

The Winding Road to Career Success

Career Progressions for Workforce Solutions Heart of Texas

The Winding Road To Career Success

Achieving Upward Mobility Through Career Progression Lattices



February 18, 2025

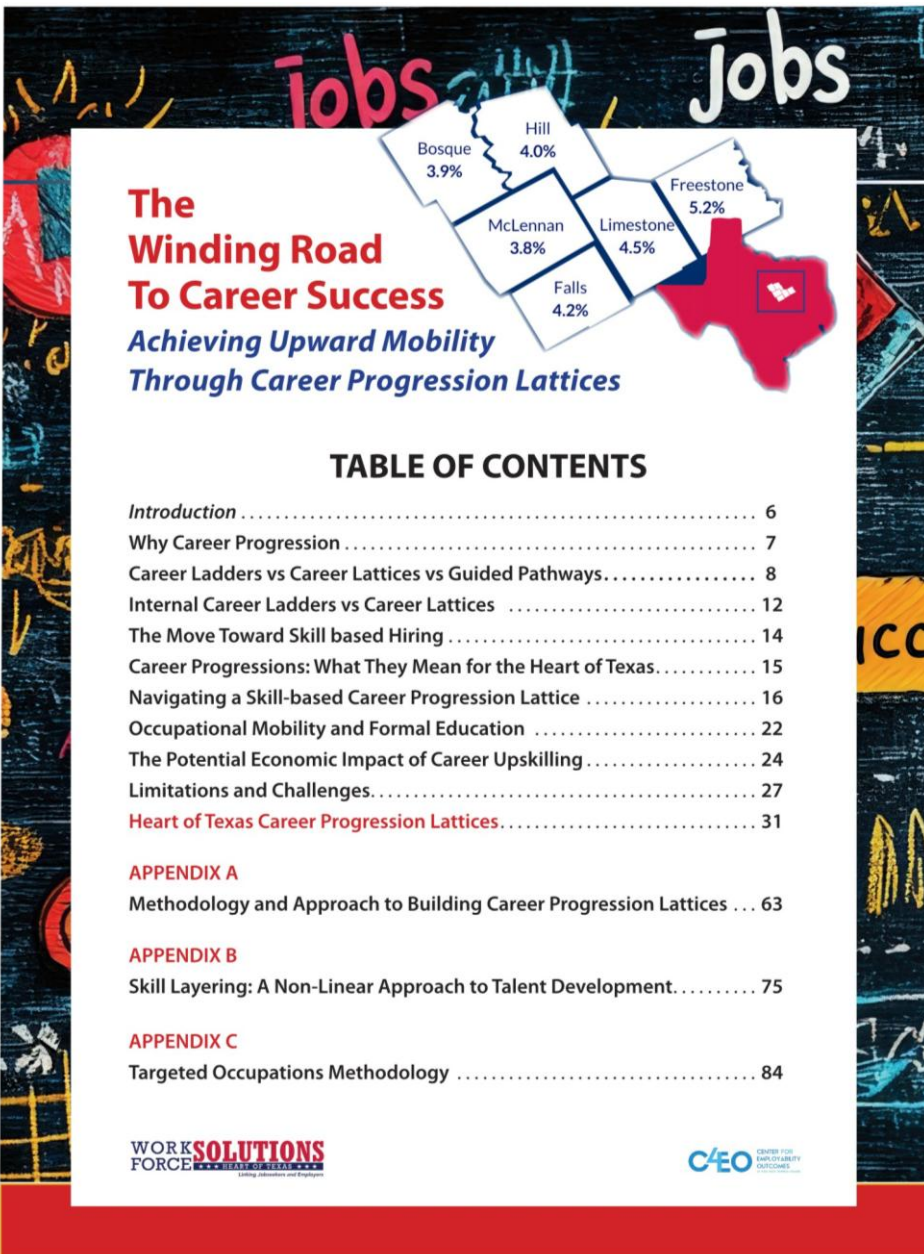
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AT TEXAS STATE TECHNICAL COLLEGE



The Winding Road To Career Success

Achieving Upward Mobility Through Career Progression Lattices

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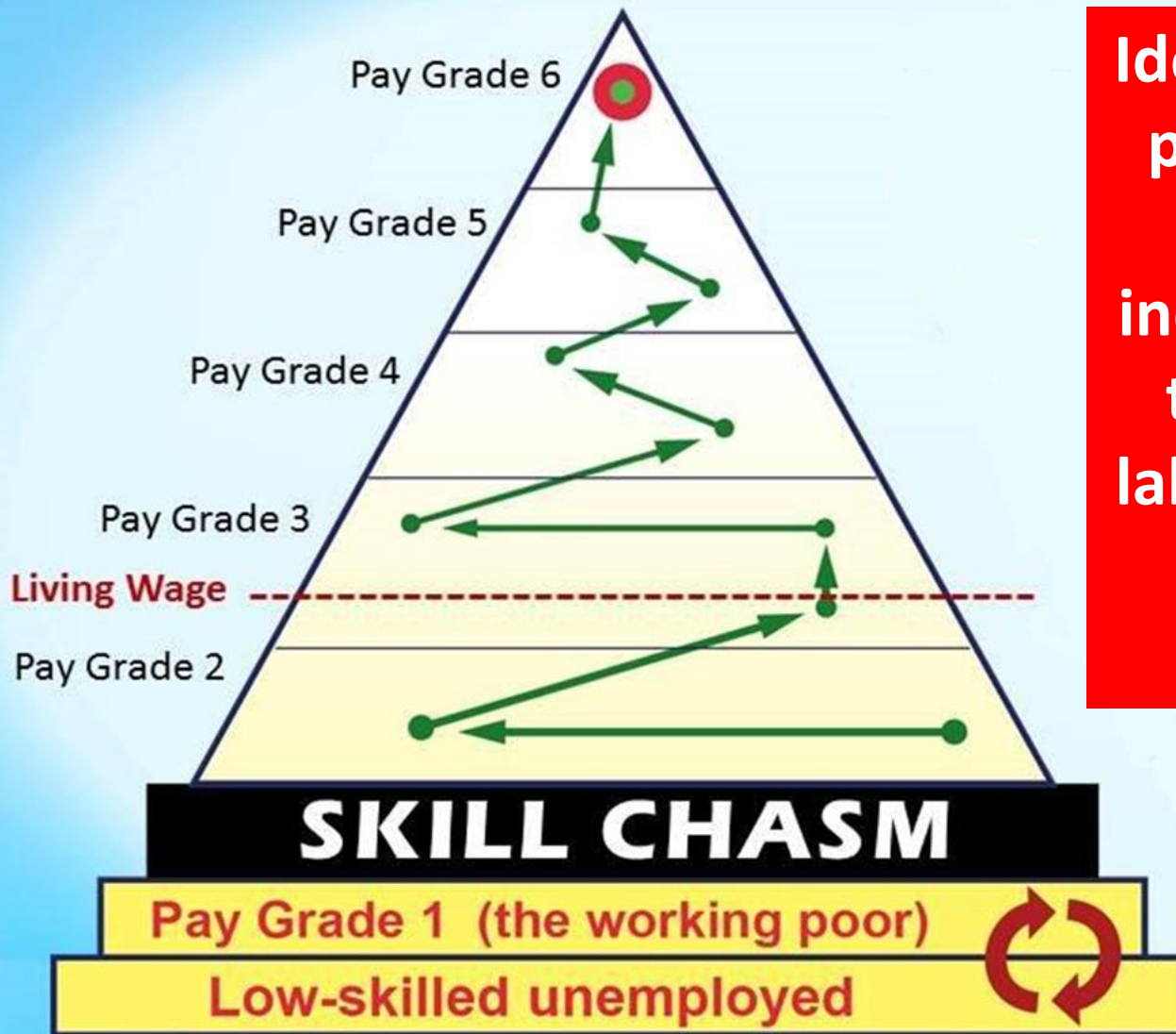
WORK SOLUTIONS
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Workforce Solutions Heart of Texas Career Progressions:

