29	107%	29	0%	0%	\$14.83	Short-term OJT
Plating and coating machine setters, operators, and tenders, metal and plastic	65	29	(55%)	23	(21%)	0%	\$12.57	Moderate-term OJT
Grinding and polishing workers, hand	43	28	(35%)	28	0%	0%	\$10.27	Moderate-term OJT
Stock clerks and order fillers	24	27	13%	28	4%	0%	\$10.21	Short-term OJT
Tire builders	46	27	(41%)	20	(26%)	0%	\$16.55	Moderate-term OJT
Welding, soldering, and brazing machine setters, operators, and tenders	21	25	19%	25	0%	0%	\$14.61	Moderate-term OJT
Assemblers and fabricators, all other	20	24	20%	25	4%	0%	\$9.92	Moderate-term OJT
Furnace, kiln, oven, drier, and kettle operators and tenders	18	23	28%	24	4%	0%	\$15.55	Moderate-term OJT
Electricians	23	23	0%	22	(4%)	0%	\$17.43	Long-term OJT
Truck drivers, heavy and tractor-trailer	16	22	38%	23	5%	0%	\$16.47	Moderate-term OJT
Electrical and electronics repairers, commercial and industrial equipment	13	21	62%	24	14%	0%	\$21.36	Postsecondary vocational award
Executive secretaries and administrative assistants	22	20	(9%)	22	10%	0%	\$15.19	Moderate-term OJT
Molders, shapers, and casters, except metal and plastic	17	20	18%	21	5%	0%	\$10.76	Moderate-term OJT
Painting, coating, and decorating workers	13	19	46%	19	0%	0%	\$12.06	Short-term OJT
Drilling and boring machine tool setters, operators, and tenders, metal and plastic	27	19	(30%)	17	(11%)	0%	\$16.23	Moderate-term OJT
Extruding and forming machine setters, operators, and tenders,	13	18	38%	12	(33%)	0%	\$13.58	Moderate-term OJT

Upper Savannah Workforce Development Board

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	2010 % of Cluster	2010 Median Hourly Earnings	Education Level
synthetic and glass fibers								
Cutting and slicing machine setters, operators, and tenders	10	16	60%	17	6%	0%	\$11.65	Moderate-term OJT
Sales representatives, wholesale and manufacturing, technical and scientific products	14	15	7%	17	13%	0%	\$25.13	Moderate-term OJT
Maintenance workers, machinery	13	15	15%	16	7%	0%	\$14.08	Short-term OJT
Receptionists and information clerks	13	15	15%	16	7%	0%	\$10.92	Short-term OJT
Janitors and cleaners, except maids and housekeeping cleaners	16	15	(6%)	15	0%	0%	\$9.27	Short-term OJT
Truck drivers, light or delivery services	11	13	18%	14	8%	0%	\$10.59	Short-term OJT
Crushing, grinding, and polishing machine setters, operators, and tenders	13	13	0%	14	8%	0%	\$13.38	Moderate-term OJT
Metal-refining furnace operators and tenders	19	13	(32%)	12	(8%)	0%	\$15.04	Moderate-term OJT
Sheet metal workers	22	12	(45%)	13	8%	0%	\$16.41	Long-term OJT
Numerical tool and process control programmers	16	12	(25%)	10	(17%)	0%	\$17.53	Long-term OJT
Mechanical drafters	17	11	(35%)	11	0%	0%	\$20.82	Postsecondary vocational award
Milling and planing machine setters, operators, and tenders, metal and plastic	12	11	(8%)	10	(9%)	0%	\$13.36	Moderate-term OJT

Occupational Makeup of Agribusiness Cluster (education level of associate degree or lower)

The following table shows employment, historical growth and projected growth for occupations within the Agribusiness Cluster. Wages are for the occupation across all industry clusters, not specific to Agribusiness. Yellow highlighting indicates 25% or higher actual growth from 2005-2010, 10% or higher projected growth from 2010-2015, and 2010 median hourly earnings of \$11.44 or higher (75% of overall regional median wage of \$15.25).

