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GOVERNOR'S HIGH DEMAND CAREER INITIATIVE REPORT

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December 2014



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LETTER FROM THE GOVERNOR

Earlier this year, I launched the High Demand Career Initiative (HDCI), a natural continuation of the ongoing Georgia Competitiveness Initiative (GCI) created during the summer of 2011. The ideas, suggestions and best practices resulting from the GCI helped make Georgia the No. 1 state in the nation for business two years in a row. These initiatives continue to cultivate Georgia's innovative, pro-business environment by creating good-paying jobs and attracting the kind of investment that maintains our state's status as a leader in the global marketplace.

On April 15, the HDCI began with a series of meetings in Atlanta, Dalton and Statesboro. I asked our economic development team to continue the conversation by identifying key companies in strategic industries to participate in 10 additional meetings around the state through October.

I am confident that the expertise and insight the participants provided will be instrumental in creating a sustainable workforce infrastructure for Georgia. The information featured in this report includes overall trends, early successes, industry sector reports, challenges and recommendations on sustaining and building upon the success of this initiative.

I would like to take this opportunity to thank Commissioner Carr, Commissioner Jackson and Chancellor Huckaby for their leadership with the HDCI. The efforts made by these individuals and their teams to bring together our economic development community, university and technical college systems and key private-sector industries will better prepare us for the challenges and triumphs of Georgia's bright future.

Thank you for taking the time to review this report.

Sincerely,

Nathan Deal

Governor Nathan Deal

LETTER FROM WORKFORCE DEVELOPMENT LEADERS

One of the most critical factors facing companies today is the availability of a highly trained and reliable workforce. By anticipating the jobs of the future, we can make sure that companies looking to expand or relocate here have access to a skilled workforce.

In January 2014, Governor Deal announced the creation of the High Demand Career Initiative (HDCI). This initiative is a long-term commitment to maintaining Georgia's status as a leader in the global marketplace in turn creating new jobs and investment growth.

The Governor's High Demand Career Initiative brought all of us together with our teams at the Georgia Department of Economic Development, the University System of Georgia and the Technical College System of Georgia. We then contacted key leaders in several of our important private-sector industries to get a clear picture of what Georgia businesses need.

We hosted 13 meetings across the state at local technical colleges and/or universities. Our economic development teams heard directly from companies about specific workforce needs, shared existing academic assets or training programs, and discussed the development of future programs.

We are very proud of Georgia being named the No. 1 place for business in the United States. In order to maintain this ranking, we must make sure the state's economic development infrastructure including our educational assets are meeting the workforce needs of Georgia businesses.

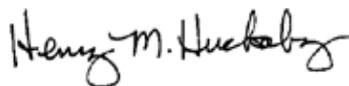
This report outlines the information, key trends, current resources and challenges we heard from the 80 private sector companies who participated. The content featured represents a variety of key industries in Georgia.

Our economic development efforts are all about partnerships. Thank you to all of those involved with this initiative - from event coordination to input from the companies who participated and the educational institutions who hosted us. We would also like to thank the Carl Vinson Institute of Government at the University of Georgia for partnering with us on this initiative and in preparing this report.

Thank you,



Georgia Department of Economic Development Commissioner Chris Carr



University System of Georgia Chancellor Hank Huckaby



Technical College System of Georgia Commissioner Ron Jackson

BACKGROUND & INPUT PROCESS

Many Georgia business leaders say one of their biggest challenges is a trained, reliable, and consistent workforce. While this is not a problem that is specific to Georgia or the United States, Governor Deal announced the High Demand Career Initiative (HDCI) in his 2014 State of the State address to proactively identify solutions to address this challenge.

The HDCI connected those responsible for the state's economic development efforts and training Georgia's future workforce—the Technical College System of Georgia (TCSG), the Georgia Department of Economic Development (GDEcD), and the University System of Georgia (USG)—with employers to learn about current challenges and needs (i.e. degrees/majors, certificates, training courses, partnerships) over the next 5 to 10 years. The initiative is not a one-time event but designed to be a sustained effort to create a long-term infrastructure of communication and partnerships to meet Georgia's workforce needs.

With the goal of hearing directly from the private sector about their workforce needs, the GDEcD Workforce Division partnered with the Carl Vinson Institute of Government at the University of Georgia to organize 13 listening sessions around the state. At each session, private sector companies were asked to present on workforce needs, challenges, and difficult-to-fill positions to Georgia workforce training leaders. Representatives from GDEcD, the Technical College System of Georgia, and the University System of Georgia were on hand to learn from the private sector, connect businesses with current resources, and develop solutions to workforce challenges. Over 80 private sector partners representing numerous industries participated. Appendix I presents a list of participating companies.



Governor Deal speaking at the April 15, 2014 HDCI Meeting in Atlanta, GA

“In accordance with our trend of putting our education where our economy is, I am happy to announce the creation of the Governor's High Demand Career Initiative. We will bring together the heads of Economic Development, the University System of Georgia, our technical colleges and schools, along with key leaders in some of our important private-sector industries. This initiative will allow us to hear directly from the employers of our state about what they expect their future needs will be, and it will give our institutions of education the chance to get ahead of the curve in preparing tomorrow's workforce.”

*Governor Deal
State of the State Address 2014*

HIGH DEMAND CAREER INITIATIVE MEETING LOCATIONS

Albany | Athens | Atlanta | Augusta
Carrollton | Columbus | Dalton | Eastman
Gainesville | Statesboro | Valdosta
Warner Robins

OVERALL TRENDS

During the 13 meetings across the state of Georgia, there were certain key trends that were common among many of the represented companies and industries.

AGING WORKFORCE

Many employers have older workforces and expect a large percentage of their employees to retire in the near future. Nineteen companies in a variety of industries specifically cited aging workforces as a concern.

"We have an aging workforce...We have a lot of experienced talent but they are getting older and leaving the industry. Our middle-aged mechanics are leaving the industry for less physical work."

-TIMCO Aviation

MORE INTERNSHIPS, ON-THE-JOB TRAINING AND CO-OPS

Employers that currently use internships and co-op programs find these programs valuable in identifying, assessing, and training future employees. Employers also emphasized the importance of on-the-job (OJT) training in their employee development process. These programs help them fill positions that require a number of years of specialized experience in addition to the relevant training or educational background required. Several employers expressed a desire for assistance from the state with OJT training.

"I don't know how we're going to find these guys without scouring the country... In the next 10 years I would estimate that probably half of our workforce will reach retirement age. We just don't know where the guys are going to come from to replace them."

-LMC Manufacturing

"Internships are really the backbone of our hiring process."

-Duracell

SOFT SKILLS ARE CRUCIAL

Nearly every employer discussed the importance of soft skills, such as communication, teamwork, problem solving, intellectual curiosity, critical thinking, and work ethic. Many employers stated that they found these skills lacking in younger employees. Employers also have increasingly found difficulties in recruiting employees that can pass background screenings and drug tests.

"We do expect the individual to come in with a level of training but to also come in with experience...the certificate is essential, but what is also important is that they have a significant amount of time spent doing that job...Delta tries to find work study programs where they can actually learn that craft or skill, so they can get the experience needed in order to be successful."

-Delta Air Lines

"We need those soft skills. We need people who are collaborative, who have the ability to communicate both verbally and through written form. I need craftsmen that can craft an email."

-Rayonier

DEMAND FOR BASIC EDUCATIONAL SKILLS

Employers stated that they were looking for individuals with "work ready skills," such as reading, mathematical skills, statistics, and writing.

"Some of the necessary skills for our workforce include work ready skills such as reading, math, and teamwork."

