

# GREATER WORKFORCE OUTLOOK

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## 2024

greater:  
**SATX**  
REGIONAL ECONOMIC PARTNERSHIP

# I. INTRODUCTION

The effects of a growing national labor shortage and disruptions to workforce modalities remain a major threat to any workforce ecosystem. While the 3.7% (January 2024) national unemployment rate is below historical averages, the gap between available workforce and employer demand remains at an all-time high. According to the U.S. Chamber of Commerce, there are 3.2 million more job openings than unemployed workers nationally.

Additionally, reduced birthrates, pandemic era retirements, and a generally aging workforce are further exacerbating the issues of a lower workforce population.

Talent pipeline development must evolve to serve hardworking Americans find in-demand occupations that build careers, not just jobs, while supporting the growing need of U.S. employers.

To address these challenges and build a sustainable talent pipeline, greater:SATX adopted the U.S. Chamber of Commerce Foundation's Talent Pipeline Management (TPM) framework and methodology in May 2022 to develop long-term solutions. The goal of the TPM employer-led industry collaboratives is to increase alignment in our regional workforce ecosystem and provide continuous improvement opportunities to meet new challenges that might arise. This goes for the entire talent pipeline, from K-12 and post-secondary students to incumbent worker reskilling and upskilling. You can learn more about the collaborative progress and key takeaways for all active Industry Collaboratives, Construction & Skilled Trades, Finance, Healthcare, IT/Cyber, and Manufacturing, in our quarterly TPM Snapshots: Spring 2023, Summer 2023, and Fall 2023.

We know that for any major business expansion decision, the top priority will be a ready and trained workforce. In San Antonio, our diversified talent pool and proactive investments in workforce development leads to employers choosing to invest here and stay here. A recent example, JCB, the world's largest privately owned manufacturer of construction and agricultural equipment, announced plans in October 2023 to build their second North American manufacturing facility here, adding 1,500 jobs to the

south side of San Antonio. While geographic location and land development influenced part of the decision, JCB cited the main reason for expanding operations into our region was because of the readily available workforce, training, and manufacturing ecosystems. Not only does JCB believe in our growth potential, but in recent years Navistar has opened a manufacturing facility and advanced technology center, Toyota Motor Manufacturing Texas (TMMTX) celebrated 20 years of manufacturing vehicles in San Antonio and HOLT CAT celebrated 90 years of operations in the region. These are all a reflection of our diverse and longstanding manufacturing industry expertise.

While the success of the manufacturing industry is evident, our targeted growth industries continue to thrive. With awareness of the increasing labor shortage, our region cannot rely on traditional pipeline methods. We must also reimagine our workforce through demographic shifts and improved hiring and promotion policies that may inadvertently overlook hidden talent. This Greater Workforce Outlook report explores the current state of our priority industries and shares some of the great work our ecosystem partners lead to ensure our region collectively works toward solutions for national labor force challenges.



**ROMANITA MATTA-BARRERA**  
Chief Business Advancement Officer

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# MANAGING THE FUTURE OF WORK

BY MANJARI RAMAN  
PROGRAM DIRECTOR, HARVARD BUSINESS SCHOOL

For the Greater San Antonio region to be competitive, two things need to happen simultaneously: the firms in the region have to be able to compete successfully in the global economy, while providing rising wages and improved living standards to the workers in the region. Finding this balance and maintaining it requires a well thought out process, which involves multiple stakeholders: employers, educators, workers, policy makers and the non-profit sector. Employers have to clearly articulate the demand they have for different types of skills, not just today, but projected well into the future—for, preparing talent takes time. Employers also have to closely partner with local educators to ensure that the curriculum is aligned with their latest needs. In an era of rapid technological change, the only way the curriculum can stay up to date is if employers step forward in working with educators and providing training and apprenticeship opportunities.

On their part, educators have to be very disciplined about ensuring that the workers coming out of the education system are indeed workforce ready.

Mere graduation is not enough—whether from high school or a community college or a four-year college. It is critical to track if the graduating students are able to find jobs with local companies and meet the local labor force demand. Workers themselves also have to exert agency in ensuring they have the right skills that are in demand. This is especially true of workers who dropped out of the workforce for one reason or another. Unless they find ways to make their talent and experience relevant to current needs, they tend to stay “hidden” from employers who are looking for workforce ready talent.

The non-profit sector plays an important role in this ecosystem for talent development by ensuring hidden

pools of talent become more workforce ready and enter the workforce. Finally, policy makers are a critical component of this entire ecosystem. Their role is most effective when policy makers are bringing all the different stakeholders together and getting them to share data and solve issues in local talent development. **In all this, the talent pipeline flows smoothly when the focus is on all the industries and different companies within a region—and not a fads-led focus on one or two sectors like biotech or AI. When all the stakeholders work together, the results are almost guaranteed to be great outcomes: for employers, for workers, for the community.**



#### About Manjari Raman:

Manjari Raman is the Program Director of the Project on Managing the Future of Work at Harvard Business School (HBS). Manjari supports co-chairs William R. Kerr and Joseph B. Fuller on all project priorities. Her research efforts focus on location choices by global companies, the role of business in making cities and regions more competitive, shared prosperity, and cross-sector collaboration. She also serves as the Program Director and Senior Researcher for the U.S. Competitiveness Project, co-chaired by Professor Michael E. Porter and Professor Jan W. Rivkin. In that capacity, she supports the Young American Leaders Program (YALP) and the HBS worldwide survey on U.S. competitiveness. Previously, she worked as a Senior Editor in Bain & Company’s global marketing team; and, prior to that, she was the Senior Vice President of Programs at the Initiative for a Competitive Inner City, a national not-for-profit focused on revitalizing America’s inner cities.

## II. REGIONAL JOB POSTING DATA ANALYSIS

Similar to recent Greater Workforce Outlook reports, we aligned this report to the City of San Antonio’s Ready to Work program and Workforce Solution Alamo’s Local Plan target industries and occupations.