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	% of Cluster	2010 Median Hourly Earnings	Education Level
Meat, poultry, and fish cutters and trimmers	1,032	1,359	32%	1,626	20%	20%	\$8.63	Short-term OJT
Slaughterers and meat packers	854	1,062	24%	1,275	20%	15%	\$7.43	Moderate-term OJT
Miscellaneous agricultural workers	739	869	18%	785	(10%)	13%	\$8.58	Short-term OJT
Laborers and freight, stock, and material movers, hand	188	235	25%	282	20%	3%	\$10.18	Short-term OJT
Team assemblers	157	224	43%	271	21%	3%	\$12.48	Moderate-term OJT
Helpers--Production workers	146	191	31%	226	18%	3%	\$10.39	Short-term OJT
Maintenance and repair workers, general	119	157	32%	185	18%	2%	\$15.39	Moderate-term OJT
Packers and packagers, hand	97	131	35%	154	18%	2%	\$9.83	Short-term OJT
Industrial machinery mechanics	90	118	31%	140	19%	2%	\$17.13	Long-term OJT
Inspectors, testers, sorters, samplers, and weighers	90	115	28%	136	18%	2%	\$13.32	Moderate-term OJT
Packaging and filling machine operators and tenders	73	98	34%	114	16%	1%	\$11.37	Short-term OJT
Food batchmakers	68	95	40%	118	24%	1%	\$9.62	Short-term OJT
Cleaners of vehicles and equipment	56	77	38%	92	19%	1%	\$10.51	Short-term OJT
Truck drivers, heavy and tractor-trailer	61	75	23%	82	9%	1%	\$16.47	Moderate-term OJT
Industrial truck and tractor operators	64	75	17%	84	12%	1%	\$12.26	Short-term OJT
Production workers, all other	59	74	25%	87	18%	1%	\$11.36	Moderate-term OJT
Butchers and meat cutters	51	70	37%	84	20%	1%	\$12.47	Long-term OJT

Upper Savannah Workforce Development Board

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	% of Cluster	2010 Median Hourly Earnings	Education Level
Cutting and slicing machine setters, operators, and tenders	39	62	59%	81	31%	1%	\$11.65	Moderate-term OJT
Bookkeeping, accounting, and auditing clerks	46	54	17%	54	0%	1%	\$12.65	Moderate-term OJT
Sales representatives, wholesale and manufacturing, except technical and scientific products	47	48	2%	50	4%	1%	\$22.33	Moderate-term OJT
Cleaning, washing, and metal pickling equipment operators and tenders	35	46	31%	55	20%	1%	\$10.81	Moderate-term OJT
Janitors and cleaners, except maids and housekeeping cleaners	35	46	31%	51	11%	1%	\$9.27	Short-term OJT
Shipping, receiving, and traffic clerks	38	46	21%	51	11%	1%	\$12.63	Short-term OJT
Weighers, measurers, checkers, and samplers, recordkeeping	35	45	29%	49	9%	1%	\$12.34	Short-term OJT
Machine feeders and offbearers	28	37	32%	46	24%	1%	\$11.35	Short-term OJT
Cooling and freezing equipment operators and tenders	28	36	29%	43	19%	1%	\$11.08	Moderate-term OJT
Truck drivers, light or delivery services	33	36	9%	38	6%	1%	\$10.59	Short-term OJT
Office clerks, general	26	32	23%	35	9%	0%	\$9.73	Short-term OJT
Food cooking machine operators and tenders	25	31	24%	37	19%	0%	\$10.97	Short-term OJT
Stock clerks and order fillers	24	27	13%	31	15%	0%	\$10.21	Short-term OJT
Mixing and blending machine setters, operators, and tenders	20	25	25%	31	24%	0%	\$14.70	Moderate-term OJT
Retail salespersons	19	23	21%	24	4%	0%	\$9.68	Short-term OJT
Secretaries, except legal, medical, and executive	20	23	15%	23	0%	0%	\$11.69	Moderate-term OJT
Bakers	10	22	120%	26	18%	0%	\$12.59	Long-term OJT
Landscaping and groundskeeping workers	20	22	10%	20	(9%)	0%	\$9.15	Short-term OJT
Maintenance workers, machinery	12	18	50%	22	22%	0%	\$14.08	Short-term OJT
Crushing, grinding, and polishing machine setters, operators, and tenders	15	18	20%	22	22%	0%	\$13.38	Moderate-term OJT
Farm equipment mechanics	12	17	42%	17	0%	0%	\$13.85	Postsecondary vocational award
Human resources assistants, except	12	16	33%	18	13%	0%	\$14.48	Short-term

Upper Savannah Workforce Development Board

Description	2005 Jobs	2010 Jobs	05-10 % Change	2015 Jobs	10-15 % Change	% of Cluster	2010 Median Hourly Earnings	Education Level
payroll and timekeeping								OJT
Extruding, forming, pressing, and compacting machine setters, operators, and tenders	10	15	50%	20	33%	0%	\$15.32	Moderate-term OJT
Security guards	11	14	27%	15	7%	0%	\$13.76	Short-term OJT
Animal trainers	13	14	8%	15	7%	0%	\$11.10	Moderate-term OJT
Separating, filtering, clarifying, precipitating, and still machine setters, operators, and tenders	15	14	(7%)	12	(14%)	0%	\$16.01	Moderate-term OJT
Production, planning, and expediting clerks	11	13	18%	14	8%	0%	\$16.90	Short-term OJT
Conveyor operators and tenders	12	13	8%	15	15%	0%	\$13.18	Short-term OJT
Customer service representatives	11	12	9%	13	8%	0%	\$10.61	Moderate-term OJT