1. Perform occupational and industry. Revise Target Occupations list for 2025.
2. Identify Anchor Occupations
3. Build Career Lattices, linking to Target Occupations
4. Conduct Employer Interviews
5. Develop Comprehensive Target Occupation Profiles
6. Build HOT County Profiles
7. Prepare Final Report (including Skill Layering appendix)

Breaching the 'Skill Chasm' through Career Progressions



Identifying career progressions to help move individuals out of the secondary labor market into primary labor market jobs

Four Labor Market Dynamics Driving the Value of Career Progression Lattices

1. Historically low unemployment rates in almost every Texas labor market (including HQT) increase **value of all workers**. Raises importance of upskilling existing workforce. Drives improved education alignment
2. Increasing bifurcation of labor market opportunity, The **Skill Chasm** separates primary (high wage) and secondary labor market jobs with few bridges
3. **Meeting customers where they are**: Skill-based hiring facilitates upward career mobility based on **what you know and can do**, not just your credential or degree
4. Career Lattice concept of career development **replaces the outmoded Career Ladder** concept

Guided Pathways vs. Career Progressions

Guided Pathway: A series of structured, connected education programs and support services that enable students to advance over time to better jobs and higher levels of education and training. Primarily used in academia to **organize education program offerings around formal credentialing.**

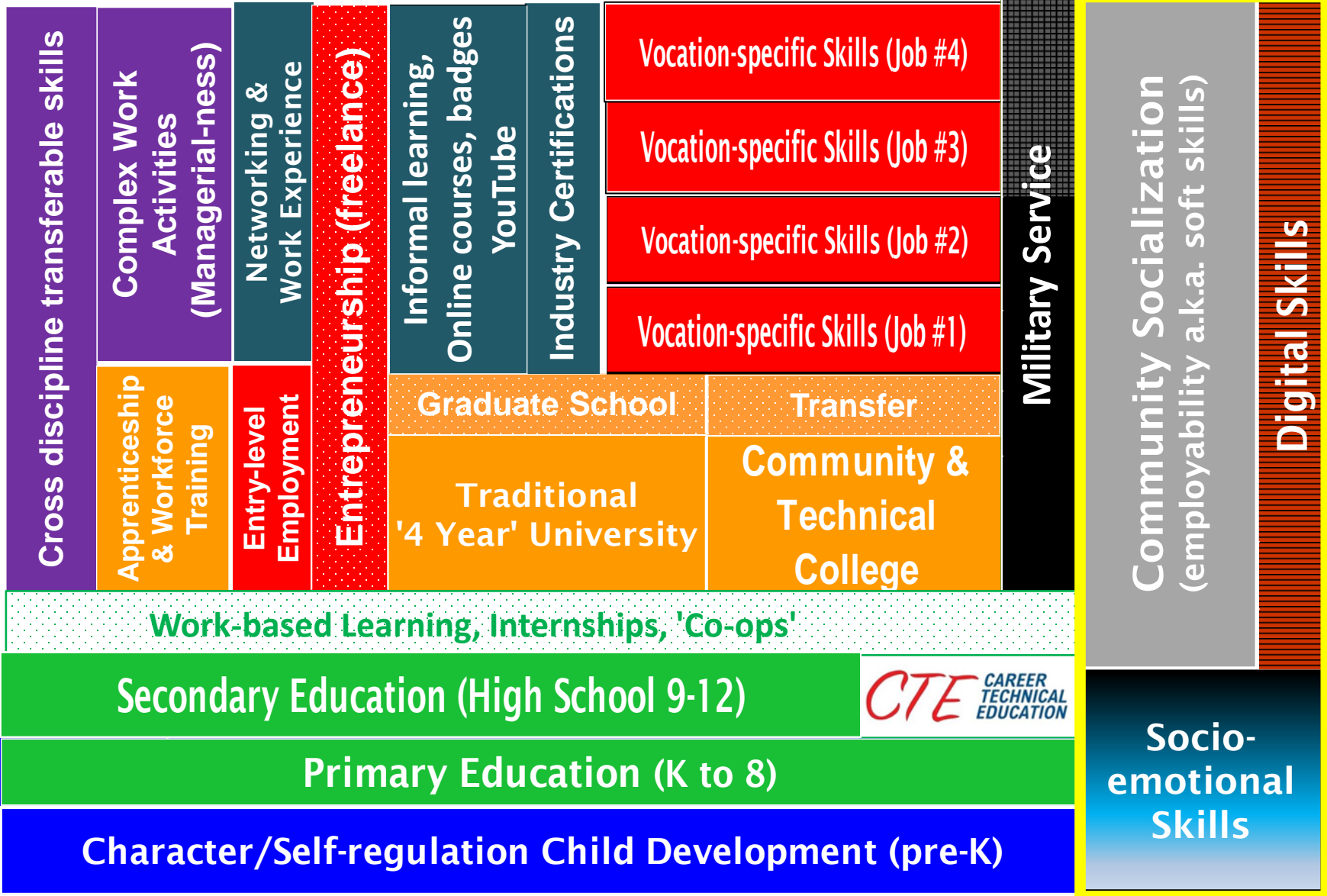
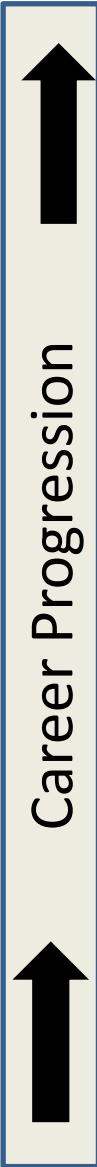
Career Progression: A mapping of occupational opportunities with potential for upward earnings mobility based on the ability to leverage individual knowledge and skills. **Primarily designed to enable individual career development potential through skills** regardless of formal education background.

Why Skills?

“Occupations are bundles of tasks for which workers need a particular skill set to compete. [Thus,] **skills define jobs**. What differentiates a given occupation from the rest is the combination and importance of the skills it requires.”