Our greater:SATX team have reviewed and analyzed the top 5 posted occupations across 6 industry groupings:

1. Education & Education Support
2. Finance & Insurance
3. Healthcare
4. Information Technology & Cybersecurity
5. Manufacturing, Construction, Oil & Gas, Energy
6. Transportation & Warehousing

Examining the occupational data along with direct employer feedback is crucial when identifying workforce development strategies for the Greater San Antonio Region. This report will provide improved guidance and next steps for the following:

- Continued awareness and review of industry trends, including possible declines or growth of traditional occupations. This includes adapting to technological changes that could reduce occupation specific hiring (i.e., introduction of artificial intelligence and robotics).
- Training program development and customization for industry needs, especially through identification of new or growing skillsets for an industry.
- Analysis of the unemployment and workforce reduction trends to identify programs necessary for retraining or upskilling individuals to more stable career opportunities.
- Improved resource allocation and strategic partnerships.
- Continued focus on equitable development through the lens of diversity and inclusion to ensure that workforce development initiatives address disparities and create economic mobility.

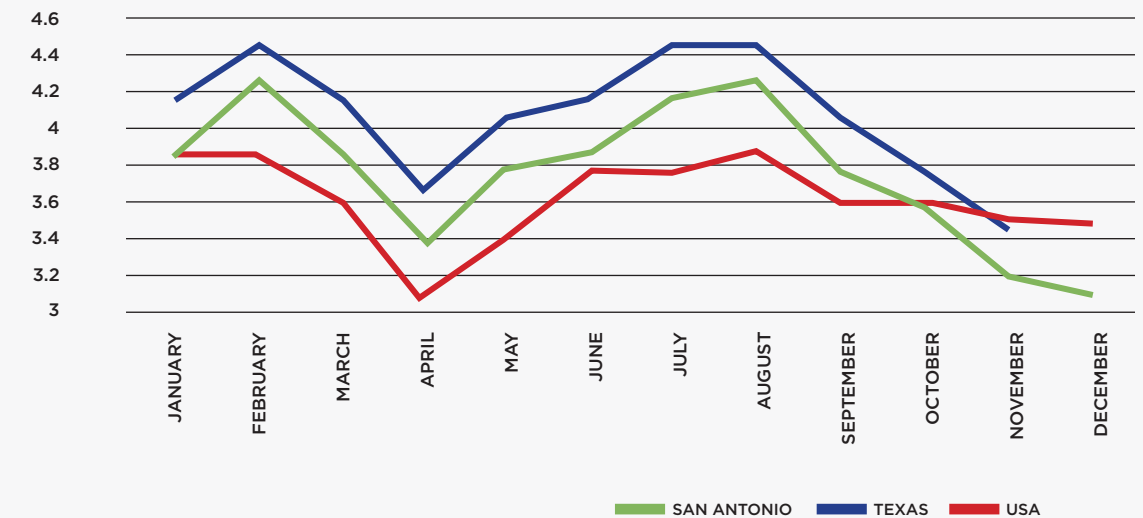
### CURRENT EMPLOYMENT STATISTICS

San Antonio-New Braunfels Metropolitan Statistical Area (MSA)

INDUSTRY	DECEMBER '23	DECEMBER '22	YOY CHANGE	%
Total Nonfarm	1,189,000	1,152,300	36,700	3.0%
<b>MAJOR INDUSTRY CATEGORIES</b>				
Construction	65,800	61,100	4,700	8.0%
Government	187,800	179,300	8,500	5.0%
Information Technology	19,100	19,200	-100	-1.0%
Leisure and Hospitality	147,500	140,700	6,800	5.0%
Manufacturing	58,200	58,500	-300	-1.0%
Other Services	40,400	40,100	8,500	5.0%
Professional and Business Services	164,400	161,100	3,300	2.0%
Trade, Transportation, and Utilities	213,300	211,400	1,900	1.0%

As prefaced in the introduction, unemployment remains low. Amidst cooling inflation, the U.S., Texas, and San Antonio have achieved and maintained post-pandemic employment at 3-4%. The line chart here shows monthly unadjusted rates for 2023. As can be seen, San Antonio emulates the state and the nation for periods of higher (February, July-August) and lower (April, November-December) unemployment. This represents our strong, diversified industry mix including manufacturing, professional services, healthcare, and beyond. However, note that as of year’s end, San Antonio’s unemployment decreased most, outperforming the state and the nation. As more San Antonians have the opportunity to transition from seasonal (e.g., hospitality and leisure) to constant (e.g. advanced manufacturing) employment, the community will likely continue to post low unemployment numbers year-round.