Occupational Makeup of Biomedical Cluster (education level of associate degree or lower)

The following table shows employment, historical growth and projected growth for occupations within the Biomedical Cluster. Wages are for the occupation across all industry clusters, not specific to Biomedical. Yellow highlighting indicates 25% or higher actual growth from 2005-2010, 10% or higher projected growth from 2010-2015, and 2010 median hourly earnings of \$11.44 or higher (75% of overall regional median wage of \$15.25).

Description	2005 Jobs	2010 Jobs	05-10% Change	2015 Jobs	10-15 % Change	% of Industry	2010 Median Hourly Earnings	Education Level
Nursing aides, orderlies, and attendants	830	841	1%	893	6%	21%	\$8.50	Postsecondary vocational award
Home health aides	325	303	(7%)	365	20%	8%	\$9.06	Short-term OJT
Licensed practical and licensed vocational nurses	269	268	0%	285	6%	7%	\$15.42	Postsecondary vocational award
Registered nurses	247	246	0%	266	8%	6%	\$23.74	Associate's degree
Pharmacy technicians	135	141	4%	173	23%	4%	\$10.35	Moderate-term OJT
Maids and housekeeping cleaners	144	134	(7%)	131	(2%)	3%	\$7.99	Short-term OJT
Cashiers, except gaming	129	124	(4%)	139	12%	3%	\$7.65	Short-term OJT
Cooks, institution and cafeteria	100	101	1%	112	11%	3%	\$8.79	Moderate-term OJT
Child care workers	85	81	(5%)	65	(20%)	2%	\$9.00	Short-term OJT
Maintenance and repair workers, general	52	51	(2%)	55	8%	1%	\$15.39	Moderate-term OJT
Personal and home care aides	91	49	(46%)	48	(2%)	1%	\$8.39	Short-term OJT
Retail salespersons	37	45	22%	55	22%	1%	\$9.68	Short-term OJT
Receptionists and information clerks	40	40	0%	46	15%	1%	\$10.92	Short-term OJT
Food servers, nonrestaurant	43	40	(7%)	45	13%	1%	\$8.14	Short-term OJT
Food preparation workers	35	36	3%	37	3%	1%	\$8.11	Short-term OJT
Radiologic technologists and technicians	19	32	68%	39	22%	1%	\$20.52	Associate's degree
Healthcare support workers, all other	23	30	30%	36	20%	1%	\$10.45	Short-term OJT
Recreation workers	28	30	7%	34	13%	1%	\$11.31	Short-term OJT
Office clerks, general	34	29	(15%)	32	10%	1%	\$9.73	Short-term OJT
Stock clerks and order fillers	27	27	0%	33	22%	1%	\$10.21	Short-term OJT
Team assemblers	23	26	13%	30	15%	1%	\$12.48	Moderate-term OJT
Pharmacy aides	25	25	0%	27	8%	1%	\$7.67	Short-term OJT
Combined food preparation and serving workers, including fast food	26	25	(4%)	27	8%	1%	\$8.32	Short-term OJT
Secretaries, except legal, medical,	29	25	(14%)	27	8%	1%	\$11.69	Moderate-term