Exploring A Skills-based Approach to Occupational Mobility, Federal Reserve of Philadelphia, June 2020

Skill Layering: Skill acquisition as a lifelong process

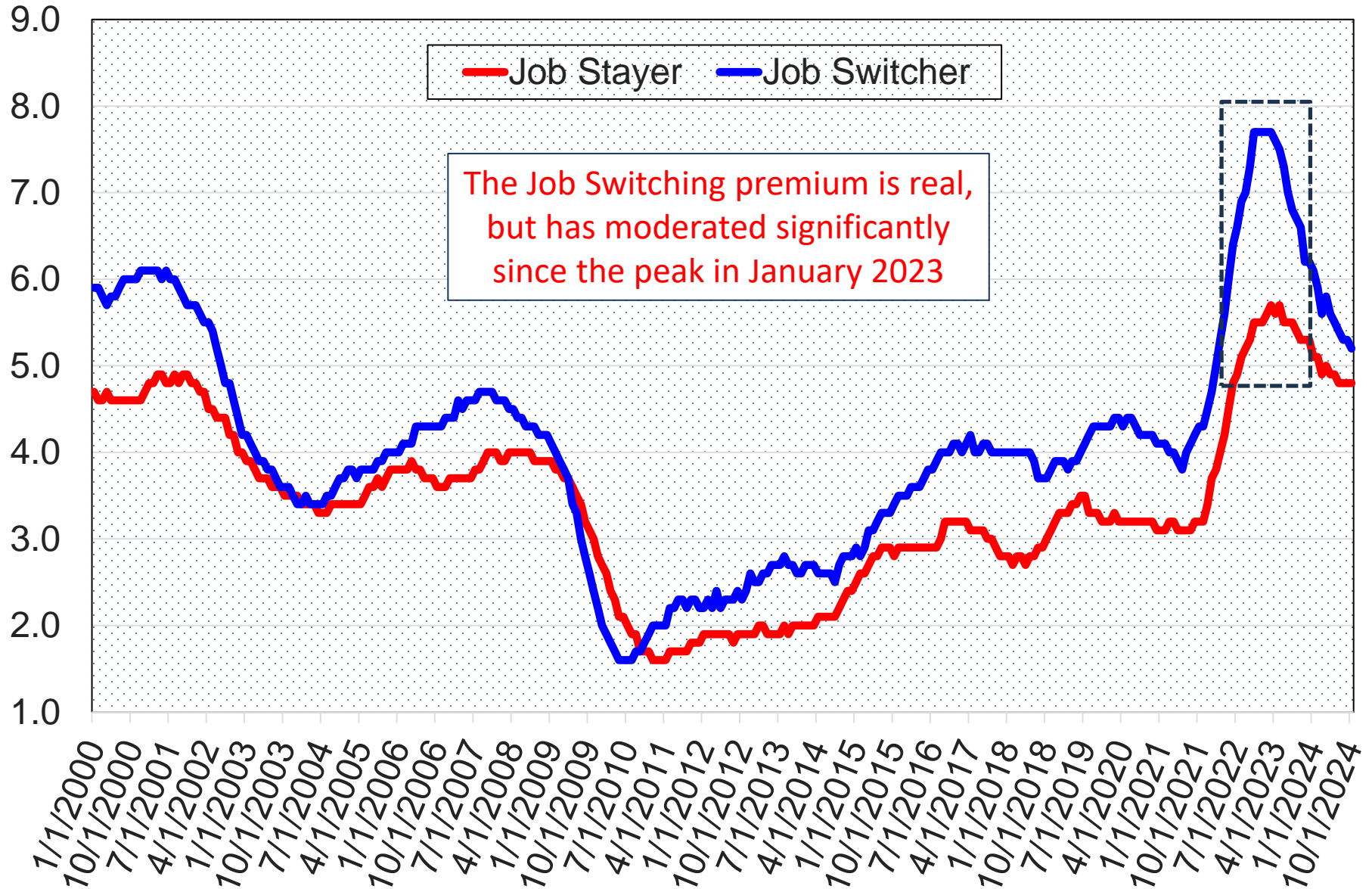


Stay and wait for promotion or Leverage, learn & leave?

Internal promotions vs. Career progressions

Job Level	Pay Mid-point	Third Quartile		Overview	Skills / Proficiency	Experience
Level 4: Senior level	\$77,064 9.9%	\$87,048		Highest-level support. Performs advanced tasks.	Advanced skill set within role. Leverages skills to establish new techniques.	Typically requires 5+ years of related experience.
Level 3: Mid-level	\$70,096 9.9%	\$79,144		Senior-level position. Performs complex tasks.	Fully proficient in role. Applies skills to a broad range of tasks.	Typically requires 3+ years of related experience.
Level 2: Intermediate level	\$63,752 49.5%	\$72,020		Mid-level position. Performs general tasks and completes routine assignments.	Developing proficiency in role. Applies skills to assigned tasks.	Typically requires at least 1 year of related experience.
Level 1: Entry level	\$42,640	\$47,892		Entry-level position. Performs routine tasks as directed.	Acquiring new skills and learning role responsibilities.	Typically requires little to no experience.