### UNEMPLOYMENT RATE CHART





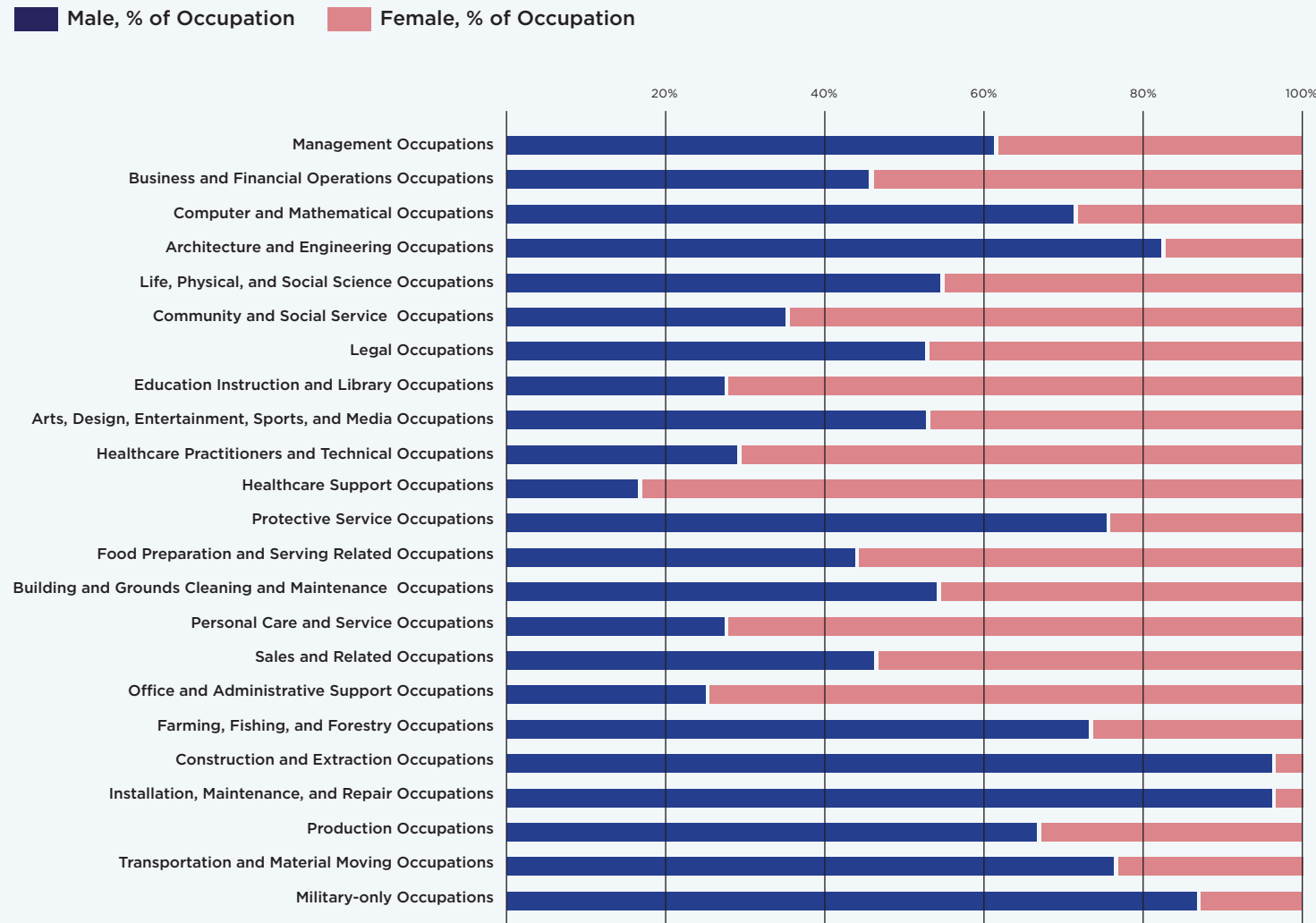
## OCCUPATIONAL DEMOGRAPHICS

The following charts share the current demographic information by industry. To ensure full career exploration and awareness is assessable for all job seekers, the community must revisit the necessity of “traditional” qualifications, such as students graduating with 4-year degrees, and look beyond “traditional” hiring pipelines. This includes the use of improved assessment and aptitude testing for job seekers and students, as well as increasing industry knowledge for teachers, counselors, case managers, and other career influencers.

### RACIAL & ETHNIC COMPOSITION IN TARGET OCCUPATIONS



### GENDER COMPOSITION IN TARGET OCCUPATIONS



Defined as the percentage of individuals 25 and older with a two-year Associate’s Degree or higher, education attainment continues to be a major determinant of workforce strength and viability. Since 2018, the San Antonio-New Braunfels MSA has seen the highest percentage of increase for educational attainment when compared to competing MSAs. Programs like Alamo Promise and the City of San Antonio’s Ready to Work provide the resources and funding to ensure that access to higher education remains feasible for our community.

### COMPETITIVE METROS: YEAR-OVER-YEAR EDUCATIONAL ATTAINMENT COMPARISON

MSA	2018	2021	2022	2018-2022 CHANGE	2021-2022 CHANGE
SAN ANTONIO - NEW BRAUNFELS, TX	35.6%	39.7%	41.9%	6.3%	2.2%
CHARLOTTE - CONCORD - GASTONIA, NC-SC	45.4%	48.5%	50.1%	4.7%	1.6%
DALLAS - FT. WORTH - ARLINGTON, TX	42.6%	45.6%	46.9%	4.3%	1.3%
DENVER - AURORA - LAKEWOOD, CO	52.6%	55.1%	56.8%	4.2%	1.7%
JACKSONVILLE, FL	41.5%	44.9%	47.0%	5.5%	2.1%
KANSAS CITY, MO - KS	44.8%	47.5%	47.5%	2.7%	0.0%
NASHVILLE - DAVISON - MURFREESBORO - FRANKLIN, TN	43.2%	47.3%	48.3%	5.1%	1.0%
PHOENIX - MESA - CHANDLER, AZ	40.8%	44.0%	44.2%	3.4%	0.2%
SEATTLE - TACOMA - BELLEVUE, WA	52.9%	55.8%	55.8%	2.9%	0.0%
WASHINGTON - ARLINGTON - ALEXANDRIA, DC - VA - MD - WV	57.7%	59.3%	60.4%	2.7%	1.1%

Source - Census, ACS, Educational Attainment Table S1501



# 1. EDUCATION & EDUCATION SUPPORT

Teacher retention remains a major concern for regional school districts. A Texas Education Agency (TEA) task force identified compensation, training & support, and working conditions as key reasons educators are leaving their roles. A Raise Your Hand Texas survey shared that a majority of teachers report working more than 57 hours per week on classroom tasks, while 52% of those teachers report having a second job, as well.

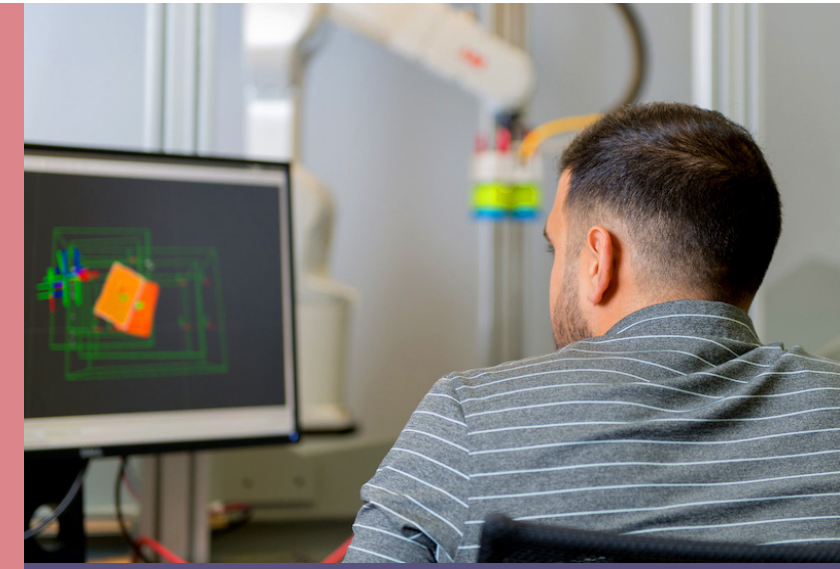
In San Antonio, greater:SATX's workforce team is a partner to the Education Service Center-Region 20's Bexar County Educator Pipeline Collaborative (BCEPC). Composed of area

school districts and educational non-profits, the collaborative is focused on identifying the continued concerns of existing and future education workforce to improve teacher recruitment and retention issues in the region.