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Description	2005 Jobs	2010 Jobs	05-10% Change	2015 Jobs	10-15 % Change	% of Industry	2010 Median Hourly Earnings	Education Level
and executive								OJT
Social and human service assistants	24	23	(4%)	21	(9%)	1%	\$11.28	Moderate-term OJT
Medical and clinical laboratory technicians	13	22	69%	28	27%	1%	\$15.12	Associate's degree
Medical secretaries	18	22	22%	26	18%	1%	\$12.84	Postsecondary vocational award
Residential advisors	27	22	(19%)	15	(32%)	1%	\$9.61	Moderate-term OJT
Medical records and health information technicians	20	21	5%	23	10%	1%	\$11.30	Associate's degree
Laundry and dry-cleaning workers	22	21	(5%)	21	0%	1%	\$8.22	Moderate-term OJT
Medical assistants	18	19	6%	22	16%	0%	\$12.55	Moderate-term OJT
Bookkeeping, accounting, and auditing clerks	21	19	(10%)	21	11%	0%	\$12.65	Moderate-term OJT
Janitors and cleaners, except maids and housekeeping cleaners	21	19	(10%)	19	0%	0%	\$9.27	Short-term OJT
Dishwashers	18	17	(6%)	18	6%	0%	\$8.07	Short-term OJT
Billing and posting clerks and machine operators	16	16	0%	18	13%	0%	\$12.49	Moderate-term OJT
Healthcare technologists and technicians, all other	12	14	17%	17	21%	0%	\$12.69	Postsecondary vocational award
Taxi drivers and chauffeurs	12	14	17%	16	14%	0%	\$7.81	Short-term OJT
Security guards	15	14	(7%)	15	7%	0%	\$13.76	Short-term OJT
Executive secretaries and administrative assistants	17	13	(24%)	14	8%	0%	\$15.19	Moderate-term OJT
Waiters and waitresses	13	12	(8%)	14	17%	0%	\$7.85	Short-term OJT
Physical therapist assistants	11	12	9%	13	8%	0%	\$23.14	Associate's degree
Dietetic technicians	12	12	0%	13	8%	0%	\$13.18	Moderate-term OJT
Customer service representatives	15	11	(27%)	13	18%	0%	\$10.61	Moderate-term OJT

Occupational Makeup of Transportation Equipment Manufacturing Cluster (education level of associate degree or lower)

Due to the emerging nature of the transportation equipment manufacturing industry in Upper Savannah, limited occupational information is available. The following table represents the national occupational makeup of the cluster. Wages are national, and may not reflect expected wages in the Upper Savannah region, but are provided to indicate relative pay scales between occupations. The eventual makeup of any Upper Savannah Transportation Equipment Manufacturing cluster will almost certainly vary from the national pattern due to differences in the makeup of the cluster, such as percentages of automotive vs. aerospace vs. other transportation equipment manufacturing.

Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Team assemblers	12%	\$12.89	Moderate-term OJT
Assemblers and fabricators, all other	5%	\$13.39	Moderate-term OJT
Machinists	4%	\$18.10	Long-term OJT
Aircraft structure, surfaces, rigging, and systems assemblers	3%	\$21.86	Long-term OJT
Welders, cutters, solderers, and brazers	3%	\$16.71	Long-term OJT
Inspectors, testers, sorters, samplers, and weighers	3%	\$15.54	Moderate-term OJT
Aircraft mechanics and service technicians	2%	\$25.39	Postsecondary vocational award
Computer-controlled machine tool operators, metal and plastic	2%	\$16.57	Moderate-term OJT
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	2%	\$14.02	Moderate-term OJT
Production workers, all other	2%	\$13.33	Moderate-term OJT
Laborers and freight, stock, and material movers, hand	2%	\$11.11	Short-term OJT
Sales representatives, wholesale and manufacturing, except technical and scientific products	1%	\$24.48	Moderate-term OJT
Mechanical drafters	1%	\$22.98	Postsecondary vocational award
Electricians	1%	\$22.68	Long-term OJT
Tool and die makers	1%	\$22.55	Long-term OJT
Industrial engineering technicians	1%	\$22.48	Associate's degree
Plumbers, pipefitters, and steamfitters	1%	\$22.27	Long-term OJT
Industrial machinery mechanics	1%	\$21.38	Long-term OJT