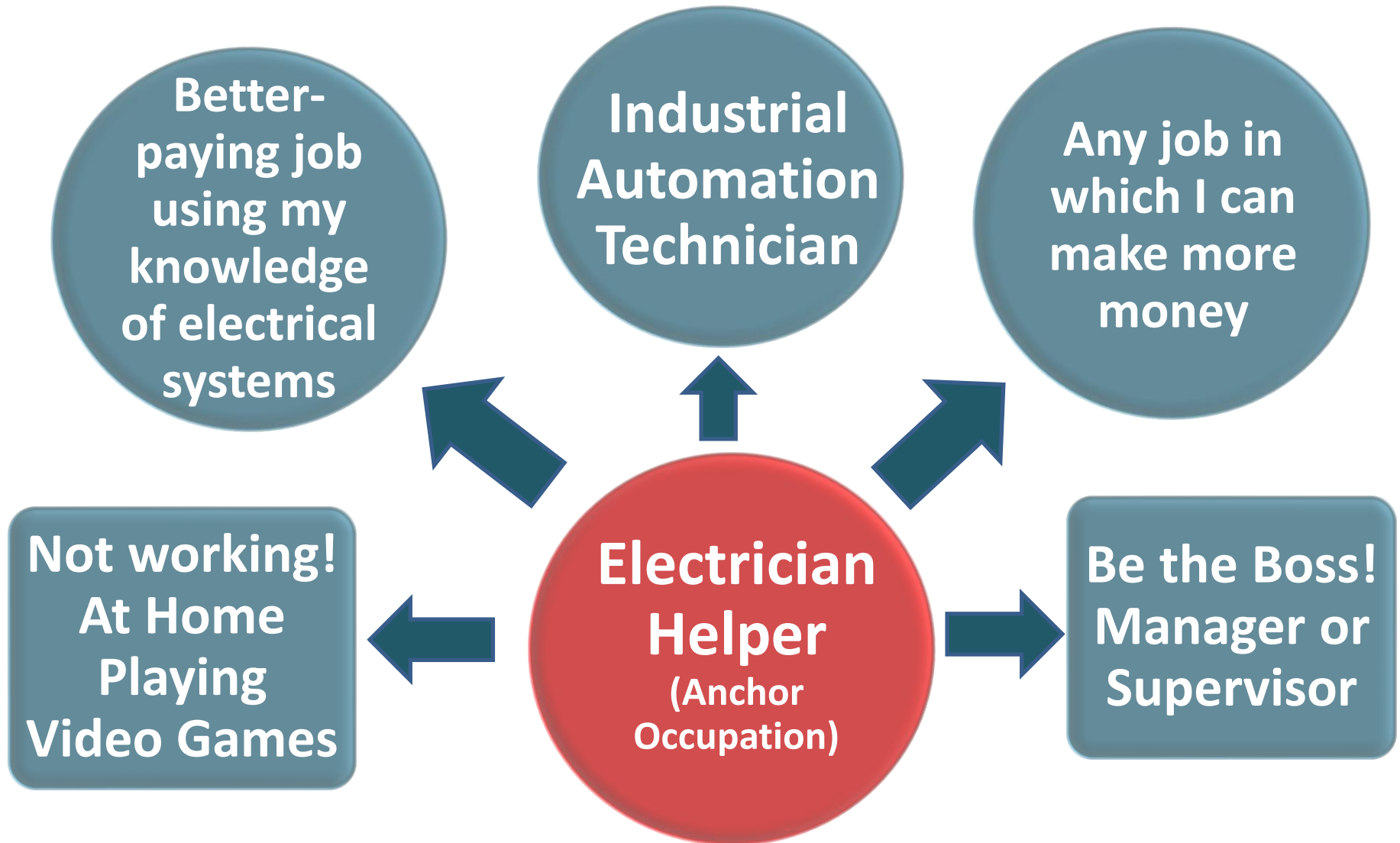
Job Hopping: Median Percent Change in Hourly Wages



Career Progression Lattices for Heart of Texas

The Real World: Making a Move

How do I get from where I am now to where I aspire to be?



Workforce Solutions Heart of Texas Target Occupations 2024

	SOC Code	SOC Occupational Title (source)
1	49-3011	Aircraft Mechanics and Service Technicians (local wisdom)
2	51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers (local wisdom)
3	49-3023	Automotive Service Technicians and Mechanics (Occupational analysis)
4	49-2091	Avionics Technicians (local wisdom)
5	43-3031	Bookkeeping, Accounting, and Auditing Clerks (Occupational analysis)
6	49-3031	Bus and Truck Mechanics and Diesel Engine Specialists (Occupational analysis)
7	13-1199	Business Operations Specialists, MISC (e-commerce, e-security) (OCC analysis)
8	47-2031	Carpenters (Target industry staffing)
9	15-1299	Computer Occupations, MISC (IT project mgrs., SEO, automation) (OCC analysis)
10	15-1232	Computer User Support Specialists (Occupational analysis)
11	31-9091	Dental Assistants (Occupational analysis)
12	29-1292	Dental Hygienists (Occupational analysis)
13	49-20XX	Electrical Power & Industrial Systems Technician (manufacturing hybrid)
14	47-2111	Electricians (Occupational analysis)
15	49-1011	Supervisors of Mechanics, Installers, and Repairers (Occupational analysis)
16	51-1011	Supervisors of Production and Operating Workers (Occupational analysis)
17	41-1011	Supervisors of Retail Sales Workers (Occupational analysis)

Workforce Solutions Heart of Texas Target Occupations 2024

	SOC Code	SOC Occupational Title (source)
18	11-9051	Food Service Managers (Occupational analysis)
19	49-9021	Heating, A.C. & Refrigeration Mechanics & Installers (Occupational analysis)
20	53-3032	Heavy and Tractor-Trailer Truck Drivers (Occupational analysis)
21	17-30XX	Industrial Automation Technician (manufacturing hybrid)
22	49-9041	Industrial Machinery Mechanics (Occupational analysis)
23	29-2061	Licensed Practical and Vocational Nurses (Occupational analysis)
24	49-3042	Mobile Heavy Equipment Mechanics, Ex. Engines (Occupational analysis)
25	23-2011	Paralegals and Legal Assistants (Occupational analysis)
26	29-2052	Pharmacy Technicians (Occupational analysis)
27	31-2021	Physical Therapist Assistants (Occupational analysis)
28	33-3051	Police and Sheriffs Patrol Officers (Occupational analysis)
29	43-5061	Production, Planning, and Expediting Clerks (Occupational analysis)
30	13-1082	Project Management Specialists (Occupational analysis)
31	29-2034	Radiologic Technologists and Technicians (Occupational analysis)
32	29-1141	Registered Nurses (Occupational analysis)
33	29-1126	Respiratory Therapists (Occupational analysis)
34	15-1253	Software Quality Assurance Analysts/Testers (Target industry staffing)
35	51-4121	Welders, Cutters, Solderers, and Brazers