-Roper



INTRODUCING STEM AT A YOUNGER AGE

Employers reported that Science, Technology, Engineering and Mathematics (STEM) career fields need to be introduced to students at a younger age, made a key part of the curriculum, and that educators play a large role in the appeal of STEM fields.

SHORTAGE OF LOCAL SKILLED TRADES WORKERS

Employers expressed interest in talent from Georgia for their openings but stated they are forced to recruit from out-of-state. This was expressed across many of the industries, but it was especially prevalent in the industries that require skilled workers, such as manufacturing and entertainment (television & film production).

PRODUCTIVE PARTNERSHIPS WITH WORKFORCE DEVELOPMENT RESOURCES

Employers in various sectors reported that partnerships with local boards of education, the Technical College System of Georgia, and University System of Georgia institutions were very productive. Georgia Quick Start was a key part of the hiring and training processes for many companies.

A DIVERSE WORKFORCE IN STEM-RELATED JOBS

Companies in various sectors highlighted the need to attract more women and minorities into STEM-related jobs. There is a talent shortage in these career fields, and recruiting women and minorities would help to better fill the talent pipeline. Companies seek to match Georgia's diverse population with their hiring practices and employee make up.

"We have got to invest in STEM because our nation as a whole is getting behind very quickly... I think that as we start looking at students at the high school level, we've got to reach deeper. I'm trying to reach down to the junior high school level. And that's where we've got to capture the excitement and passion for IT, cyber, and intelligence now so that we can build a bench."

-US Army Cyber Center of Excellence/Fort Gordon

"We have to go out of state to find maintenance candidates."

-Toyo Tires

"We've been pulling some out of Alabama and Florida, but in Southwest Georgia in particular it's been very hard to find welders. I think we've found two in the Atlanta area, and that's it as far as Georgia over the past two years."

-LMC Manufacturing

"The partnership with Georgia Technical College has been outstanding."

-Flowers Foods

"Our customers are women. We need to attract more women into engineering schools, and we need to hire more of them."

-Manhattan Associates

"To just be honest, women and minorities don't choose to become engineers...[it's a] tragic waste of talent. If we can somehow get into the school systems and get to those students that have the ability, the interest, the raw skills, the talent to do that and encourage them, make them aware, and help them through the pre-algebra courses, we can produce a higher diversity in the engineering workforce in the state of Georgia."

-Warner Robins Air Logistics Center

OVERALL TRENDS IN HIGH DEMAND CAREERS & SKILLS

Participating companies identified 162 unique high demand careers and 96 unique high demand skills and attributes. Many of the skills and careers crossed industries. Sector-specific sections later in the report present a snapshot of industry-by-industry needs. The table on the left presents the critical careers mentioned most often by participating companies; the table is listed in order of the number of times the careers were mentioned in the meetings. Likewise, the table on the right shows the critical skills and attributes that were identified repeatedly by the participants.

HIGH DEMAND CAREERS

Career
Mechanical Engineer
Electrical Engineer
Welder
Machinist
Computer Numerical Control (CNC) Operator
Programmable Logic Controller (PLC)
Software Developer
Business Support Roles (Accounting, HR, Marketing)
Computer Programmer
Maintenance Technician
Manufacturing Associate

HIGH DEMAND SKILLS/ATTRIBUTES

Skill/Attribute
Soft Skills
Mathematics
Work Ethic
Customer Focus
Project Management
Robotics
Analytical
Business Acumen
Problem Solver
Teamwork



RECENT ACTION TO ADDRESS WORKFORCE ISSUES

One of the key goals of the HDCI process was to identify steps that the State of Georgia could take to address workforce training gaps and ensure that businesses were being provided with trained workers. Below are some of the items that Governor Deal and Georgia workforce leaders recently implemented or announced to address needs, issues, and gaps identified by the HDCI process.

STRATEGIC INDUSTRIES WORKFORCE DEVELOPMENT GRANT

Governor Deal announced a proposal to expand the Strategic Industries Workforce Development Grant (SIWDG) to include students enrolled in the following programs at TCSG institutions: film set design, computer programming, precision manufacturing, and certified engineering assistant. The current SIWDG provides HOPE Grant recipients with additional funding in targeted programs. Governor Deal has made the addition of the proposed programs for SIWDG eligibility a budgetary priority and will work with the General Assembly to enact this expansion.

Current SIWDG Programs
Commercial Truck Driving
Diesel Mechanic
Early Childhood Care/Education
Healthcare Technologies
Information Technology
Practical Nursing
Welding
Proposed Programs
Certified Engineering Assistant
Computer Programming
Film Set Design
Precision Manufacturing

COMPUTER PROGRAMMING

Many of the HDCI participants identified a need for more employees with skills in computer programming and software development. Governor Deal proposed that the State Board of Education amend state policy to allow computer programming courses to satisfy core requirements in the areas of math, science, and foreign language for high school students. Additionally, Governor Deal is asking the Board of Regents of the University System to accept these computer programming courses for admission into USG institutions.

VETERAN EMPLOYMENT

Many companies identified a desire to hire more veterans to fill workforce gaps because of strong soft skills and relevant military training. The Technical College System of Georgia and the University System of Georgia recently broke ground on a Military Academy Training Center (MATC) in Warner Robins. The MATC will serve as a resource to help military members transition to higher education or the workforce. The center will help veterans apply their Department of Defense training and experience towards TSCG and USG programs.



Athens, GA HDCI Panel



GO BUILD GEORGIA

The Go Build Georgia program is designed to educate young Georgians on the value and benefits of skilled trades. There are five industries of focus in the program: advanced manufacturing, industrial construction, transportation, energy, and telecommunications. Go Build Georgia seeks to dispel misconceptions about skilled trades and increase interest in these fulfilling careers through marketing, educational materials, events, and strategic partnerships.

COMPLETE COLLEGE GEORGIA

By 2020, it is projected that over 60% of jobs in Georgia will require some form of degree (technical certificate, associate's degree, bachelor's degree, etc.). The Technical College System of Georgia and the University System of Georgia have partnered together to increase student access to and graduation from TCSG and USG institutions, while ensuring rigor is maintained. This will enable Georgia to provide businesses with a sufficient number of degree-holding workers.

EARLY SUCCESSSES

The full impact of the Governor’s High Demand Career Initiative will be seen over the years to come as Georgia’s companies are provided with a more trained, consistent, and reliable workforce. Throughout the HDCI process, state workforce partners sought to address needs identified by companies. Below are just a few of the early success stories.

UNIVERSITY SYSTEM OF GEORGIA—CYBER SECURITY INITIATIVE

USG is creating a Cyber Security Initiative that will focus all of the cyber education and training resources across the USG in order to meet the needs of the United States Army Cyber Command, the National Security Agency, the financial transaction processing industry, and the health informatics/electronic medical records industry. The initiative aims to create a cyber security workforce of sufficient scale, quality, and capability to meet the needs of Georgia companies, military installations, government agencies, and other institutions.

UNIVERSITY SYSTEM OF GEORGIA—FILM ACADEMY

USG is launching a campaign to address talent shortages in the film industry workforce. It is currently conducting a workforce survey to identify short-term and long-term needs for the industry. Additionally, USG is reviewing its current offerings to determine present capacity and how that capacity can be used to address short-term needs. A taskforce, comprised of individuals involved in relevant programs at USG institutions, is examining how the University System of Georgia can respond to the needs identified by the survey. The long-term goal is to establish a collaborative program—the Georgia Film Academy—to meet the workforce needs of the film industry.