Through a survey with responses from eight area districts, the collaborative identified over 2,400 teacher and support staff job openings. With 17+ school districts, charters, and other K-12 providers, filling this educator gap remains critical to ensuring our students have access to the quality education opportunities they deserve.

## EDUCATION & EDUCATION SUPPORT

TOP 5 POSTED OCCUPATIONS	UNIQUE POSTINGS DEC 22 - DEC 23	AVERAGE MONTHLY POSTINGS	AVERAGE MONTHLY HIRES	AVERAGE HOURLY WAGES SA	AVERAGE ANNUAL WAGES SA	AVERAGE HOURLY WAGES US	AVERAGE ANNUAL WAGES US
Middle School Teachers, Except Special and Career/Technical Education	1,206	93	108	\$28.40	\$59,269	\$32.59	\$67,790
Elementary School Teachers, Except Special Education	737	57	240	\$29.46	\$61,444	\$32.69	\$68,000
Secondary School Teachers, Except Special and Career/Technical Education	548	42	195	\$29.60	\$61,780	\$33.40	\$69,480
Police and Sheriff's Patrol Officers	379	29	127	\$31.55	\$66,337	\$34.32	\$71,380
Special Education Teachers, Middle School	321	25	14	\$29.03	\$60,532	\$33.43	\$69,530



## TOP POSTED SKILLS

SPECIALIZED SKILLS	COMMON SKILLS
LESSON PLANNING	COMMUNICATIONS
ORGANIZATIONAL COMMUNICATIONS	TEACHING
CURRICULUM DEVELOPMENT	INTERPERSONAL COMMUNICATIONS
SPECIAL EDUCATION	TRAINING AND DEVELOPMENT
LEARNING STYLES	MANAGEMENT

## MOST PROGRAM COMPLETIONS\*

- BIOLOGY / BIOLOGICAL SCIENCES, GENERAL
- CRIMINAL JUSTICE / SAFETY STUDIES
- EARLY CHILDHOOD EDUCATION AND TEACHING
- ENGLISH LANGUAGE AND LITERATURE, GENERAL
- EDUCATION, GENERAL

## MOST DEGREE COMPLETIONS BY SCHOOL\*

- UNIVERSITY OF TEXAS AT SAN ANTONIO
- TEXAS A&M UNIVERSITY - SAN ANTONIO
- UNIVERSITY OF THE INCARNATE WORD
- SAN ANTONIO COLLEGE
- NORTHWEST VISTA COLLEGE

\*2023 Data

## TOP POSTING EMPLOYERS

(ranked by unique postings)

- IDEA PUBLIC SCHOOLS
- NORTH EAST INDEPENDENT SCHOOL DISTRICT
- BASIS EDUCATIONAL GROUP
- NEW BRAUNFELS INDEPENDENT SCHOOL DISTRICT
- GREAT HEARTS ACADEMIES
- SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT
- LEGACY TRADITIONAL SCHOOLS
- THE UNIVERSITY OF TEXAS SYSTEM
- JUBILEE ACADEMIES



## 2. FINANCE & INSURANCE

Our Talent Pipeline Management (TPM) Finance collaborative shared that the preferred industry entry point for individuals without a traditional 4-year degree is through customer representative roles. Direct training or extensive knowledge of banking is not necessarily a requirement for most candidates, though it can be learned on the job. The employers in this collaborative shared that each of them respectively have a 6-12 week internal program that train entry-level candidates

on the finance industry, proprietary software, and banking products. A core skillset of customer service, communication and digital literacy, are the most common indicators of success for new candidates. While the collaborative continues to identify pipeline improvement opportunities, the employers defined robust industry career pathways for individuals who would like to enter into the finance industry, highlighted in the Fall 2023 TPM Snapshot.

### FINANCE & INSURANCE // OTHER

TOP 5 POSTED OCCUPATIONS	UNIQUE POSTINGS DEC 22 - DEC 23	AVERAGE MONTHLY POSTINGS	AVERAGE MONTHLY HIRES	AVERAGE HOURLY WAGES SA	AVERAGE ANNUAL WAGES SA	AVERAGE HOURLY WAGES US	AVERAGE ANNUAL WAGES US
Customer Service Representatives	6,080	468	2,753	\$18.46	\$38,510	\$19.80	\$41,190
Bookkeeping, Accounting, and Auditing Clerks	2,289	176	777	\$21.14	\$45,055	\$22.81	\$47,440
Accountants and Auditors	2,210	170	369	\$40.79	\$87,348	\$41.70	\$86,740
Financial Managers	1,887	145	170	\$73.39	\$151,476	\$79.83	\$166,050
Paralegals and Legal Assistants	659	51	108	\$25.26	\$53,409	\$30.21	\$62,840

### TOP POSTED SKILLS

SPECIALIZED SKILLS	COMMON SKILLS
ACCOUNTING	CUSTOMER SERVICE
AUDITING	COMMUNICATIONS
FINANCE	MANAGEMENT
FINANCIAL STATEMENTS	SALES
ACCOUNTS PAYABLE	DETAIL ORIENTED
ACCOUNTING	MICROSOFT EXCEL

### MOST PROGRAM COMPLETIONS\*

- GENERAL STUDIES
- BUSINESS ADMINISTRATION AND MANAGEMENT, GENERAL
- ACCOUNTING
- MULTI- / INTERDISCIPLINARY STUDIES, OTHER
- FINANCE, GENERAL

### MOST DEGREE COMPLETIONS BY SCHOOL\*

- NORTHWEST VISTA COLLEGE
- SAN ANTONIO COLLEGE
- THE UNIVERSITY OF TEXAS AT SAN ANTONIO
- PALO ALTO COLLEGE
- ST PHILIP'S COLLEGE

\*2023 Data



## TOP POSTING EMPLOYERS

(ranked by unique postings)

- USAA
- H-E-B
- WELLS FARGO
- JP MORGAN CHASE
- CULLEN FROST BANKERS
- VICTORY CAPITAL
- CREDIT HUMAN
- BANK OF TEXAS





### 3. HEALTHCARE

Nursing roles remain the most critical and in-demand need for the Healthcare industry's talent pipeline development. The TPM Healthcare collaborative focused efforts on developing profiles for nursing career pathways in both hospital and clinical settings. Click here to download the Occupational Profiles for Certified Nursing Assistants (CNA), Patient Care Technicians (PCT), Medical Assistants (MA), Licensed Vocational Nurses (LVN), and Registered Nurses (RN). These career profiles can

be used by academic advisors, counselors, teachers, case managers, and interested job seekers and students to enhance career exploration and education.