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Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Executive secretaries and administrative assistants	1%	\$20.02	Moderate-term OJT
Production, planning, and expediting clerks	1%	\$19.98	Short-term OJT
Sheet metal workers	1%	\$19.54	Long-term OJT
Painters, transportation equipment	1%	\$18.38	Long-term OJT
Maintenance and repair workers, general	1%	\$16.64	Moderate-term OJT
Engine and other machine assemblers	1%	\$16.58	Short-term OJT
Structural metal fabricators and fitters	1%	\$16.29	Moderate-term OJT
Welding, soldering, and brazing machine setters, operators, and tenders	1%	\$15.75	Moderate-term OJT
Multiple machine tool setters, operators, and tenders, metal and plastic	1%	\$15.01	Moderate-term OJT
Grinding, lapping, polishing, and buffing machine tool setters, operators, and tenders, metal and plastic	1%	\$14.55	Moderate-term OJT
Industrial truck and tractor operators	1%	\$14.21	Short-term OJT
Electrical and electronic equipment assemblers	1%	\$13.77	Short-term OJT
Fiberglass laminators and fabricators	1%	\$13.65	Moderate-term OJT
Shipping, receiving, and traffic clerks	1%	\$13.58	Short-term OJT
Molding, coremaking, and casting machine setters, operators, and tenders, metal and plastic	1%	\$13.40	Moderate-term OJT
Office clerks, general	1%	\$12.57	Short-term OJT
Helpers--Production workers	1%	\$10.75	Short-term OJT
Stock clerks and order fillers	1%	\$10.08	Short-term OJT
Commercial pilots	0%	\$42.19	Postsecondary vocational award
Computer specialists, all other	0%	\$37.02	Associate's degree
Sales representatives, wholesale and manufacturing, technical and scientific products	0%	\$34.30	Moderate-term OJT
Registered nurses	0%	\$30.65	Associate's degree
Power plant operators	0%	\$29.04	Long-term OJT
Engineering technicians, except drafters, all other	0%	\$27.66	Associate's degree
Aerospace engineering and operations technicians	0%	\$27.38	Associate's degree
Boilermakers	0%	\$26.97	Long-term OJT
Electrical and electronic engineering technicians	0%	\$26.36	Associate's degree
Electrical and electronics drafters	0%	\$25.04	Postsecondary vocational award
Stationary engineers and boiler operators	0%	\$24.70	Long-term OJT
Electrical and electronics repairers, commercial and industrial equipment	0%	\$24.39	Postsecondary vocational award
Avionics technicians	0%	\$24.31	Postsecondary vocational award

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Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Precision instrument and equipment repairers, all other	0%	\$24.11	Moderate-term OJT
Compliance officers, except agriculture, construction, health and safety, and transportation	0%	\$23.92	Long-term OJT
Plant and system operators, all other	0%	\$23.92	Long-term OJT
Sales representatives, services, all other	0%	\$23.75	Moderate-term OJT
Mechanical engineering technicians	0%	\$23.54	Associate's degree
Millwrights	0%	\$23.14	Long-term OJT
Electro-mechanical technicians	0%	\$23.08	Associate's degree
Paralegals and legal assistants	0%	\$22.59	Associate's degree
Rail car repairers	0%	\$22.34	Long-term OJT
Numerical tool and process control programmers	0%	\$22.12	Long-term OJT
Electrical and electronics installers and repairers, transportation equipment	0%	\$22.03	Postsecondary vocational award
Drafters, all other	0%	\$21.79	Postsecondary vocational award
Chemical equipment operators and tenders	0%	\$21.70	Moderate-term OJT
Fire fighters	0%	\$21.66	Long-term OJT
Occupational health and safety technicians	0%	\$21.55	Postsecondary vocational award
Structural iron and steel workers	0%	\$21.39	Long-term OJT
Computer support specialists	0%	\$21.30	Associate's degree
Crane and tower operators	0%	\$21.22	Long-term OJT
Mobile heavy equipment mechanics, except engines	0%	\$21.21	Postsecondary vocational award
Media and communication workers, all other	0%	\$20.52	Long-term OJT
Riggers	0%	\$20.37	Short-term OJT
Environmental engineering technicians	0%	\$20.36	Associate's degree
Life, physical, and social science technicians, all other	0%	\$20.25	Associate's degree
Chemical technicians	0%	\$20.23	Associate's degree
Airfield operations specialists	0%	\$20.10	Long-term OJT
Model makers, metal and plastic	0%	\$19.82	Moderate-term OJT
Heating, air conditioning, and refrigeration mechanics and installers	0%	\$19.76	Long-term OJT
Bus and truck mechanics and diesel engine specialists	0%	\$19.35	Postsecondary vocational award
Water and liquid waste treatment plant and system operators	0%	\$19.16	Long-term OJT
Carpenters	0%	\$18.98	Long-term OJT
Tank car, truck, and ship loaders	0%	\$18.76	Moderate-term OJT
Automotive body and related repairers	0%	\$18.26	Long-term OJT