TECHNICAL COLLEGE SYSTEM OF GEORGIA—CONNECTING BUSINESSES WITH TRAINING RESOURCES

TCSG created numerous new relationships from the HDCI process and was able to further educate businesses on the resources available from its institutions. For example, Home Depot identified a large need for computer programmers at the Atlanta, GA HDCI meeting; Gwinnett Technical College is now working with Home Depot to explore filling this identified workforce gap. Additionally, the college is in the process of establishing a partnership with the Jacoby Group to offer film training at the company’s Atlanta Media Campus and Studio. This partnership will enhance Georgia’s film workforce and provide students with opportunities for hands-on-experience.



AGRICULTURE & FOOD SECTOR

The agriculture and food sector emphasized its growing reliance on advanced technology in operations and that the industry is rapidly evolving. Food safety standards are increasing, food companies are using more automated equipment, and agriculture is changing to include techniques such as precision agriculture. Another key point many sector representatives made was that there is a great need for skilled employees such as welders, scientists, agribusiness experts, and those with four-year degrees in agricultural subjects.

SECTOR HIGHLIGHTS

There is a need for more students to study agriculture in Georgia. According to UGA's Center for Agribusiness and Economic Development, University System of Georgia institutions are only producing 55% of the needed graduates for agricultural fields.

Companies in the agriculture and food sector report difficulties hiring skilled employees such as welders, mechanics, and maintenance technicians. Many times these candidates have to be recruited from out-of-state.

HIGH DEMAND SKILLS/ATTRIBUTES

Adaptable
Ammonia Systems Certification
Analytical
CNC Equipment
Communication Skills
Computer Skills
Degrees in Science Fields (Chemistry, Microbiology, Fermentation Science, Food Science)
Hand Torch & Plasma Welding
Machine Tool Technology
Math Skills*
Power Plant Operations Certificate
Soft Skills*
Stick, MIG & TIG Welding
Waste Water Treatment Certificate
Work Ethic*

*=Identified by 2 or more companies

HIGH DEMAND CAREERS

Bakery Engineer	Field Service Representative
Brewery Worker	Industrial Engineer
Business Support Role	Machinist*
Chemical Engineer*	Manufacturing Associate
CNC Operator	Mechanic
Computer Programmer	Mechanical Engineer*
Craftsman	Welder
Electrical Engineer*	

*=Identified by 2 or more companies

For generations we've heard that a lot of agriculturists tell you, 'Oh, we hire unskilled laborers'...Are you going to put a minimum-waged, unskilled laborer in the cab of a three quarters of a million dollar cotton picker, that your making money depends on whether you get the last 300 acres picked? Instead of picking 2,000 acres, you get 2,300 picked."

Abraham Baldwin
Agricultural College

PARTICIPATING COMPANIES

Abraham Baldwin Agricultural College
Crider Foods | Flowers Foods
LMC Manufacturing | MillerCoors | Rayonier
University of Georgia College of Agricultural & Environmental Sciences
White Oak Pastures

ONE IN SEVEN GEORGIANS ARE EMPLOYED IN AGRICULTURE, FORESTRY, OR RELATED INDUSTRIES¹

¹University of Georgia Cooperative Extension. Ag Stats. <http://extension.uga.edu/agriculture/ag-stats-agencies/ag-stats/index.cfm>



AEROSPACE SECTOR

Georgia is home to a robust aerospace industry that generated an economic output of \$30.7 billion in 2011². Companies emphasized a need for employees with specialized skills, certifications, training, and experience for many of their open positions. Several aerospace companies reported strong relationships with Georgia's Technical Colleges and USG institutions. Many companies forecasted that the sector will continue to grow in Georgia over the years to come.

SECTOR HIGHLIGHTS

Several companies in the aerospace industry have experienced success with targeting veterans for recruitment.

Many companies identified a demand for Non-Destructive Testers (NDT)/Inspectors (NDI) and stated there is a need for training in this area. NDT involves the testing of parts through techniques that do not damage them such as X-Ray.

Companies stressed that most of the positions require experience in addition to educational requirements. Some companies have used internships and apprenticeships as workforce development tools to address the experience gap and grow their talent base.

HIGH DEMAND SKILLS/ATTRIBUTES

Attention to Detail	Flexibility
Blueprint Reading	Math Skills
Business Acumen	NDI Certifications
Computer Aided Design (CAD)	PLC Programming
CNC Operation	Project Management
Communication	Problem Solving
Cost Estimating	Safety Minded
Curiosity	Skilled Crafts
Customer Focus*	Supply Chain
Decision Making	Work Ethic*
Dependability	Work Ready Skills
F.A.A. Certifications	

*=Identified by 2 or more companies

HIGH DEMAND CAREERS

A&P Mechanic	Ground Maint. Mech.
Aerospace Engineer*	Industrial Engineer
Aircraft Inspector	Interiors Mechanic
Aircraft Mechanic	Machine/Facilities Tech.*
Aircraft Support Mech.	Machinist
Assembly Associates	Maintenance Technician
Aviation Maint. Tech.	Manufacturing Engineer
Avionics Technician	Material Buyer*
Bonding Associate	Material Science Engineer
CNC Machinist	Mechanical Engineer*
Composite Mechanic	Metallurgy Technician*
Computer Programmer	Nondestructive Testing Ins.*
Cont. Improvement Eng.	Pilot
Customer Service Spec.	Production Mechanic
Electrical Engineer	Production Supervisor*
Electronics Technician	Structures Mechanic
Engineer	Warehouse Worker
Financial Analyst	Welder
Forge Operator	*=Identified by 2 or more companies

"We are really looking for assistance with the individual organizations, whether they be the institutions, trade schools, or private certifications, to help us partner to have a pipeline. We get about 700,000 applicants a year. We hire 10,000 employees. And sometimes we say that we are very choosy in who we want to work for us, but a lot of times it's not just the choosing, it's the skills involved, the certifications that are essential for their success through the application process."

-Delta Air Lines

PARTICIPATING COMPANIES

Delta Air Lines | Dynamic Paint Solutions
 Firth Rixson | Gulfstream
 Heart of Georgia Metal Crafters | PCC Airfoils
 Pratt & Whitney | TIMCO Aviation Services
 Triumph Aerostructures

**GEORGIA'S AEROSPACE INDUSTRY EMPLOYED
 NEARLY 89,000 GEORGIANS IN 2011³**

²Georgia Institute of Technology Enterprise Innovation Institute. Economic Impact Analysis of Georgia's Aerospace Industry. <http://www.georgia.org/wp-content/uploads/2014/03/Aerospace-Economic-Impact-Study.pdf>

³Ibid.



AUTOMOTIVE MANUFACTURING SECTOR

Representatives from automotive sector companies discussed the rapid growth of Georgia's automotive sector; many companies either expanded last year or plan to expand in the year to come. One company announced that it planned to add 200 to 300 jobs in early 2015. Much of the conversation focused on the need for highly-skilled assembly workers, employees with specialized skills such as tool & die, and the difficulty of finding and retaining qualified technicians.

SECTOR HIGHLIGHTS

Many auto manufacturers expressed desires for more co-op or apprenticeship programs and other public-private partnerships to close the training gap in the sector. Specific training needs included tool and die training, auto body paint training, and technical certificates in computer engineering and industrial automation.

Auto manufacturers reported great success with co-op programs with University System of Georgia institutions and programs offered by Quick Start.

“If you don't come out of high school with the right skills, knowing how to do your math, how to think logically about a lot of these things, then they're going to be stalemated where they're not going to be able to move up.”