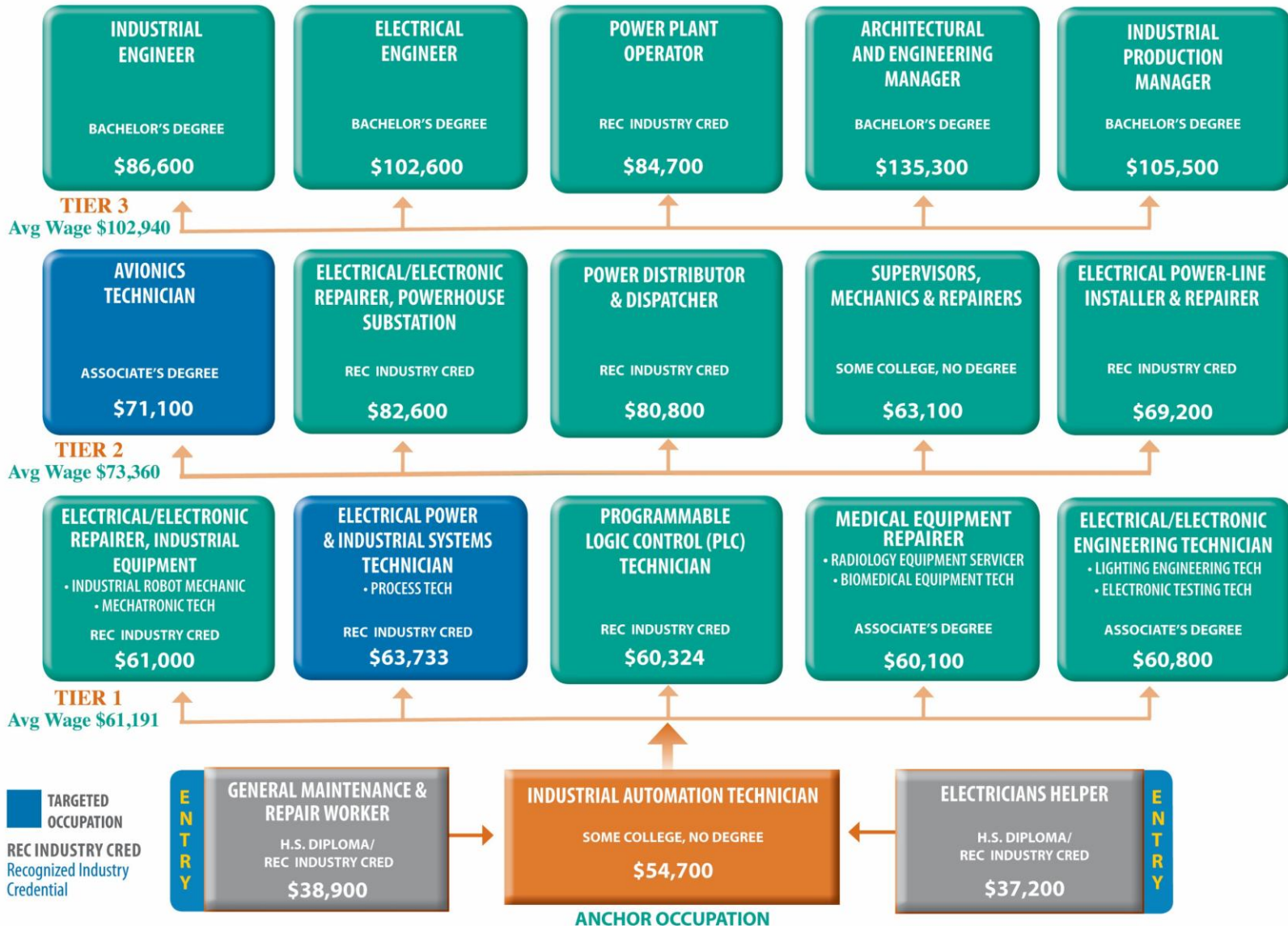
HOT Career Progressions

Heart of Texas Primary Anchor Occupation List 2024

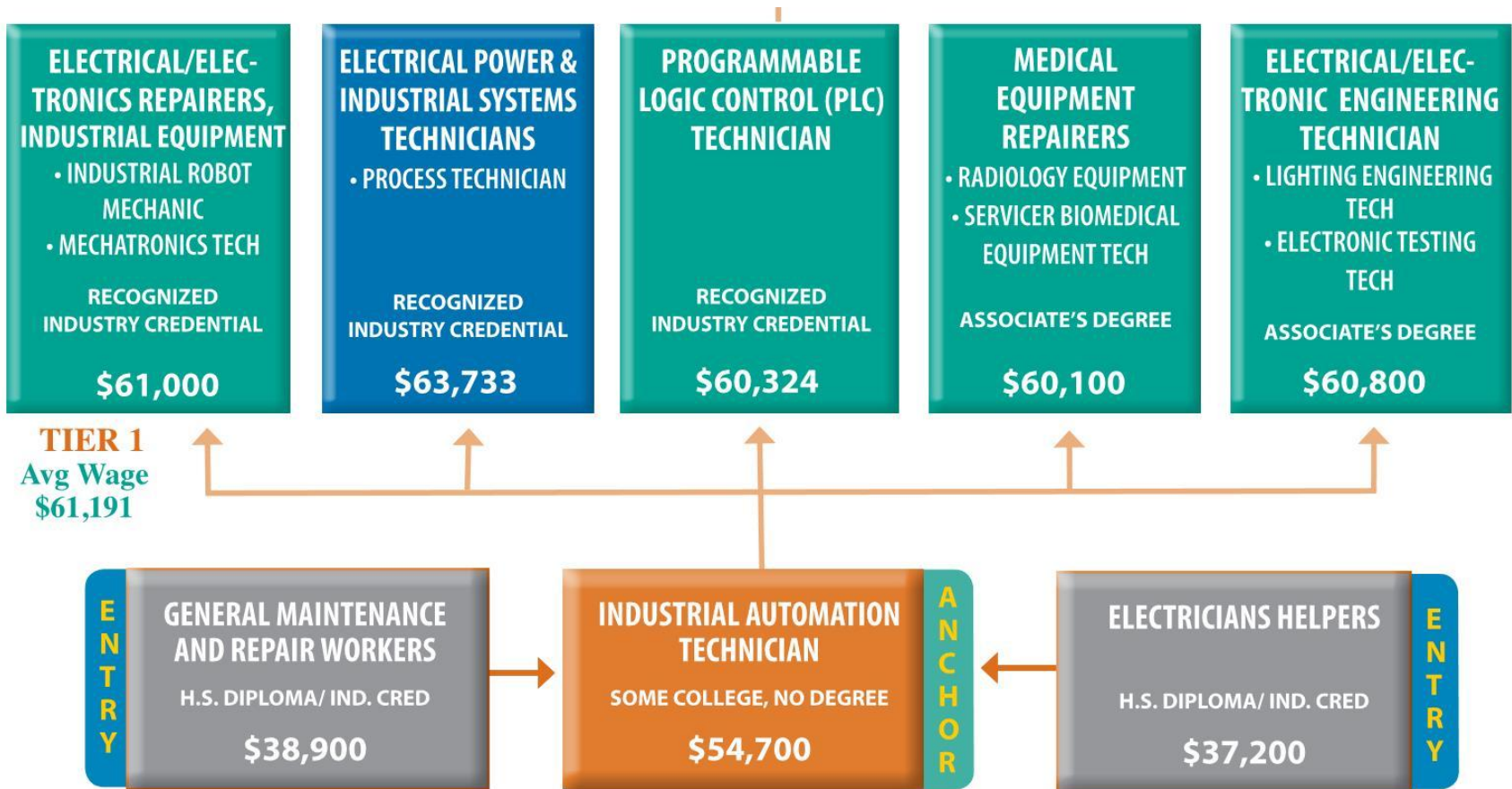
	SOC Code	Anchor SOC Occupation	Anchor Education Label	Median Wage
1	51-2099	Assemblers and Fabricators, All Other	High school diploma or GED	\$37,100
2	13-1041	Compliance Officers	Bachelor's degree	\$58,100
3	15-1232	Computer User Support Specialists	Recognized Industry Credential	\$51,000
4	47-2061	Construction Laborers	No formal education	\$36,200
5	35-2012	Cooks, Institution & Cafeteria	H.S. Diploma/IND CRED	\$29,000
6	43-4051	Customer Service Representatives	High school diploma or GED	\$37,000
7	29-2042	Emergency Medical Technicians	Recognized Industry Credential	\$32,500
8	43-9061	General Office Clerks	High school diploma or GED	\$37,400
9	51-9198	Helpers, Production Workers	High school diploma or GED	\$35,100
10	47-3013	Helpers, Electricians	High school diploma or GED	\$37,200
11	49-9098	Helpers, Installation, Maintenance & Repair	High school diploma or GED	\$32,200
12	31-1121	Home Health Aides	High school diploma or GED	\$32,200
13	43-4081	Hotel, Motel, & Resort Desk Clerks	High school diploma or GED	\$25,600
14	49-2000	Industrial Automation Technicians	Recognized Industry Credential	\$54,700
15	49-9099	Installation, Maintenance & Repair Workers, MISC	High school diploma or GED	\$39,200
16	49-9071	Maintenance & Repair Workers, General	H.S. Diploma/IND CRED	\$38,900
17	31-9093	Medical Equipment Preparers	High school diploma or GED	\$37,600
18	33-9099	Miscellaneous Protective Service Workers	High school diploma or GED	\$32,200
19	53-3099	Motor Vehicle Operators, MISC	High school diploma or GED	\$25,600
20	51-4081	Multiple Machine Tool Operators	High school diploma or GED	\$34,200
21	31-1131	Nursing Assistants	Recognized Industry Credential	\$31,100
22	49-3053	Outdoor Power & Other Small Engine Mechanics	H.S. Diploma/IND CRED	\$41,900
23	31-9095	Pharmacy Aides	High school diploma or GED	\$29,500
24	31-2022	Physical Therapist Aides	Recognized Industry Credential	\$29,700
25	49-3092	Recreational Vehicle Service Techs	H.S. Diploma/IND CRED	\$37,700
26	41-2031	Retail Salespersons	High school diploma or GED	\$30,300
27	33-9032	Security Guards	High school diploma or GED	\$34,200
28	53-7065	Stockers & Order Fillers	High school diploma or GED	\$34,700
29	39-1022	Supervisors, Personal Service Workers	Some College, No Degree	\$36,500
30	51-2092	Team Assemblers	High school diploma or GED	\$36,100
31	49-3093	Tire Repairers & Changers	High school diploma or GED	\$31,200