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Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Metal-refining furnace operators and tenders	0%	\$18.22	Moderate-term OJT
Maintenance workers, machinery	0%	\$18.15	Short-term OJT
Truck drivers, heavy and tractor-trailer	0%	\$18.14	Moderate-term OJT
Computer, automated teller, and office machine repairers	0%	\$18.09	Postsecondary vocational award
Separating, filtering, clarifying, precipitating, and still machine setters, operators, and tenders	0%	\$18.04	Moderate-term OJT
Hazardous materials removal workers	0%	\$17.92	Moderate-term OJT
Carpet installers	0%	\$17.90	Moderate-term OJT
Hoist and winch operators	0%	\$17.89	Moderate-term OJT
Insulation workers, mechanical	0%	\$17.81	Moderate-term OJT
Lay-out workers, metal and plastic	0%	\$17.77	Moderate-term OJT
Human resources assistants, except payroll and timekeeping	0%	\$17.62	Short-term OJT
Patternmakers, metal and plastic	0%	\$17.53	Moderate-term OJT
Desktop publishers	0%	\$17.53	Postsecondary vocational award
Electric motor, power tool, and related repairers	0%	\$17.44	Postsecondary vocational award
Procurement clerks	0%	\$17.36	Short-term OJT
Computer operators	0%	\$17.36	Moderate-term OJT
Payroll and timekeeping clerks	0%	\$17.31	Moderate-term OJT
Sailors and marine oilers	0%	\$17.22	Short-term OJT
Information and record clerks, all other	0%	\$17.09	Short-term OJT
Installation, maintenance, and repair workers, all other	0%	\$17.08	Moderate-term OJT
Automotive service technicians and mechanics	0%	\$17.03	Postsecondary vocational award
Motorboat mechanics	0%	\$17.03	Long-term OJT
Rolling machine setters, operators, and tenders, metal and plastic	0%	\$17.02	Moderate-term OJT
Sales and related workers, all other	0%	\$16.90	Moderate-term OJT
Milling and planing machine setters, operators, and tenders, metal and plastic	0%	\$16.69	Moderate-term OJT
Dispatchers, except police, fire, and ambulance	0%	\$16.58	Moderate-term OJT

Upper Savannah Workforce Development Board

Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Construction and related workers, all other	0%	\$16.34	Moderate-term OJT
Lathe and turning machine tool setters, operators, and tenders, metal and plastic	0%	\$16.29	Moderate-term OJT
Painters, construction and maintenance	0%	\$16.21	Moderate-term OJT
Bookkeeping, accounting, and auditing clerks	0%	\$16.08	Moderate-term OJT
Tool grinders, filers, and sharpeners	0%	\$16.00	Moderate-term OJT
Furnace, kiln, oven, drier, and kettle operators and tenders	0%	\$16.00	Moderate-term OJT
Automotive glass installers and repairers	0%	\$15.91	Long-term OJT
Printing machine operators	0%	\$15.85	Moderate-term OJT
Heat treating equipment setters, operators, and tenders, metal and plastic	0%	\$15.70	Moderate-term OJT
Word processors and typists	0%	\$15.67	Moderate-term OJT
Forging machine setters, operators, and tenders, metal and plastic	0%	\$15.62	Moderate-term OJT
Metal workers and plastic workers, all other	0%	\$15.46	Moderate-term OJT
Recreational vehicle service technicians	0%	\$15.46	Long-term OJT
Mixing and blending machine setters, operators, and tenders	0%	\$15.43	Moderate-term OJT
Material moving workers, all other	0%	\$15.39	Moderate-term OJT
Motorcycle mechanics	0%	\$15.30	Long-term OJT
Billing and posting clerks and machine operators	0%	\$15.25	Moderate-term OJT
Crushing, grinding, and polishing machine setters, operators, and tenders	0%	\$15.14	Moderate-term OJT
Drilling and boring machine tool setters, operators, and tenders, metal and plastic	0%	\$15.13	Moderate-term OJT
Extruding and drawing machine setters, operators, and tenders, metal and plastic	0%	\$14.94	Moderate-term OJT
Electromechanical equipment assemblers	0%	\$14.75	Short-term OJT
Customer service representatives	0%	\$14.56	Moderate-term OJT
Upholsterers	0%	\$14.42	Long-term OJT
Secretaries, except legal, medical, and executive	0%	\$14.41	Moderate-term OJT
Foundry mold and coremakers	0%	\$14.41	Moderate-term OJT
Extruding, forming, pressing, and compacting machine setters, operators, and tenders	0%	\$14.36	Moderate-term OJT