-Hyundai Powertech

“Being involved in manufacturing requires a great deal of education and skill and a good foundation of knowledge...We do not want to see just high school dropouts from the workforce. We have a lot of high school dropouts that apply, but those people that are going to be successful and earn these higher wages are going to be those who have prepared from the elementary grades through high school and including universities.”

-ORI

PARTICIPATING COMPANIES

Blue Bird | Honda Precision Parts
Hyundai Powertech | Inalfa Roof Systems | KIA
Magna International, Inc. | Off Road Innovations
Porsche | Toyo Tire
Yamaha Motor Manufacturing Group

THERE ARE OVER 40,000 WORKERS EMPLOYED BY
GEORGIA'S 296 AUTOMOTIVE-RELATED FACILITIES⁴

⁴Georgia Power. Automotive Manufacturing Report. <http://selectgeorgia.com/publications/Automotive-Industry-Report.pdf>



HIGH DEMAND CAREERS

Accountant	Manufacturing Team Member
Assembly Supervisor*	Materials & Planning Leader
Auto Body Painter	Mechanical Engineer*
Automation Technician*	Mechanic
Certified Public Accountant	Mechatronic Technician*
CNC Operator*	Mold Maker
Computer Programmer	Mold Technician
Control Engineer	Office Supervisor
Design Engineer	PLC Operator
Draft Engineer	Quality Control Inspector
Electrical Engineer*	Quality Control Leader
Industrial Engineer	Quality Engineer
Machinist*	Technician
Maintenance Mechanic	Tool and Die Maker*
Maintenance Technician	Traditional Business Support
Manufacturing Engineer	Test Engineer
Manufacturing Specialist	Welder*

*=Identified by 2 or more companies

HIGH DEMAND SKILLS AND ATTRIBUTES

Ability to Read and Interpret Engineering Drawing and Sketches	Mechanical Systems
Accounting*	Passing Drug & Background Check*
Analytical Skills*	PLC*
C.P.A. License (with experience in manufacturing environments)	Pneumatics
Communication*	Problem Solver
Computer-Aided Design (CAD)	Project Management
Computer Skills*	Robotics*
Electrical Skills*	SAP Consulting
Engineering and Manufacturing Systems (Auto-Simulation)	Servo Motors*
Flexible Manufacturing Concepts	Soft Skills*
Fully Certified Status (i.e. fully certified tool and die maker)	Statistical Process Control (SPC)
Hydraulics	Teamwork
Lean Management*	Technical Writing
Math Skills*	Tool & Die

*=Identified by 2 or more companies



TOYO TIRES





DEFENSE SECTOR

Georgia has a robust defense industry with 8 of the top 10 U.S. defense contractors operating in the state. Much of the discussion focused around the role that the state’s research institutions play in supporting the defense industry in Georgia and around the United States. Additionally, many of the workforce concerns from the IT and manufacturing sectors, such as competition in computer programmer recruitment and a lack of skilled trades employees, surfaced in the defense sector as well. The defense sector is frequently competing against other sectors to recruit the required talent for their vacancies.

SECTOR HIGHLIGHTS

Defense spending has been impacted by the Budget Control Act and Sequestration. Some companies and research areas have felt the impact more than others.

Companies emphasized how important getting students interested in STEM at an early age is for defense related industries.

HIGH DEMAND SKILLS/ATTRIBUTES

3D Printing	Motivation
Adaptability	Planning & Organization
Advanced Manufacturing	Problem Solving
Energy Management	Rapid Prototyping
Finite Element Modeling	Teamwork
Fuel Systems	

“The sweet spot is to get them before they actually get into college to tell them how wonderful it is to be an engineer and how important science and math are to having a career that will give them the kind of income and stability that they want in their lives. And so that is the focus behind STEM these days. So if we can spark the flame, focus the interest, and prepare them to get into STEM-type careers.”

-Warner Robins Air Logistics Center

HIGH DEMAND CAREERS

Aerospace Engineer*	Industrial Eng. Tech
Certified Program Man.	IT Specialist
Certified Project Man.	Manufacturing Technology Engineer
Computer Engineer	Material Engineer
Computer Scientist	Mechanical Engineer*
Continuous Improvement Engineer	Physicist
Cyber Security Specialist*	Software Engineer*
Draftsman	Systems Engineer*
Electrical Engineer*	Upholstery Sewer
Industrial Engineer	

*=Identified by 2 or more companies

“I need people that know how to do program management. It’s a complex, dynamic world of cobbling together a team and bringing your program to the finish line, so when you deliver to the customer it’s on time, it’s good quality, and you’re making a good cost to them and a profit for your company.”
-Meggitt PLC

PARTICIPATING COMPANIES

- Georgia Tech Research Institute
- Lockheed Martin | Meggitt PLC
- Mercer Engineering Research Center
- Warner Robins Air Logistics Center

THERE ARE 8 MILITARY INSTALLATIONS IN GEORGIA. THE STATE HAS THE 5TH LARGEST DEPARTMENT OF DEFENSE WORKFORCE IN THE NATION⁵

⁵Georgia Department of Economic Development. Military Presence in Georgia. <http://www.georgia.org/industries/defense-contractors/military-presence-georgia/>



FILM, TELEVISION & INTERACTIVE ENTERTAINMENT SECTOR

The film, television, and interactive entertainment sector is a robust and rapidly growing industry in Georgia. The economic impact of the sector in Georgia was \$242 million in FY07, by FY14 film and television alone had increased over 2000% to \$5.1 billion⁶. The film sector meeting revolved around one chief concern—a small pool of trained and experienced film production employees in Georgia. Additionally, many studios discussed that they only hire employees who are members of a film union or guild due to safety and training concerns. Many of the animation studios stated that none of the University System of Georgia institutions teach the currently desired animation software which limits the talent pool and reduces job opportunities for Georgians.

SECTOR HIGHLIGHTS

Georgia's film production workforce (set designers, costume designers, production assistants, cinematographers, etc.) is growing, but there is still a shortage of union/guild-trained workers. One large studio vice president reported that he was importing between 125 and 150 production employees for an upcoming production from California due to shortages in Georgia.

The film tax credit has been a large incentive to attract and retain businesses. Georgia could benefit further from the tax credit if it can expand its training programs and develop partnerships with unions and guilds to allow more Georgians to take part in film industry jobs.

The IATSE expects Georgia's film industry to double in size over the next two years, creating additional jobs and a greater economic impact.

“From a large studio standpoint, most of our folks are union members of some sort...we rely on the IATSE [International Alliance of Theatrical Stage Employees] a lot as far as providing trade members.”

-Marvel Studios

“We could find people from different places, but we have just found that for our needs, people that are in Atlanta have been really great, but it is really tough to find animators ...because it is such a specialized thing. You are not just drawing, you are acting, and you are timing. You are an actor and an artist at the same time, so it is very specific. It has been pretty tough.”