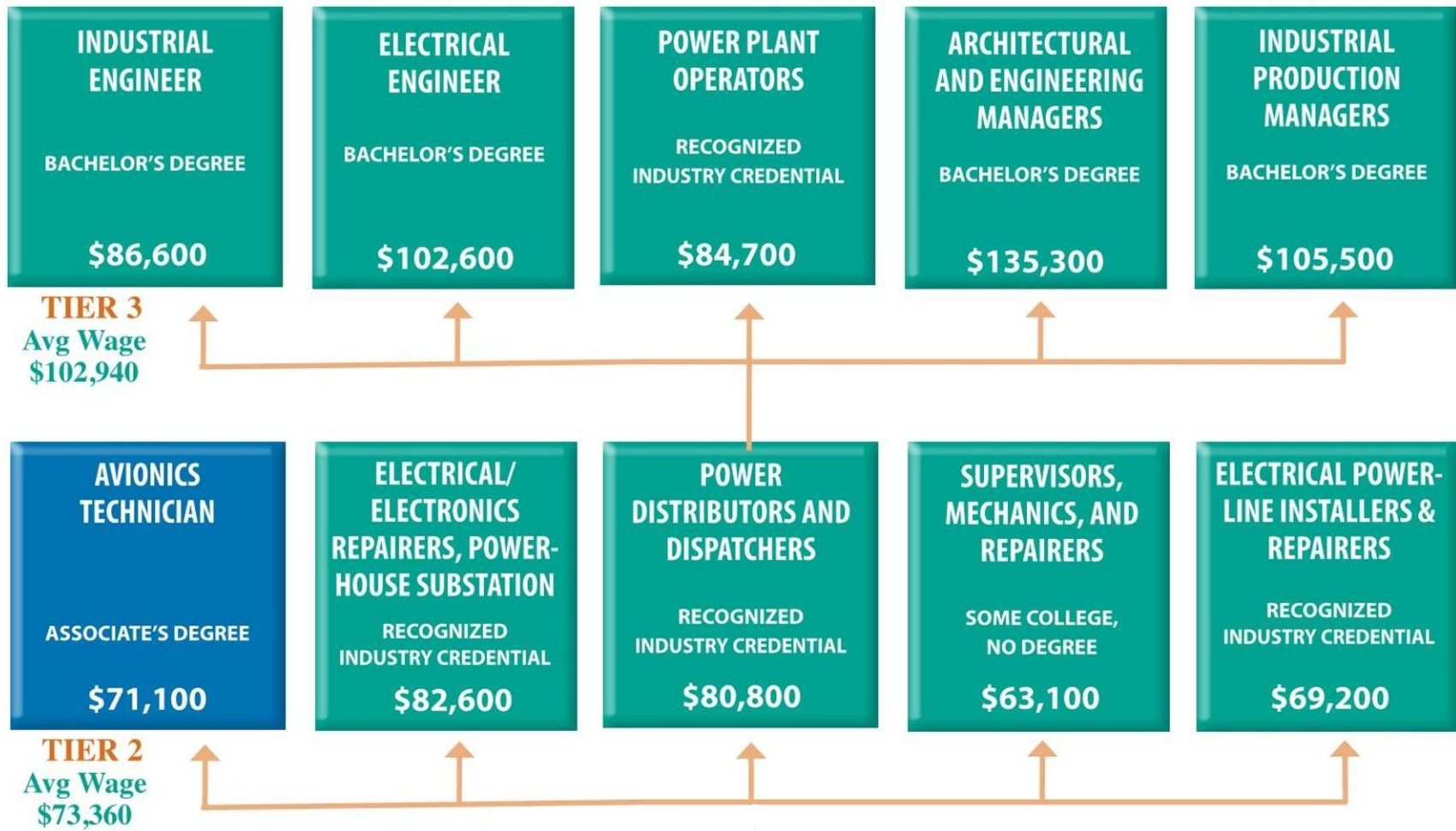
INDUSTRIAL AUTOMATION TECHNICIAN



Tier 1 occupations with wage and education level based on common skills and sub-knowledges



Tiers 2 & 3 built around sub-knowledge and skill commonality from previous tier



Visualize the Possibilities: Career Lattices & Upward Mobility (Part 1)

An individualized career progression lattice is:

- 1) a simple graphic display of possibilities for building a career from an entry-level position
- 2) the ability to visualize **upward wage mobility**
- 3) designed to **increase a worker's earnings capacity** by aligning their skills and experience with regional job market opportunities
- 4) instills **hope** into career decision-making process
e.g., everyone starts in an entry level job

Guidance: Huge Benefit of Educational Goal Setting

Harvard study says setting goals...

- increases motivation and self-regulation by taking ownership of learning goals
- increases persistence, creativity, and risk-taking in achieving goals
- reduces undermining effects of anxiety, frustration, and disappointment
- attainment leads to engagement, pride, and student confidence

Visualize the Possibilities: Career Lattices & Upward Mobility (part 2)

The ability to visualize a career progression beyond a lifetime of secondary labor market jobs is an important step toward creating an individual career plan that:

- 5) gives a **realistic view of regional labor market and earnings opportunity**
- 6) indirectly stresses the **importance of formal education** to secure the highest paying jobs
- 7) provides **direction and context for additional postsecondary instruction**

Why Career Progressions for Workforce Development?