Upper Savannah Workforce Development Board

Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Office and administrative support workers, all other	0%	\$14.29	Short-term OJT
Cutting and slicing machine setters, operators, and tenders	0%	\$14.23	Moderate-term OJT
Cabinetmakers and bench carpenters	0%	\$14.22	Long-term OJT
Library technicians	0%	\$14.22	Postsecondary vocational award
Coating, painting, and spraying machine setters, operators, and tenders	0%	\$14.06	Moderate-term OJT
Conveyor operators and tenders	0%	\$13.92	Short-term OJT
Cementing and gluing machine operators and tenders	0%	\$13.89	Moderate-term OJT
Plating and coating machine setters, operators, and tenders, metal and plastic	0%	\$13.75	Moderate-term OJT
Order clerks	0%	\$13.71	Short-term OJT
Molders, shapers, and casters, except metal and plastic	0%	\$13.69	Moderate-term OJT
Truck drivers, light or delivery services	0%	\$13.62	Short-term OJT
Parts salespersons	0%	\$13.52	Moderate-term OJT
Timing device assemblers, adjusters, and calibrators	0%	\$13.50	Moderate-term OJT
Electronic equipment installers and repairers, motor vehicles	0%	\$13.49	Postsecondary vocational award
Coil winders, tapers, and finishers	0%	\$13.48	Short-term OJT
Furniture finishers	0%	\$13.26	Long-term OJT
Weighers, measurers, checkers, and samplers, recordkeeping	0%	\$13.13	Short-term OJT
Data entry keyers	0%	\$13.05	Moderate-term OJT
Helpers, pipelayers, plumbers, pipefitters, and steamfitters	0%	\$12.91	Short-term OJT
Helpers, electricians	0%	\$12.87	Short-term OJT
Grinding and polishing workers, hand	0%	\$12.78	Moderate-term OJT
Machine feeders and offbearers	0%	\$12.64	Short-term OJT
Motor vehicle operators, all other	0%	\$12.56	Short-term OJT
Sawing machine setters, operators, and tenders, wood	0%	\$12.50	Moderate-term OJT
Helpers, carpenters	0%	\$12.43	Short-term OJT
Woodworking machine setters, operators, and tenders, except sawing	0%	\$12.25	Moderate-term OJT
Helpers, construction trades, all other	0%	\$12.17	Short-term OJT
Packaging and filling machine operators and tenders	0%	\$12.08	Short-term OJT
Receptionists and information clerks	0%	\$12.05	Short-term OJT
File clerks	0%	\$11.89	Short-term OJT

Upper Savannah Workforce Development Board

Description	% of Industry	2010 Median Hourly Earnings (National)	Education Level
Cleaning, washing, and metal pickling equipment operators and tenders	0%	\$11.87	Moderate-term OJT
Cutters and trimmers, hand	0%	\$11.64	Short-term OJT
Helpers--Installation, maintenance, and repair workers	0%	\$11.61	Short-term OJT
Security guards	0%	\$11.45	Short-term OJT
Painting, coating, and decorating workers	0%	\$11.44	Short-term OJT
Woodworkers, all other	0%	\$11.43	Moderate-term OJT
Textile cutting machine setters, operators, and tenders	0%	\$11.35	Moderate-term OJT
Janitors and cleaners, except maids and housekeeping cleaners	0%	\$10.56	Short-term OJT
Sewing machine operators	0%	\$9.74	Moderate-term OJT
Retail salespersons	0%	\$9.74	Short-term OJT
Cleaners of vehicles and equipment	0%	\$9.47	Short-term OJT
Packers and packagers, hand	0%	\$9.36	Short-term OJT

Overlap of Occupations Between Clusters

The following table lists all occupations included in the Advanced Materials, Agribusiness, and Biomedical clusters, and indicates the total jobs in that occupation across these clusters, as well as how many of the three clusters include that occupation. The Transportation Equipment Manufacturing cluster is not included due to lack of local data, but high levels of overlap could be expected between it and the other clusters, particularly in those occupations that are already present.

Description	Total jobs across 3 clusters	Present in # of clusters
Team assemblers	1,274	3
Maintenance and repair workers, general	356	3
Bookkeeping, accounting, and auditing clerks	110	3
Office clerks, general	96	3
Stock clerks and order fillers	81	3
Janitors and cleaners, except maids and housekeeping cleaners	80	3
Secretaries, except legal, medical, and executive	78	3
Customer service representatives	70	3
Helpers--Production workers	371	2
Inspectors, testers, sorters, samplers, and weighers	340	2
Laborers and freight, stock, and material movers, hand	318	2
Industrial machinery mechanics	244	2
Mixing and blending machine setters, operators, and tenders	231	2
Packers and packagers, hand	194	2
Packaging and filling machine operators and tenders	179	2
Industrial truck and tractor operators	171	2
Production workers, all other	143	2
Shipping, receiving, and traffic clerks	138	2
Sales representatives, wholesale and manufacturing, except technical and scientific products	105	2
Extruding, forming, pressing, and compacting machine setters, operators, and tenders	97	2
Truck drivers, heavy and tractor-trailer	97	2
Machine feeders and offbearers	84	2
Cutting and slicing machine setters, operators, and tenders	78	2
Retail salespersons	68	2
Production, planning, and expediting clerks	62	2
Receptionists and information clerks	55	2
Truck drivers, light or delivery services	49	2