-Floyd County Productions

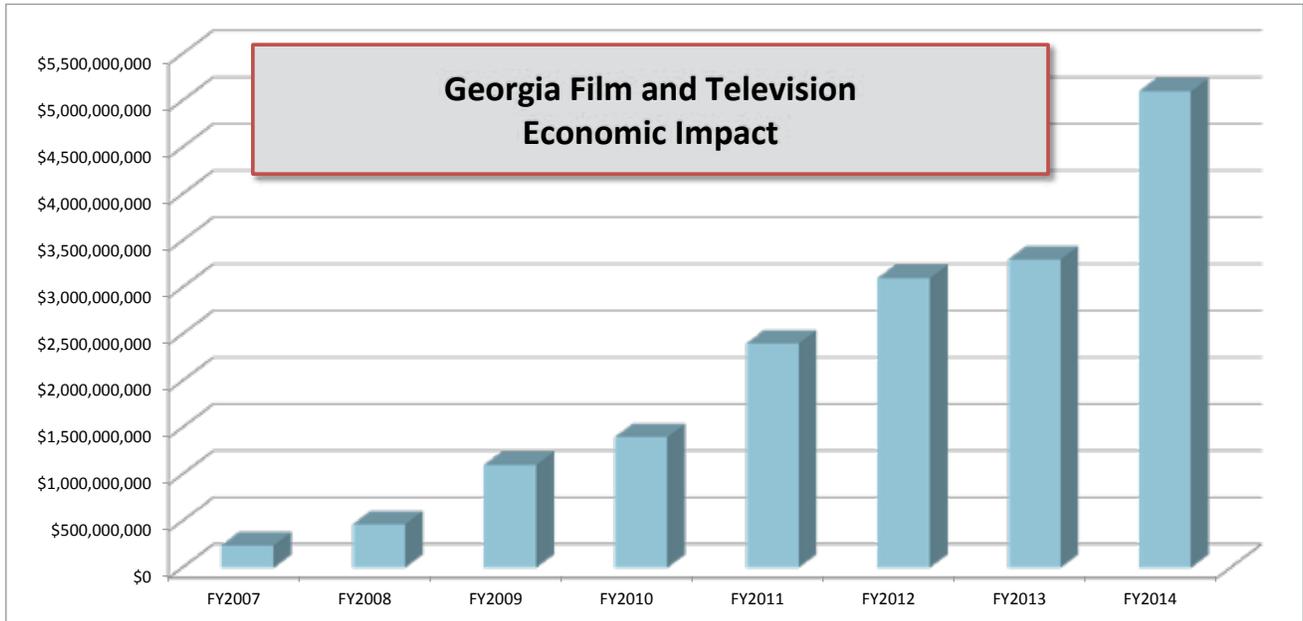
PARTICIPATING COMPANIES

Atlanta Media Campus/Jacoby Group
Bento Box | EUE/Screen Gems
Floyd County Productions
International Alliance of Theatrical Stage Employees (IATSE), Moving Picture Technicians, Artists and Allied Crafts of the United States Local 479
Marvel Studios | NBC Universal Cable Productions
Pinewood Studios | Teamsters Local 748
Trick 3D | Turner Broadcasting
Universal Pictures | Weather Channel

FEATURE FILMS AND TELEVISION PRODUCTIONS
GENERATED AN ECONOMIC IMPACT OF \$5.1 BILLION
IN FY2014⁷

⁶Office of Governor Nathan Deal. *Film Industry Generates \$5.1 Billion in Economic Impact*. <http://www.georgia.org/newsroom/press-releases/film-industry-generates-5-1-billion-economic-impact/>

⁷Ibid.



HIGH DEMAND CAREERS

Animator	Fork Lift Operator
Artist	Mobile Application Developer
Background Artist	Painter
Best Boy Electric	Plasterer
Best Boy Grip	Set Builder
Cinematographer	Special Effects Technician
Costumer Designer/Tailor	Specialty Technician
Film Department Head	Story Boarder
Flash Animator	Stunt Team Member

HIGH DEMAND SKILLS AND ATTRIBUTES

Ability to Connect Different Subjects
Animation Software (Toon Boom, Adobe Creative Suite, Harmony, Life Drawing, Storyboard, FileMaker Pro)
Communication
Critical Thinking
Guild/Union Membership
Intellectual Curiosity
Knowledge of Production Safety Requirements
Math
Team Work
Work Ethic
Writing





HEALTHCARE & LIFE SCIENCES SECTOR

More and more healthcare and life science companies are opening up shop in Georgia. For example, Baxter plans to hire 1,500 employees and make a \$1 billion dollar investment in its new Covington facility⁸. Companies expressed concerns about the current talent pool and training pipeline in the state. Since the life science industry is new in Georgia, there is a smaller pool of experienced employees at the technical level. Employers are looking for candidates with experience in a Food and Drug Administration-regulated environment and clean room environments.

SECTOR HIGHLIGHTS

Most of the open positions in the biotechnology industry require pharmaceutical/life science industry experience. One company reported that 70% of their current positions require life science industry experience.

Many employers in the Healthcare and Life Sciences sector are looking for certifications in addition to education.

Biotech companies are working with USG and TCSG institutions to develop training programs.

HIGH DEMAND SKILLS/ATTRIBUTES

Analytical Skills	Leadership
Attention to detail	Mobile Workforce
Current Good Manufacturing Practices Experience	Project Management
Experience in clean room environment	Soft Skills
Experience in FDA Regulated Environments*	Specialist in Blood Banking (SBB) Designation
Healthcare Certifications	

*=Identified by 2 or more companies

HIGH DEMAND CAREERS

Analytical Chemist	Medical Technician
Case Management Worker*	Medicare Salesperson
Chemical Engineer	Nurse
Corporate Support Functions*	Nurse (with Cert. Registered Rehab. Nurse Cert.)
Electrical Engineer	Occupational Therapist
Electro-Mechanical Tech	Physical Therapist
Experienced Equip. Operator	Plasma Technician
Hospital Marketing/ Admissions	Plasma Technologist
IT Engineer	Process Engineer
IT Specialist	Production Technician
Lic. Clinical Social Worker	Quality Assurance Associate
Manufacturing Associate*	Software Engineer
Manufacturing Technician	Speech Therapist
Mechanical Engineer	*=Identified by 2 or more companies

Some of the challenges that we face in the Georgia market is a majority of our candidates will not have any type of biotech experience. No experience in a clean room."

-Dendreon

PARTICIPATING COMPANIES

Alcon | Baxter | Dendreon | HealthSouth
Immucor | MedAssets
UCB | WellCare

LIFE SCIENCE COMPANIES EMPLOYED OVER 18,000 GEORGIANS IN 2010⁹

⁸Baxter. Baxter Announces Biologics Capacity Expansion to Support Global Growth in Plasma-derived Therapies. http://www.baxter.com/press_room/press_releases/2012/04_19_12_expansion.html

⁹Georgia Biosciences. The Georgia Life Sciences Industry Analysis 2012. <http://c.ymcdn.com/sites/www.gabio.org/resource/resmgr/imported/Shaping%20Infinity%202012.pdf>



INFORMATION TECHNOLOGY SECTOR

The information technology sector in Georgia currently has one key concern—finding enough employees with the right skills to fill their vacancies. Many companies discussed long searches to fill vacancies and “stealing” back and forth between employers. Companies emphasized that Georgia needs to increase its IT talent pool, but that any initiatives should be targeted to specific needs (i.e. software developers instead of help desk technicians).

SECTOR HIGHLIGHTS

Many employers stated that they had to look outside the state of Georgia to find sufficient IT talent. For example, 65% of Home Depot’s software developers are recruited from out-of-state which results in high relocation costs and the need for satellite offices around the country.

Employers expressed a desire for more communication between industry and educators (K-12 and post-secondary) to better align curriculum to needs. For example, an employer stated that frequently students are only taught the theory of the JAVA programming language and not how to actually apply it on a project.

Employers felt that students need to be made aware of how they can apply their IT interests in Georgia, for example, as a software developer for Home Depot in Atlanta instead of doing the same for Google in California.

“We have opportunities galore in all the IT areas, particularly in cyber security. Cyber security has taken on a whole new meaning over the last couple of years. The criminals have gotten unbelievably smart. They have their own websites. They have their own help desk for malware. So if a person is trying to put malware [out] and trying to steal [data], there is a support desk for them.”