1. **Job Growth in Texas:** Job growth outpacing labor force expansion. Boards need to address skill shortages for regional business through **upskilling** and **better alignment with regional demand**
2. **Everyone starts somewhere:** Placing workers in entry level jobs is not enough - must include a path for **upward wage growth, wage gain metrics**
3. **Assist Target Populations:** Skill-centric approach improves job prospects and for youth, displaced workers & veterans with poor job histories. Instills hope and possibility into their career development

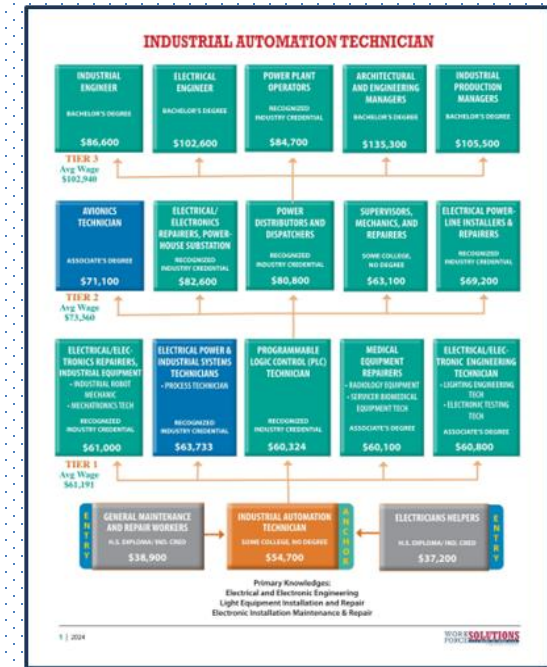
Lattice Methodology: Process, Inputs and Limitations

The Process: Creating a Skill-based Career Progression Lattice

1. SkillsEngine DWA and sub-knowledge SOC Job Profiles
2. SkillsEngine/RCF Work Complexity Index
3. Regional Wages & Projections (Chmura)
4. RCFroeschle CER rating, Profiling & Matching Model



**Customized
DWA Skill
Profile for HOT
Regional
Occupational
Universe**



**Target
Occupations**

**'Anchor'
Occupations**

Backward-lattice linkage:
Identify lower wage, lower education, entry-level SOC's with high skill & knowledge commonality

Identify Tier1 SOC's using forward-lattice linkage based on **common skills, high complexity skills, sub-knowledge similarity, education, wages**

Combine characteristics from Tier 1 occupations to create options for Tiers 2 & 3

Limitations and Realities

1. Not all occupations or jobs have **good job descriptions** making it easy to understand the skills required. Thin descriptive text makes it harder to explore the transferable skills that connect occupations
2. Some occupations may be connected **not by many similar skills** but by a **handful of very critical skills or knowledges**. Integrating high complexity, high value skills helps capture this reality
3. Job opportunities are **limited by the breadth and diversity of the labor market in which you live**. In WS HQT, 50% of all projected job openings thru 2033 are in just 35 occupational titles, 112 occupations comprise 75% of demand, and 90% are in just 257 occupations. Larger regions have more diversity than smaller regions, but these figures are almost identical to Texas statewide
4. Career mobility can come from **within a company**. This is not captured in a career lattice which presumes job AND company change

5. **Teaching and Managing** represent opportunities that are not well-captured in skill or knowledge-based analysis
6. Not all anchor occupations have the same breadth of higher-paying, similar occupations. **Some lattices are simply flatter**, with fewer high paying options
7. Getting a job and forging a Career Progression is **not always about transferable work activities** or **common knowledge**. Workers must also have appropriate academics, requisite license/certification, work experience, employability skills, and digital literacy. These **less tangible skills** are often very important but can't be placed on a career lattice
8. Navigating even a well-designed and personalized lattice **requires individual initiative and determination** on the part of the worker – and probably support from others, such as Workforce Solutions staff
9. A Career Progression model does not pretend that moving from traditional secondary labor market jobs to primary labor market jobs is an **easy endeavor**. ***“Success doesn't come to you; you go to it.”***

Related Career Progression Lattice Project Deliverables and Insights:

Average Wage by Tier for Heart of Texas Career Progression Lattices

	Anchor Occupation Lattice	Anchor Median Wage	Tier 1 AVG Wage	Tier 2 AVG Wage	Tier 3 AVG Wage	Highest Paying Apex Occupation
	Tier Averages	\$35,857	\$44,546	\$57,450	\$80,747	\$104,315
1	Computer User Support Specialists	\$51,000	\$66,940	\$87,000	\$117,040	\$134,100
2	Nursing Assistants	\$31,100	\$41,080	\$71,360	\$110,780	\$217,500
3	Industrial Automation Technicians	\$54,700	\$61,191	\$73,360	\$102,940	\$135,300
4	Emergency Medical Technicians	\$32,500	\$46,280	\$63,360	\$92,280	\$104,000
5	Compliance Officers	\$58,100	\$60,060	\$66,500	\$92,020	\$131,400
6	Physical Therapist Aides	\$29,200	\$39,120	\$60,640	\$91,460	\$104,000
7	Customer Service Representatives	\$36,300	\$42,380	\$59,460	\$87,120	\$131,400
8	Protective Service Workers, Miscellaneous	\$40,200	\$48,400	\$58,740	\$86,680	\$130,000
9	Home Health Aides	\$22,800	\$31,500	\$56,020	\$86,460	\$118,200
10	General Maintenance & Repair Workers	\$38,900	\$49,100	\$51,860	\$83,867	\$124,000
11	General Office Clerk	\$37,400	\$40,780	\$52,120	\$82,900	\$107,600
12	Medical Equipment Preparers	\$37,600	\$42,261	\$58,460	\$81,560	\$100,300
13	Retail Salespersons	\$30,300	\$40,380	\$48,460	\$80,020	\$101,100
14	Personal Service Workers Supervisor	\$36,500	\$49,940	\$60,240	\$79,940	\$104,200
15	Team Assemblers	\$36,100	\$44,400	\$55,540	\$78,700	\$105,500
16	Security Guards	\$29,800	\$40,560	\$54,820	\$78,140	\$93,200
17	Assemblers and Fabricators, All Other	\$37,100	\$42,060	\$54,020	\$77,580	\$86,600
18	Pharmacy Aides	\$29,500	\$36,660	\$51,480	\$76,360	\$106,200
19	Motor Vehicle Operators, MISC	\$25,600	\$40,070	\$52,580	\$75,675	\$86,700
20	Electricians Helpers	\$37,200	\$48,380	\$60,487	\$75,180	\$82,600
21	Outdoor Power & Other Small Engine Mechanics	\$41,900	\$47,660	\$64,680	\$74,487	\$82,600
22	Installation, Maintenance & Repair Helpers	\$32,200	\$48,280	\$54,607	\$70,620	\$84,700
23	Stockers & Order Fillers	\$34,700	\$40,460	\$46,520	\$69,770	\$84,051
24	Multiple Machine Tool Operators	\$34,200	\$42,420	\$56,380	\$69,700	\$94,700
25	Institution & Cafeteria Cooks	\$29,000	\$32,700	\$44,380	\$69,640	\$99,300
26	Construction Laborers	\$36,200	\$42,340	\$52,860	\$68,660	\$85,600
27	Hotel, Motel, & Resort Desk Clerks	\$24,700	\$34,040	\$40,860	\$67,360	\$72,600
28	Installation, Maintenance & Repair Workers, MISC	\$39,200	\$51,380	\$60,271	\$65,700	\$71,100
29	Recreational Vehicle Service Techs	\$37,700	\$44,260	\$53,080	\$64,960	\$71,000
30	Production Workers Helpers	\$34,000	\$41,300	\$53,340	\$64,820	\$79,900
31	Tire Repairers & Changers	\$31,200	\$43,100	\$52,384	\$63,240	\$79,500