The employer collaborative continues extended engagement with training providers and workforce agencies. Learn more about the progress on the collaborative and next steps in the Fall 2023 - TPM Snapshot.

#### HEALTHCARE

TOP 5 POSTED OCCUPATIONS	UNIQUE POSTINGS DEC 22 - DEC 23	AVERAGE MONTHLY POSTINGS	AVERAGE MONTHLY HIRES	AVERAGE HOURLY WAGES SA	AVERAGE ANNUAL WAGES SA	AVERAGE HOURLY WAGES US	AVERAGE ANNUAL WAGES US
Registered Nurses	19,452	1,496	596	\$39.92	\$83,170	\$42.80	\$89,010
Licensed Practical and Licensed Vocational Nurses	3,863	297	283	\$25.93	\$54,034	\$26.86	\$55,860
Health Technologists and Technicians, All Other	2,741	211	52	\$23.28	\$48,853	\$24.42	\$50,790
Medical Assistants	2,295	177	544	\$17.27	\$36,150	\$19.57	\$40,700
Medical Secretaries and Administrative Assistants	2,048	158	279	\$18.23	\$37,970	\$19.84	\$41,260

#### TOP POSTED SKILLS

SPECIALIZED SKILLS	COMMON SKILLS
NURSING	COMMUNICATION
NURSING CARE	LEADERSHIP
NURSING PROCESS	TEAMWORK
CLINICAL EXPERIENCE	CRITICAL THINKING
MEDICAL RECORDS	PROFESSIONALISM

#### MOST PROGRAM COMPLETIONS\*

- REGISTERED NURSING / REGISTERED NURSE
- MEDICAL / CLINICAL ASSISTANT
- LICENSED PRACTICAL / VOCATIONAL NURSE TRAINING
- MEDICAL INSURANCE CODING SPECIALIST
- RADIOLOGIC TECHNOLOGY

#### MOST DEGREE COMPLETIONS BY SCHOOL\*

- GALEN COLLEGE OF NURSING - SAN ANTONIO
- UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER SAN ANTONIO
- BAPTIST HEALTH SYSTEM SCHOOL OF HEALTH PROFESSIONS
- THE COLLEGE OF HEALTH CARE PROFESSIONS - SAN ANTONIO
- UNIVERSITY OF THE INCARNATE WORD

\*2023 Data



### TOP POSTING EMPLOYERS

(ranked by unique postings)

- METHODIST HEALTHCARE
- TENET HEALTHCARE
- UNITEDHEALTH GROUP
- BIOLIFE PLASMA SERVICES
- UNIVERSITY HEALTH SYSTEM
- THE UNIVERSITY OF TEXAS SYSTEM
- POST ACUTE MEDICAL



## 4. INFORMATION TECHNOLOGY & CYBERSECURITY

Regional employers continue to communicate that hiring mid-level and experienced IT and Cyber professionals in the Greater San Antonio region is difficult. Increasing wages and remote work opportunities provide our local talent with extensive opportunities outside of the market. Additionally, entry-level roles have typically shifted to a combination of education and experience for larger firms, versus education only, while roles like Computer Support Specialists are now often outsourced.

With recent layoffs and training providers closing in the San Antonio region, the industry is entering a stage of possible instability that could strain our local workforce. Some employers have communicated that overexpansion of operations and hiring during the pandemic is now being "right sized". While there might not be additional layoffs, roles will not be back-filled, as often. Cybersecurity roles remain a priority for all industries, as companies navigate data security and risk mitigation.

### CYBERSECURITY AND IT

TOP 5 POSTED OCCUPATIONS	UNIQUE POSTINGS DEC 22 - DEC 23	AVERAGE MONTHLY POSTINGS	AVERAGE MONTHLY HIRES	AVERAGE HOURLY WAGES SA	AVERAGE ANNUAL WAGES SA	AVERAGE HOURLY WAGES US	AVERAGE ANNUAL WAGES US
Software Developers	3,930	302	261	\$54.62	\$114,202	\$63.91	\$132,930
Computer User Support Specialists	2,171	167	227	\$26.07	\$54,809	\$29.61	\$61,580
Information Security Analysts	1,253	96	105	\$53.93	\$112,425	\$57.63	\$119,860
Data Scientists	1,204	93	54	\$49.77	\$103,381	\$55.40	\$115,240
Computer Systems Analysts	1,108	85	41	\$48.72	\$101,950	\$51.70	\$107,530

### TOP POSTED SKILLS

SPECIALIZED SKILLS	COMMON SKILLS
COMPUTER SCIENCE	COMMUNICATIONS
SQL (PROGRAMMING LANGUAGE)	MANAGEMENT
AGILE METHODOLOGY	TROUBLESHOOTING (PROBLEM SOLVING)
PROJECT MANAGEMENT	OPERATIONS
PYTHON (PROGRAMMING LANGUAGE)	PROBLEM SOLVING

### MOST PROGRAM COMPLETIONS\*

- GENERAL STUDIES
- BUSINESS ADMINISTRATION AND MANAGEMENT, GENERAL
- COMPUTER AND INFORMATION SYSTEMS SECURITY/AUDITING/INFORMATION ASSURANCE
- COMPUTER AND INFORMATION SYSTEMS, GENERAL
- MULTI- / INTERDISCIPLINARY STUDIES, OTHER

### MOST DEGREE COMPLETIONS BY SCHOOL\*

- SAN ANTONIO COLLEGE
- NORTHWEST VISTA COLLEGE
- UNIVERSITY OF TEXAS AT SAN ANTONIO
- PALO ALTO COLLEGE
- ST PHILIP'S COLLEGE

\*2023 Data



## TOP POSTING EMPLOYERS

(ranked by unique postings)

- USAA
- RANDSTAD
- THE UNIVERSITY OF TEXAS SYSTEM
- UNITEDHEALTH GROUP
- KFORCE
- HUMANA
- SOUTHWEST RESEARCH INSTITUTE
- ROBERT HALF
- WELLS FARGO
- BOOZ ALLEN HAMILTON



## 5. MANUFACTURING, CONSTRUCTION, OIL & GAS AND ENERGY

Entry-level production roles remain a great opportunity in our region as pathways to economic mobility. With JCB's planned expansion to the San Antonio region, we are seeing a growing need to focus on industry awareness efforts for youth and incumbent workforce in order to fill the need for thousands of new manufacturing roles that will be available in the coming years. The TPM Manufacturing collaborative focused discussions on retention and attrition, with specific efforts in developing occupational profiles for Entry-Level Production and Industrial Maintenance Mechanics. Below, we have combined eight typical

production roles available for entry-level candidates. These roles often require general mechanical aptitude, with no direct experience or training in the industry. Each employer has extensive onboarding and training processes pertinent to their respective companies.