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Description	Total jobs across 3 clusters	Present in # of clusters
Executive secretaries and administrative assistants	33	2
Maintenance workers, machinery	33	2
Crushing, grinding, and polishing machine setters, operators, and tenders	31	2
Security guards	28	2
Meat, poultry, and fish cutters and trimmers	1,359	1
Slaughterers and meat packers	1,062	1
Miscellaneous agricultural workers	869	1
Nursing aides, orderlies, and attendants	841	1
Home health aides	303	1
Licensed practical and licensed vocational nurses	268	1
Registered nurses	246	1
Chemical equipment operators and tenders	228	1
Grinding, lapping, polishing, and buffing machine tool setters, operators, and tenders, metal and plastic	175	1
Extruding and drawing machine setters, operators, and tenders, metal and plastic	171	1
Machinists	166	1
Molding, coremaking, and casting machine setters, operators, and tenders, metal and plastic	164	1
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	143	1
Pharmacy technicians	141	1
Maids and housekeeping cleaners	134	1
Cashiers, except gaming	124	1
Computer-controlled machine tool operators, metal and plastic	121	1
Cooks, institution and cafeteria	101	1
Welders, cutters, solderers, and brazers	99	1
Food batchmakers	95	1
Child care workers	81	1
Cleaners of vehicles and equipment	77	1
Lathe and turning machine tool setters, operators, and tenders, metal and plastic	73	1
Butchers and meat cutters	70	1
Structural metal fabricators and fitters	62	1
Chemical technicians	51	1
Electrical and electronic equipment assemblers	51	1
Personal and home care aides	49	1
Tool and die makers	49	1
Cleaning, washing, and metal pickling equipment operators and tenders	46	1
Weighers, measurers, checkers, and samplers, recordkeeping	45	1
Coating, painting, and spraying machine setters, operators, and tenders	45	1

Upper Savannah Workforce Development Board

Description	Total jobs across 3 clusters	Present in # of clusters
Rolling machine setters, operators, and tenders, metal and plastic	43	1
Industrial engineering technicians	42	1
Food servers, nonrestaurant	40	1
Multiple machine tool setters, operators, and tenders, metal and plastic	40	1
Chemical plant and system operators	38	1
Food preparation workers	36	1
Cooling and freezing equipment operators and tenders	36	1
Forging machine setters, operators, and tenders, metal and plastic	34	1
Radiologic technologists and technicians	32	1
Fiberglass laminators and fabricators	32	1
Food cooking machine operators and tenders	31	1
Healthcare support workers, all other	30	1
Recreation workers	30	1
Heat treating equipment setters, operators, and tenders, metal and plastic	30	1
Engine and other machine assemblers	29	1
Plating and coating machine setters, operators, and tenders, metal and plastic	29	1
Grinding and polishing workers, hand	28	1
Tire builders	27	1
Pharmacy aides	25	1
Combined food preparation and serving workers, including fast food	25	1
Welding, soldering, and brazing machine setters, operators, and tenders	25	1
Assemblers and fabricators, all other	24	1
Social and human service assistants	23	1
Electricians	23	1
Furnace, kiln, oven, drier, and kettle operators and tenders	23	1
Medical and clinical laboratory technicians	22	1
Landscaping and groundskeeping workers	22	1
Residential advisors	22	1
Medical secretaries	22	1
Bakers	22	1
Medical records and health information technicians	21	1
Electrical and electronics repairers, commercial and industrial equipment	21	1
Laundry and dry-cleaning workers	21	1
Molders, shapers, and casters, except metal and plastic	20	1
Medical assistants	19	1
Drilling and boring machine tool setters, operators, and tenders, metal and plastic	19	1
Painting, coating, and decorating workers	19	1

Description	Total jobs across 3 clusters	Present in # of clusters
Extruding and forming machine setters, operators, and tenders, synthetic and glass fibers	18	1
Dishwashers	17	1
Farm equipment mechanics	17	1
Billing and posting clerks and machine operators	16	1
Human resources assistants, except payroll and timekeeping	16	1
Sales representatives, wholesale and manufacturing, technical and scientific products	15	1
Healthcare technologists and technicians, all other	14	1
Animal trainers	14	1
Separating, filtering, clarifying, precipitating, and still machine setters, operators, and tenders	14	1
Taxi drivers and chauffeurs	14	1
Metal-refining furnace operators and tenders	13	1
Conveyor operators and tenders	13	1
Dietetic technicians	12	1
Physical therapist assistants	12	1
Waiters and waitresses	12	1
Sheet metal workers	12	1
Numerical tool and process control programmers	12	1
Mechanical drafters	11	1
Milling and planing machine setters, operators, and tenders, metal and plastic	11	1



Upper Savannah Council of Governments

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