-First Data

PARTICIPATING COMPANIES

ADP | AFLAC¹⁰
American Transaction Processors Coalition
AT&T | First Data | Home Depot¹¹ | IBM
IntelliSystems | Janus Research Group
NCR | Philips Healthcare
Rural Sourcing
U.S. Army Cyber Center of Excellence/Fort Gordon

70% OF ALL U.S. FINANCIAL TRANSACTIONS COME THROUGH GEORGIA. THE TRANSACTION PROCESSING INDUSTRY EMPLOYS ALMOST 40,000 GEORGIANS.

THE INFORMATION TECHNOLOGY SECTOR IN GEORGIA HAS A \$113 BILLION ECONOMIC IMPACT¹²

¹⁰Company was grouped with this sector due to similarities in high demand skills and jobs.

¹¹Ibid.

¹²Georgia Department of Economic Development. Information Technology. <http://www.georgia.org/industries/information-technology/>



HIGH DEMAND CAREERS

Application Developer	IT Security Administrator
Business and Operations Analyst	JAVA Developer
Business Consultant*	Network Security Specialist
Business Support Services	Oracle Developer & DBA
Computer Programmer	Process Improvement Manager
Computer Scientist	Researcher
Cyber Security*	Salesperson
Data Analyst	Software Developer*
Data Scientist	Strategic & Sourcing Consultant
Electrical Engineering	Web Developer
Enrollment Consultant	Windows Developer
Field Service Engineer	Wireless Communication Engineer
Game Developer	

**=Identified by 2 or more companies*

HIGH DEMAND SKILLS AND ATTRIBUTES

Ability to get along with others	JAVA
Analytical Mindset	Lifelong Learner*
Bilingual	Math Degrees
Business Acumen*	Mobile Application Development
Business Intelligence	Presentation Skills
Communication	Programming Languages (C#, C++, Python)
Critical Thinking	Project Management*
Customer Service*	Spectrum & Frequency Planning
Data Analytics*	Statistics Degree
Defense Acquisition Workforce Improvement Act (DAWIA) Certifications	Supply Chain
I.T. Certifications*	Virtual Learning

**=Identified by 2 or more companies*





LOGISTICS & TRANSPORTATION SECTOR

The transportation and logistics sector highlighted a diverse set of high demand skills. Transportation companies emphasized a large need for truck drivers, diesel technicians, and sales staff. The truck driver shortage is especially acute and is predicted to grow in the years to come. As one representative asked, “How are you going to talk a 21-year-old into driving a truck?”

The logistics IT sector highlighted a need for more technologists. Manhattan Associates, a supply chain software company, reported that their only limitation on growth is headcount. Logistics IT providers are having a difficult time filling key IT positions such as software developers and computer scientists. Other logistics providers involved in warehousing discussed the difficulties of attracting and retaining younger employees.

SECTOR HIGHLIGHTS

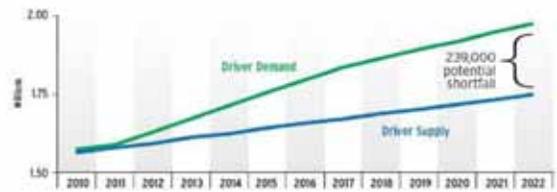
There is a critical truck driver shortage in Georgia and across the nation. The American Trucking Association predicts the trucking industry will need to find 96,000 new drivers annually to keep pace with demand. A representative from J.B. Hunt stated, “It’s a challenge to get new drivers in the market, and on top of that you’re going to see the dollar rise on the product for the consumer because we’re going to have to eventually pay these drivers more to get them in the door and to keep them in the truck.”

The logistics field relies heavily on IT personnel, but struggles to recruit talent. One company said that everyone is fighting over the same programmers and software developers.

The transportation and warehousing industry has the 4th highest percentage of employees over the age of 55 of any industry. The chart presented by J.B. Hunt illustrates age breakdown for U.S. industries.

Driver Shortage Worsening

The industry needs to find roughly 96,000 new drivers annually to keep pace with demand. If freight demand grows as it is projected to, the driver shortage could balloon to nearly 240,000, according to ATA data.



J.B. HUNT

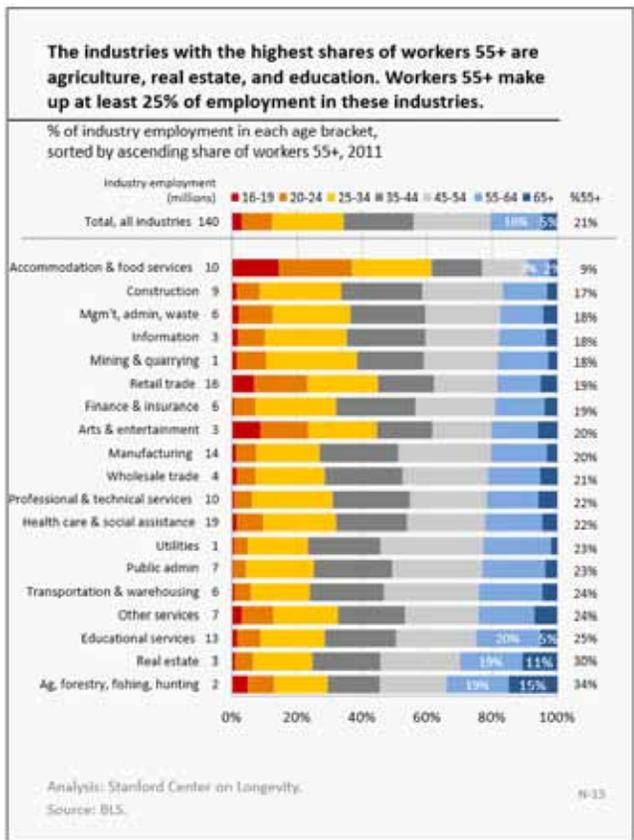
PARTICIPATING COMPANIES

C.H. Robinson | CEVA Logistics
Georgia Power¹³ | J.B. Hunt Transport Services
Manhattan Associates
Nordic Logistics and Warehousing
Walmart

GEORGIA IS HOME TO 12,300 LOGISTICS SERVICE PROVIDERS¹⁴

¹³Company was grouped with this sector due to similarities in high demand skills and jobs.

¹⁴Georgia Department of Economic Development. Logistics Brochure. <http://www.georgia.org/wp-content/uploads/2014/03/Logistics-Brochure-Update.pdf>



Companies asked for better coordination between industry and educational providers. For example, employers reported that JAVA and SQL are not taught by post-secondary institutions, especially in practical ways.

Analysis performed by the Workforce Boards of Metropolitan Chicago identified the primary, secondary, and other root causes of staffing shortages in the transportation, warehousing, and logistics fields. The analysis sought to identify what barriers will have to be overcome to meet the staffing needs of this industry. The results as presented by CEVA logistics are below.