While the collaborative continues to identify pipeline improvement opportunities, the employers developed additional next steps and deliverables outlined in the Fall 2023 - TPM Snapshot.

### MANUFACTURING, CONSTRUCTION, OIL & GAS, ENERGY

TOP 5 POSTED OCCUPATIONS	UNIQUE POSTINGS DEC 22 - DEC 23	AVERAGE MONTHLY POSTINGS	AVERAGE MONTHLY HIRES	AVERAGE HOURLY WAGES SA	AVERAGE ANNUAL WAGES SA	AVERAGE HOURLY WAGES US	AVERAGE ANNUAL WAGES US
Entry Level Production (Eight SOC Codes)	5,171	398	3,810	\$16.10	\$33,489	\$17.26	\$35,893
Heavy and Tractor-Trailer Truck Drivers	3,276	252	1,287	\$22.61	\$49,520	\$25.52	\$53,090
Automotive Service Technicians and Mechanics	2,312	178	313	\$22.70	\$45,867	\$23.89	\$49,690
Industrial Engineering Technologists and Technicians	1,463	113	13	\$30.02	\$62,734	\$30.52	\$63,470
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,117	86	152	\$24.10	\$52,093	\$27.63	\$57,460

### TOP POSTED SKILLS

SPECIALIZED SKILLS	COMMON SKILLS
HVAC	COMMUNICATIONS
HAND TOOLS	CUSTOMER SERVICE
CONSTRUCTION	TROUBLESHOOTING (PROBLEM SOLVING)
POWER TOOL OPERATION	OPERATIONS
PREVENTIVE MAINTENANCE	MANAGEMENT

### MOST PROGRAM COMPLETIONS\*

HEATING, VENTILATION, AIR CONDITIONING AND REFRIGERATION ENGINEERING TECHNOLOGY / TECHNICIAN

AUTOMOBILE / AUTOMOTIVE MECHANICS TECHNOLOGY / TECHNICIAN

DIESEL MECHANICS TECHNOLOGY/TECHNICIAN

INSTRUMENTATION TECHNOLOGY/ TECHNICIAN

AUTOBODY / COLLISION AND REPAIR TECHNOLOGY / TECHNICIAN

### MOST DEGREE COMPLETIONS BY SCHOOL\*

ST PHILIP'S COLLEGE

MILLER-MOTTE COLLEGE STVT SAN ANTONIO

SOUTHERN CAREERS INSTITUTE - SAN ANTONIO

LAMSON INSTITUTE

THE UNIVERSITY OF TEXAS AT SAN ANTONIO

\*2023 Data



## TOP POSTING EMPLOYERS

(ranked by unique postings)

AEROTEK

STANDARDAERO

CATERPILLAR

SYSCO

BOEING

CITY OF SAN ANTONIO

NAVISTAR INTERNATIONAL

TOYOTA MOTOR MANUFACTURING OF TEXAS

RYDER

JOHNSON CONTROLS



## 6. TRANSPORTATION & WAREHOUSING

While not a target industry for greater:SATX, interest in transportation and warehousing occupations remains high for San Antonio Ready to Work participants. In the coming months, greater:SATX plans to review logistics occupational needs in

the region and introduce a Talent Pipeline Collaborative to work through recruitment and training requirements with employers. The priority for the collaborative will be roles that require 2- and 4-year degree and training.

### TRANSPORTATION & WAREHOUSING/WST

TOP 5 POSTED OCCUPATIONS	UNIQUE POSTINGS DEC 22 - DEC 23	AVERAGE MONTHLY POSTINGS	AVERAGE MONTHLY HIRES	AVERAGE HOURLY WAGES SA	AVERAGE ANNUAL WAGES SA	AVERAGE HOURLY WAGES US	AVERAGE ANNUAL WAGES US
General and Operations Managers	2,821	217	1,605	\$50.98	\$105,982	\$59.07	\$122,860
Human Resources Specialists	2,413	186	500	\$32.80	\$68,697	\$35.13	\$73,080
Management Analysts	1,767	136	201	\$44.14	\$108,626	\$50.32	\$104,660
Market Research Analysts and Marketing Specialists	1,137	87	263	\$31.76	\$67,693	\$37.92	\$78,880
Training and Development Specialists	780	60	192	\$26.12	\$54,949	\$33.59	\$69,870

### TOP POSTED SKILLS

SPECIALIZED SKILLS	COMMON SKILLS
MARKETING	COMMUNICATIONS
PROJECT MANAGEMENT	MANAGEMENT
AUDITING	OPERATIONS
PROCESS IMPROVEMENT	LEADERSHIP
OPERATIONS MANAGEMENT	CUSTOMER SERVICE

### MOST PROGRAM COMPLETIONS\*

- GENERAL STUDIES
- BUSINESS ADMINISTRATION AND MANAGEMENT, GENERAL
- MULTI- / INTERDISCIPLINARY STUDIES
- COMMUNICATION, GENERAL
- MARKETING / MARKETING MANAGEMENT, GENERAL

### MOST DEGREE COMPLETIONS BY SCHOOL\*

- NORTHWEST VISTA COLLEGE
- SAN ANTONIO COLLEGE
- UNIVERSITY OF TEXAS AT SAN ANTONIO
- PALO ALTO COLLEGE
- UNIVERSITY OF THE INCARNATE WORD

\*2023 Data



## TOP POSTING EMPLOYERS

(ranked by unique postings)

- USAA
- WELLS FARGO
- CITY OF SAN ANTONIO
- THE UNIVERSITY OF TEXAS SYSTEM
- UNITEDHEALTH GROUP
- RANDSTAD
- STANDARDAERO
- CITIGROUP
- QTC
- WALMART



### III. COMMUNITY EFFORTS

Our region consists of many Community-Based Organizations (CBOs) and workforce agencies that help improve economic mobility by reducing career development barriers for underserved populations often referred to as “hidden workforces.” Some workforce development opportunities to tap into these workers include upskilling part-time workers, reskilling underemployed, and expanding non-traditional demographic career opportunities. Three workforce populations with recent increased employment in our region include individuals with disabilities, those with low education attainment, and justice involved job seekers. Employers are reimagining hiring practices to provide transparent and equitable fair chance hiring opportunities. We are proud to feature the great work of just a few of our partners.



## TEXAS WORKFORCE SOLUTIONS VOCATIONAL REHABILITATION SERVICES (TWS-VRS)

TWS-VRS's mission is to assist individuals with disabilities in Texas by providing them with the necessary services and support to prepare for, obtain, retain, or advance in employment. The population/demographic served includes Texans with disabilities starting at the age of 14 and adults of all ages. A few examples of the types of disabilities they support are mental health condition, physical disability, hearing loss/deafness, chronic health condition, substance use disorder, learning disability, and low vision or blindness.

TWS-VRS has been in operation for more than 100 years, since 1920, and has served about 943 clients each year in the Alamo North/Alamo South Region. The services provided by TWS-VRS are in-line with an individual's career aspirations, strengths, available resources, interests, and abilities – including in-demand industries, such as manufacturing, healthcare, hospitality, technology, and cybersecurity. Additionally, Vocational Rehabilitation services may include tuition assistance that leads to a career, specialized training and adaptive equipment to help address a barrier to employment, vehicle modification to travel to and from work on their own, therapy and services that help lessen how much a disability affects the ability to find and keep a job, and services provided during job search and at least 90 days after employment.

Three best practices employers should consider when hiring individuals with disabilities include:

1. **Review Accessibility:** Examine your organization's website and application process from the perspective of a person with a disability. Identify and remove accessibility barriers that might hinder applicants with disabilities. By ensuring your recruitment process is accessible and that accommodations can be requested, you attract a diverse pool of candidates, including those with disabilities, creating a more inclusive workforce.

2. **Address Diverse Learning Styles:** Recognize that employees have varied learning preferences and styles. Deliver information and training using multiple formats, such as visual, auditory, and interactive methods. This approach not only benefits everyone but also addresses general accessibility barriers, making sure all employees can access and understand the content.
3. **Cultivate a Disability-Inclusive Workplace Culture:** Collaborate with TWS-VRS to receive disability awareness training for your company. This training equips staff with the knowledge and understanding to create a supportive environment for colleagues with disabilities. Through education, employees can learn to be more empathetic and accommodating, fostering a workplace culture where everyone feels valued and respected. In addition, tap into resources like Ask JAN, which offers accommodation ideas and guidance.

An Employer Engagement Opportunities that TWS-VRS offers is partnering with employers to understand your hiring needs and provide customized services to help:

1. Understand workplace disability barriers.
2. Fill open positions with qualified people who have disabilities.
3. Assess your workplace, job descriptions and recruitment and application processes to remove barriers.
4. Provide training and accommodation help.

Another opportunity is that employers can connect with the VRS outreach team members listed here to explore partnership opportunities:

- Business Relations Coordinator, Ricky Rendon, ricardo.rendon@twc.texas.gov
- Community Outreach & Awareness Specialist, Megan Bennett, megan.bennett@twc.texas.gov



## RESTORE EDUCATION

Restore Education's mission is to restore individuals' potential for success on their path to college and career through the transformative power of education. Through their work, they serve learners that have lost connection with education and need a pathway to a new career. Individuals with low educational attainment often have adverse childhood experiences that impact all aspects of life, and educational pursuits take a back seat to daily coping. Based on historical data, these students have lost connection with education pathways, often struggling with financial or family issues, pregnancy, homelessness, foster care, incarceration, or English proficiency.

Of the clients they serve, 40% are opportunity youth (ages 16-24), 79% self-disclose as low-income, 92% are persons of color, 62% are unemployed, 65% are parenting, 78% are female, 65% are reading between 4th-8th grade level, 19% are at-risk populations (foster youth, housing insecure, justice-involved), and 14% are diagnosed with a physical or learning disability. An overwhelming majority would be the first in their family to attend college. Additionally, 48% are English language learners, 60% don't have reliable daycare or transportation, 13% are immigrants, 10% don't have internet at home. The average age is 30.

Restore Education has been providing services for 15 years, since their official formation in 2008 and serves approximately 1,900 clients per year. A majority of Restore clients find new careers in healthcare, business/finance, aerospace/manufacturing, and transportation/warehousing. Many clients are already in the workforce, but many plan to enter new career fields by combining transferrable skills with reskilling or upskilling training opportunities.

The services that Restore Education provides to its clients include an array of wrap-around services to ensure workforce barriers are reduced prior to training and job search, full academic assessments to determine reading and math levels, career exploration and readiness assessments, free and flexible educational programming

to close skills gaps – i.e., digital literacy, basic literacy, ESL, and GED services, and services are provided for at least a year, with options for continued assistance through college/training support programs.

Some tips and best practices employers should consider when hiring Restore Education clients include:

1. Restore uses an interview Rubric using the STAR method to train and gives feedback during mock interviews. The Rubric ensures consistency in feedback and fidelity to the STAR method. An employer may see a candidate as "too prescribed" in their answers due to anxiety and nervousness.
2. Many of their students are 30 years old and older and have experienced adverse childhood experiences and overcome many challenges to start a new career. They have had to work hard at life, and those tenacious life skills transfer to strong work ethics. Don't allow lack of polished resumes or resume gaps distract from the hard workers able to overcome personal obstacles.
3. Most of their college students must work full-time but need flexible scheduling to both work and get a degree. The employer who can offer flexible schedules to these hard-working individuals will see loyalty and readiness for more challenging positions in the future.
4. Consider learning differences in your application process (such as dyslexia) and provide opportunities for auditory applications.

Some Employer Engagement Opportunities available at Restore Education include:

1. Identifying entry-level roles with upward pathways available for individuals with diverse work backgrounds, extensive workplace readiness, and willingness for career development.
2. Identifying valuable certifications preferred for Restore Education clients and similar job seekers in our region.
3. Partnering with Restore Education to create custom workforce pipelines and trainings. For these and other opportunities, please reach out to Kelli Rhodes, directly at kelli@restoreeducation.org.



## CHRYSALIS MINISTRIES

Chrysalis Ministries' mission is that they exist to equip and empower individuals and their families to overcome the consequences of incarceration. Chrysalis Ministries serves justice involved individuals, their family members, and those at-risk of incarceration. They provide programs and services for adults and opportunity youth ages 16-24 and have been in operation 82 years since 1941. They serve over 1,500 individuals yearly. Many of their clients find opportunities in construction & skilled trades, customer service, food service, healthcare, manufacturing, retail, transportation, and warehousing.