HIGH DEMAND CAREERS

Account Manager	Maintenance Technician*
Capacity Account Manager	Office Manager
Computer Programmer	Outside Salesperson
Computer Scientist	Power Plant Operator
Customer Service Specialist	Refrigeration Specialist
Diesel Technician	Salesperson
Engineer	Shop Technician/ Mechanic
Forklift Operator*	Truck Driver*
Industrial Technician	Warehouse Worker*
Lineman	

*=Identified by 2 or more companies

HIGH DEMAND SKILLS AND ATTRIBUTES

Ability to multitask	Presentation Skills
Bachelor's and Master's Degrees in transportation and logistics fields	Project Management
Business Acumen	RF Gun
Business Writing	Robotics
Certified Forklift Operator	Sales
Communication	Soft Skills*
Critical Thinking	SQL
Decision Making	Teamwork
Ethics	Time Management
JAVA Programming Language	Troubleshooting
Maturity	Work Ethics

*=Identified by 2 or more companies

Primary
Lack of awareness of specific TWL job opportunities
Lack of awareness or interest in TWL
Few younger entrants to workforce with sector interest
Retirement of older experienced workforce
Secondary
Lack of support for diverse workforce
OJT time needed for new hires creates retention problems
Negative perception of TWL sector
Inflexible work culture-not supportive of younger workers
Increased security measures reduce eligible pool
Other
Little advocacy in schools
Weak interaction/presence of employers with communities/schools
New technologies are changing skill mix faster than capacity to upgrade skills





MANUFACTURING SECTOR

Representatives from the manufacturing sector discussed the difficulties in finding employees with the right skills, both technical and soft, and experience to fill their positions. Another common refrain from the manufacturing sector was the need to change the public's perception, especially that of students and teachers, of manufacturing. The public perceives manufacturing jobs as blue-collar and dirty, but in actuality most manufacturing jobs pay above average wages, are in clean environments, and provide significant opportunities for advancement.

SECTOR HIGHLIGHTS

Employers stated that there is a perception that technical careers are inferior to university-track careers. A study by the Manufacturing Institute found that only 35% of parents would encourage their children to pursue a manufacturing career.¹⁵

Manufacturers have attempted to address the negative perceptions of their industry by partnering with schools, hosting factory tours for teachers and guidance counselors, participating in programs like Go Build Georgia and Great Promise Partnership¹⁶, hosting summer STEM academies, and hiring high school students to work in their facilities.

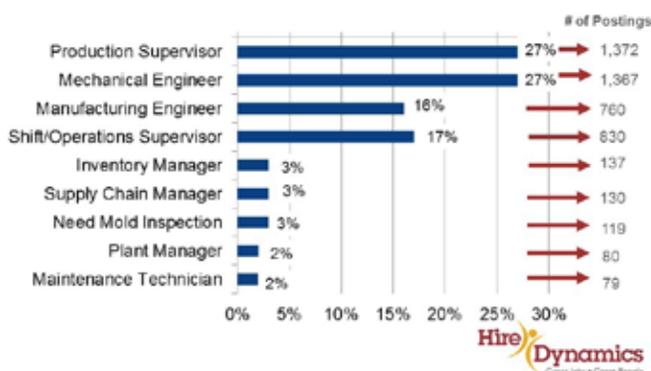
The supply of manufacturing workers in Georgia is not keeping up with the demand for workers, according to data presented by Hire Dynamics.

Supply vs. demand in Georgia's manufacturing industry has increased 30%:

- Supply - 29,032 active job candidates*
- Demand - 38,082 job postings*

*Source: CareerBuilder & Wanted Analytics

Top GA Manufacturing Job Types



PARTICIPATING COMPANIES

Briggs & Stratton | Carrier Transicold
 Caterpillar | Duracell | Great Dane
 Hire Dynamics | Hon Company
 Industrial Mechanical
 Mitsubishi Hitachi Power Systems | Mohawk
 Power Partners | Roper Corporation
 Siemens

MORE THAN 357,000 GEORGIANS WERE EMPLOYED IN MANUFACTURING POSITIONS IN 2013¹⁷

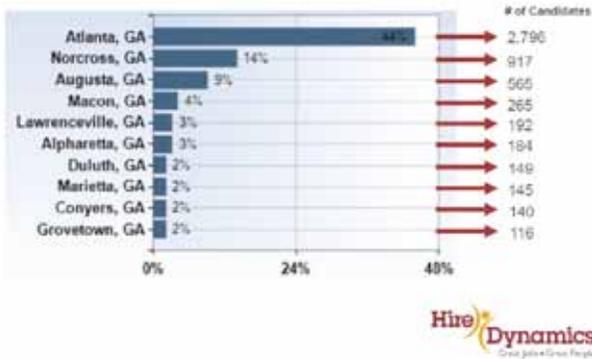
¹⁵Manufacturing Institute. 2012 Annual Index. http://www.themanufacturinginstitute.org/-/media/5856BC6196764320A6BEFA0D9962BE80/2012_Public_Perception_of_Manufacturing_Report.pdf

¹⁶Great Promise is discussed in detail in the innovative ways to address workforce challenges section.

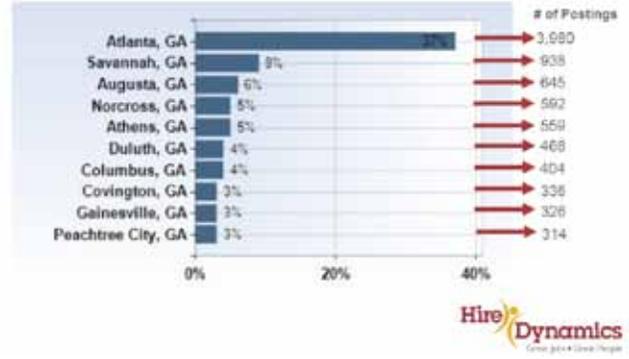
¹⁷National Association of Manufacturers. 2014 Georgia Manufacturing Facts. <http://www.nam.org/Data-and-Reports/State-Manufacturing-Data/2014-State-Manufacturing-Data/Georgia-Manufacturing-Data/>

Additionally, there is both a shortage of manufacturing employees in Georgia and a mismatch between where the employees live and where the positions are. Atlanta has one thousand more open manufacturing positions than manufacturing jobs seekers. There are 559 active postings for manufacturing positions in Athens, GA, but few manufacturing job seekers live there.

Top 10 Cities Where Manufacturing Job Seekers Live



GA Cities with the Largest Manufacturing Job Positions



HIGH DEMAND CAREERS

Assembler/Fabricator*	Manager
Chemical Engineer	Manufacturing Engineer*
CNC Operator*	Manufacturing Technician
Electrical Engineer*	Mechanical Engineer*
Electrical Maintenance Technician*	Mechanical Maintenance Technician
Electronic System Maintenance Technician	Operator
Engineer*	Process Engineer
Front Line Leader	Production Supervisor
Industrial Maintenance Technician*	Quality Technician
Machine Operator	Supply Chain Professional
Machinist*	Team Facilitator
Maintenance Mechanic	Welder*
Maintenance Technician	

*=Identified by 2 or more companies

HIGH DEMAND SKILLS AND ATTRIBUTES

Blue Print Reading	Lean Principles
Business Skills	Machine Tooling
Catia Software	Math
CNC Programming	OSHA Regulations
Commitment to Success	PLCs*
Communication*	Print Reading & Gaging
Computer Skills*	Reading
Continuous Improvement	Robotics
Controls	Safety
Drafting	Soft Skills
Engineering	Teamwork*
Environmental Health & Safety Experts	Tool & Die*
Fluid Power	Troubleshooting*
Knowledge of Supply Chain	Welding*
Leadership*	Work Ethic*

*=Identified by 2 or more companies

INNOVATIVE WAYS TO ADDRESS WORKFORCE CHALLENGES

Some HDCI participants shared ways that they previously addressed workforce challenges.

PARTNERSHIPS WITH THE TECHNICAL COLLEGE SYSTEM OF GEORGIA

Georgia Power predicts that many of its electrical linemen will retire in the near future and found that its training and hiring process resulted in many of the prospective employees not completing the process. Georgia Power partnered with South Georgia Technical College to establish an electrical lineman program. The program has turned out to be a great asset for Georgia Power and other energy companies. Georgia Power found that its retention rate of electrical linemen has increased 15%. The program is now available on four TCSG campuses.



Mike White from Caterpillar discusses the company's workforce needs

PARTNERSHIP WITH LOCAL SCHOOL DISTRICTS

Pratt & Whitney faces the same recruiting struggles as many other aerospace and manufacturing sector companies when it

comes to recruiting skilled labor. They decided that instead of trying to find mechanics and import them to Georgia, they would grow their own. They partnered with the Muscogee County School District and Columbus Technical College to bring on six high school interns each year. Fifty-four high school students have completed the program and 27 have joined the company in a full-time capacity after graduation. According to Pratt & Whitney this has been a very successful program and allows them to “teach them right.”

A few companies in the manufacturing industry mentioned that they partner with local schools in an effort to introduce manufacturing as a positive and attractive career choice. Briggs & Stratton and Mitsubishi-Hitachi Power Systems host factory tours on a regular basis for high school and middle school classes. PCC Airfoils hosts a summer STEM intern program with the Coffee County School System where they bring in high school students and place them in jobs related to their interests. These opportunities help to familiarize students with manufacturing careers and show them the benefits of the careers.

PARTNERSHIP WITH THE GREAT PROMISE PARTNERSHIP

Three of the participating manufacturers in Northeast Georgia mentioned their partnership with the Great Promise Partnership to employ students who are at risk of not graduating from high school. The students attend school and also work part-time at participating companies. This incentivizes students to graduate from high school and benefits companies as they have the opportunity to hire quality employees after graduation. Power Partners employs five high school students, and its HR director said, “It really is exciting to watch one of our 50-year employees working with a high school student and teaching them what it is we do.”

COMPANIES PARTNERING TOGETHER TO ADDRESS WORKFORCE NEEDS

Companies in the Savannah, Georgia area partnered to create the Maritime Logistics Education Taskforce (MLET) to reach, educate, and grow the current and future workforce of the logistics and maritime industry in Savannah and the surrounding coastal areas. MLET provides paid internships to junior and senior high school students. Additionally, MLET partners with area schools to educate students on logistics and maritime careers. Many of the students who complete the internship program go on to receive full-time positions with the companies.

CHANGING THE JOB PROFILE

Many companies reported difficulties recruiting and retaining IT professionals, such as software engineers. Manhattan Associates has attempted to address this shortage by evaluating and changing some of its job profiles. For example, they created a new technician role where they are not performing the advanced work of a software engineer but are able to make basic modifications to software and run test scripts. This allows the company to save on wages and creates a larger recruiting pool, as the job does not require a computer science degree or even necessarily a four-year degree.

SUSTAINING THE INITIATIVE

Governor Deal and Georgia workforce education leaders are committed to ensuring that the state remains focused on creating a trained, reliable, and consistent workforce. The early action section highlights some of the work that has already been accomplished. Each participating entity will designate staff to the HDCI effort. GDEcD's Workforce division has created a full-time position to provide leadership. This individual will focus on coordinating between the University System of Georgia, the Technical College System of Georgia, K-12 system, GDEcD resources, and Georgia businesses to ensure that future generations are being adequately prepared to enter the workforce.

The innovative public-private dialogue fostered through HDCI will help Georgia's leaders ensure that education and workforce development efforts are geared toward the current and future workforce needs of Georgia businesses. By streamlining the efforts of the participating state partners, businesses will be provided with direct access to resources that meet their workforce needs. Additionally, the findings will serve as a key tool for policy makers to guide future workforce policy actions. This coordination will serve as an important competitive advantage helping Georgia maintain its present status as the No. 1 state in the nation in which to do business.



Joe Folz from Porsche discusses the company's workforce needs

LIST OF PARTICIPATING COMPANIES AND MEETING LOCATIONS

The following companies participated in the Governor's High Demand Career Initiative process:

Atlanta, GA—April 15, 2014

Hosted by Georgia Institute of Technology

- Alcon
- Baxter
- Home Depot
- KIA
- NCR
- Porsche
- Siemens

Dalton, GA—April 21, 2014

Hosted by Georgia Northwestern Technical College

- HON Office Furniture
- Honda Precision Parts of Georgia
- Mohawk Industries
- Pratt and Whitney
- Roper
- Toyo Tires
- Walmart

Statesboro, GA—May 13, 2014

Hosted by Georgia Southern University

- Biggs and Stratton
- Crider Food Incorporated
- Firth Rixson
- Gulfstream
- Great Dane
- Mitsubishi Hitachi Power Systems
- Rayonier

Atlanta, GA—Film Sector—July 1, 2014

Hosted by Georgia State University

- Atlanta Media Campus/Jacoby Group
- Bento Box
- EUE/Screen Gems
- Floyd County Productions
- International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts of the United States Local 479
- Marvel Studios
- NBC Universal Cable Productions
- Pinewood Studios
- Teamsters Local 748

- Trick 3D
- Turners Broadcasting
- Universal Pictures
- Weather Channel

Augusta, GA—Information Technology Sector—July 10, 2014

Hosted by Georgia Regents University

- ADP
- AT&T
- IBM
- IntelliSystems
- Janus Research Group
- Philips Healthcare
- Rural Sourcing, Inc.
- U.S. Army Cyber Center of Excellence/Fort Gordon

Columbus, GA—Sector—July 23, 2014

Hosted by Columbus State University

- Aflac
- Duracell
- First Data
- Flowers Foods
- Georgia Power

Warner Robins, GA—Military Sector—August 13, 2014

Hosted by Central Georgia Technical College

- Georgia Tech Research Institute
- Lockheed Martin
- Meggitt PLC
- Mercer Engineering Research Center
- Warner Robins Air Logistics Center

Eastman, GA—Aviation Sector—August 14, 2014

Hosted by Middle Georgia State College

- Delta Air Lines
- Dynamic paint Solutions
- Heart of Georgia Metal Crafters
- PCC Airfoils
- TIMCO Aviation Services
- Triumph Aerostructures



Gainesville, GA—Healthcare Sector—September 11, 2014

Hosted by the University of North Georgia

- Dendreon
- HealthSouth
- Immucor
- MedAssets
- UCB
- WellCare

Carrollton, GA—Automotive Sector—September 24, 2014

Hosted by the University of West Georgia

- Blue Bird
- Hyundai Powertech
- Inalfa Roof Systems
- Magna International
- Off Road Innovations
- Yamaha Motor Manufacturing Group

Albany, GA—Agriculture Sector—October 8, 2014

Hosted by the Albany Technical College

- Abraham Baldwin Agriculture College
- LMC Manufacturing
- MillerCoors
- White Oak Pastures
- University of Georgia College of Agricultural and Environmental Sciences—Tifton Campus

Valdosta, GA—Logistics Sector—October 9, 2014

Hosted by Wiregrass Technical College

- CEVA Logistics
- C.H. Robinson
- J.B. Hunt
- Manhattan Associates
- Nordic

Athens, GA—October 21, 2014

Hosted by the University of Georgia

- American Transaction Processors Coalition
- Carrier Transicold
- Caterpillar
- Hire Dynamics
- Industrial Mechanical
- Power Partners

ACKNOWLEDGEMENTS

Thank you to the University System of Georgia and the Technical College System of Georgia institutions for generously hosting the 13 HDCI meetings across the state.

Report Prepared by: Greg Wilson, Dennis Epps, David Tanner, Rob Gordon, and T.J. Sigler of the Carl Vinson Institute of Government