Chrysalis Ministries provide a variety of services including wrap-around services and community partnerships for direct services not provided by the employer, ID Recovery for those looking for employment, rental and utility assistance (when funding is available) and providing clothes, hygiene products, and transportation assistance. They also offer life skills classes, including Healthy Relationships, Anger Management, 12 Step, Job Readiness, Money Management. Free counseling for clients and workforce readiness and job search coaching is also available, and services are provided to the client in perpetuity.

Some tips and best practices employers should consider when hiring Chrysalis Ministries clients include:

1. Consider the statistics, especially in Texas, there is a high number of justice involved individuals in the workforce. By excluding these individuals, you are excluding a large amount of talent and potential.
2. Learn more about federal benefits to Fair Chance hiring.
3. Work with organizations, such as Chrysalis Ministries, who prep and support justice involved individuals beyond the hiring process. Chrysalis fosters partnerships with employers to support employees and increase retention.

They also offer several Employer Engagement Opportunities which include meeting with Chrysalis staff to review hiring best practices and second chance policy evaluation and identifying mitigation opportunities for expanding hiring practices, including background check procedures and role specific limitations. For more information on Chrysalis Ministries, contact Julia Richardson at [jrichardson@chrysmi.org](mailto:jrichardson@chrysmi.org).



## IV. ATTRACTION, RETENTION, AND CAREER EXPLORATION ENGAGEMENT

During 2023, greater:SATX commissioned a quantitative and qualitative report to determine the decision-making factors for young professionals selecting a city to work, live, and play. A more thorough report on the study's findings will be released at a later date, but below are some primary factors driving our future talent attraction and retention engagement.

Some focal opportunities for talent attraction and retention are that young professionals with families find the San Antonio region attractive given the region's perceived benefits. We can leverage this by showcasing San Antonio as a place where young professionals can truly have an impact, both immediately and long-term. By simultaneously restructuring regional marketing efforts to offer more messaging for single professionals, we will be able to attract both demographics.

The study also found that some challenges are that young professionals do not know enough about San Antonio to form an opinion, and affordability is no longer the strong differentiation point it once was for San Antonio. Additionally, San Antonio feels like a great place for families, not single young professionals.

In 2024, greater:SATX will launch a variety of programmatic elements to complement our Life Works Greater<sup>SM</sup> talent attraction campaign. We will partner with local companies to recruit talent to San Antonio at university career fairs in different parts of the state outside of Bexar County. This will allow us to not only promote high-quality job opportunities but also provide a holistic view of why life works greater in San Antonio. In tandem with our recruiting efforts, we will also provide employers with a recruiter toolkit to educate prospective and current employees on our vibrant culture, world-class culinary scene, high-quality affordable housing, and our education system. We will also partner with alumni offices at our local 4-year institutions in an effort to bring alumni back to the Greater San Antonio region to fill high-pay, high-skill job opportunities.

#### Talent Retention

Alamo Fellows is a greater:SATX talent retention initiative focused on first generation stem majors, attending our local 4-year post secondary institutions. The objective of the program is for our Fellows to build their careers in San Antonio after graduation by facilitating professional development, and social networking opportunities with local business, leaders, and recruiters.

The first cohort consisted of 21 undergraduate students with 14 securing summer and spring internships with large employers, such as H-E-B, Frost, USAA, Marathon Petroleum, SAISD, and Bank of America. An additional three Fellows were awarded research fellowships at other universities around the country such as Stanford and Carnegie Mellon. During the fall of 2023, we onboarded 34 new Alamo Fellows into the second cohort. As we continue to facilitate access to summer internships for 2024, we already have two Fellows that have secured spring internships with SWBC.

Our Alamo Fellows have also participated in a variety of student-led panels, conferences, speaking engagements and have also served as peer mentors at local San Antonio area high schools, where they work directly with students in pursuing postsecondary education, apprenticeships, and internship opportunities.

#### Career Exploration

Throughout the year, our team facilitates and leads many work-based learning opportunities under our SA WORX programming for area high school students, including job

shadows, summer internships, and industry awareness events. Often the first opportunity for many students to experience a professional work environment, these efforts are directly improving the career exploration, workplace readiness, and soft-skills development to better prepare our future workforce.

**Job Shadow Days:** Our annual Job Shadow Days took place February 28 - March 1st, 2023 with 2,313 students, 40 employers, and 13 school districts participated in on-site, in-class, and virtual tours and presentations.

**Summer High School Internships:** For our 8th annual summer high school internships, we facilitated the onboarding and placement of 220 interns with 30 employers. Interns represented 16 school districts and earned 350 professional development badges through a partnership with Ignite MindShift. Overall, the summer internship program had an impact of \$550,000 on youth salaries in the San Antonio region.

**Industry Awareness:** In the Fall of 2023, we hosted Manufacturing Month, Cybersecurity Awareness Week, and sponsored an area Construction Career Day. Overall, 1,887 students, seven employers, and seven school districts participated in October activities. Construction Career Day, hosted by Texas Construction Careers Initiative and Associated Builders and Contractors-South Texas, included participation from an additional 45 employers. Our team also led career readiness workshops, including resume building and interview tips at the SkillsUSA Fall Leadership conference at La Vernia High School - 450 students participated. Lastly, our team hosted a booth at CORE4STEM and invited several school districts to our booth to promote their work. Dwight Middle School robotics team, South San ISD and Wagner High School Aerospace and Engineering students, and Judson ISD presented their work to over 1,800 middle school students.

To learn more about greater:SATX workforce initiatives or to discuss additional ways to partner, please contact Vice President of Workforce Development Christopher Mammen, [christopher@greatersatx.com](mailto:christopher@greatersatx.com).

*Data represent current outputs from BLS: Current Employment Statistics, Local Area Unemployment Statistics, and Occupational Employment and Wages. Census tables (S1501) were utilized to compare MSA educational attainment. Lightcast was utilized to gather Help Wanted Online (HWOL) / Job Posting data, as well as gender, race, and ethnicity by occupation breakdowns.*





Our greatest strength is our PEOPLE.  
greater:SATX is committed to our role as  
a trusted resource and connection point  
for local employers, training and education  
providers, higher education leadership,  
government partners, youth, job seekers  
and professionals. We look forward to your  
continued partnership. If you aren't  
involved yet, let's connect.



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