HOT Career Progressions

Heart of Texas Regional Wage Impact through Career Progressions

	Anchor Occupation Lattice	HOT LWDA 2023Q3 EMP	Median Wage of Anchor	AVG Earnings Gain from Anchor to Tier 1	AVG Earnings Gain from Anchor to Tier 2	Total Earnings Increase to Tier 1	Total Earnings Increase to Tier 2
	(A)	(B)	(C)	(D)	(E)	(F)	(G)
	Total, All Anchor Occupations (10% = 2,521 clients)	25,212	\$35,650	\$8,587	\$20,060	\$19,758,203	\$50,572,136
1	Installation, Maintenance & Repair Helpers	191	\$32,200	\$16,080	\$22,407	\$307,128	\$427,974
2	Computer User Support Specialists	530	\$51,000	\$15,940	\$36,000	\$844,820	\$1,908,000
3	Motor Vehicle Operators, MISC	60	\$25,600	\$14,470	\$26,980	\$86,820	\$161,880
4	Emergency Medical Technicians	145	\$32,500	\$13,780	\$30,860	\$199,810	\$447,470
5	Personal Service Workers Supervisor	183	\$36,500	\$13,440	\$23,740	\$245,952	\$434,442
6	Installation, Maintenance & Repair Workers, MISC	184	\$39,200	\$12,180	\$21,071	\$224,112	\$387,706
7	Tire Repairers & Changers	164	\$31,200	\$11,900	\$21,184	\$195,160	\$347,418
8	Electricians Helpers	100	\$37,200	\$11,180	\$23,287	\$111,800	\$232,870
9	Security Guards	848	\$29,800	\$10,760	\$25,020	\$912,448	\$2,121,696
10	General Maintenance & Repair Workers	1,785	\$38,900	\$10,200	\$12,960	\$1,820,700	\$2,313,360
11	Retail Salespersons	4,036	\$30,300	\$10,080	\$18,160	\$4,068,288	\$7,329,376
12	Nursing Assistants	1,475	\$31,100	\$9,980	\$40,260	\$1,472,050	\$5,938,350
13	Physical Therapist Aides	46	\$29,200	\$9,920	\$31,440	\$45,632	\$144,624
14	Hotel, Motel, & Resort Desk Clerks	227	\$24,700	\$9,340	\$16,160	\$212,018	\$366,832
15	Home Health Aides	915	\$22,800	\$8,700	\$33,220	\$796,050	\$3,039,630
16	Team Assemblers	1,326	\$36,100	\$8,300	\$19,440	\$1,100,580	\$2,577,744
17	Multiple Machine Tool Operators	130	\$34,200	\$8,220	\$22,180	\$106,860	\$288,340
18	Protective Service Workers, Miscellaneous	42	\$40,200	\$8,200	\$18,540	\$34,440	\$77,868
19	Production Workers Helpers	429	\$34,000	\$7,300	\$19,340	\$313,170	\$829,686
20	Pharmacy Aides	29	\$29,500	\$7,160	\$21,980	\$20,764	\$63,742
21	Recreational Vehicle Service Techs	29	\$37,700	\$6,560	\$15,380	\$19,024	\$44,602
22	Industrial Automation Technicians	273	\$54,700	\$6,491	\$18,660	\$177,204	\$509,418
23	Construction Laborers	2,193	\$36,200	\$6,140	\$16,660	\$1,346,502	\$3,653,538
24	Customer Service Representatives	3,323	\$36,300	\$6,080	\$23,160	\$2,020,384	\$7,696,068
25	Outdoor Power & Other Small Engine Mechanics	47	\$41,900	\$5,760	\$22,780	\$27,072	\$107,066
26	Stockers & Order Fillers	3,013	\$34,700	\$5,760	\$11,820	\$1,735,488	\$3,561,366
27	Assemblers and Fabricators, All Other	240	\$37,100	\$4,960	\$16,920	\$119,040	\$406,080
28	Medical Equipment Preparers	51	\$37,600	\$4,661	\$20,860	\$23,771	\$106,386
29	Institution & Cafeteria Cooks	638	\$29,000	\$3,700	\$15,380	\$236,060	\$981,244
30	General Office Clerk	2,560	\$37,400	\$3,380	\$14,720	\$865,280	\$3,768,320
31	Compliance Officers	356	\$58,100	\$1,960	\$8,400	\$69,776	\$299,040

HOT Career Progressions

Summary Regional Economic Impact of Upskilling

Expected Economic/Wage Impact of Upskilling Workers from Anchor Jobs to Tier 1 and Tier 2 Occupations

	AVG Anchor Earnings to Tier 1	AVG Anchor Earnings to Tier 2
10% all Anchor Employment (2,301 clients)	\$19,758,203	\$50,572,136
20% all Anchor Employment (4,602 clients)	\$39,516,406	\$101,144,272

Job Descriptions or Job Stories?

Standard Occupational Classification (SOC) job description:

First-line Supervisors, Retail Sales: Directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.

Using AI to Better Describe Jobs: Recruiting Job Story

*Step into the role of a **First-line Retail Sales Supervisor**, where every shift spins a tale of teamwork, strategy, and customer engagement. In this bustling retail environment, your primary mission is to weave together the efforts of a spirited sales team, guiding them through the rhythms of daily retail challenges with a steady hand and an encouraging word. Your days are spent at the heart of retail action, where you strategically manage inventory, generate sales forecasts, craft visually engaging product displays, and ensure the store presents itself as a welcoming haven for shoppers. As the leader of your team, you help your associates exceed sales targets and grow professionally, turning each day's work into a rewarding experience for everyone involved. Handling the occasional customer concern becomes a chance to demonstrate the store's commitment to exceptional service, turning challenges into triumphs and complaints into compliments. This role is an opportunity to influence a lively team, develop and demonstrate leadership skills, connect with a diverse array of customers, and leave a mark on the community.*



Heavy Truck Driver



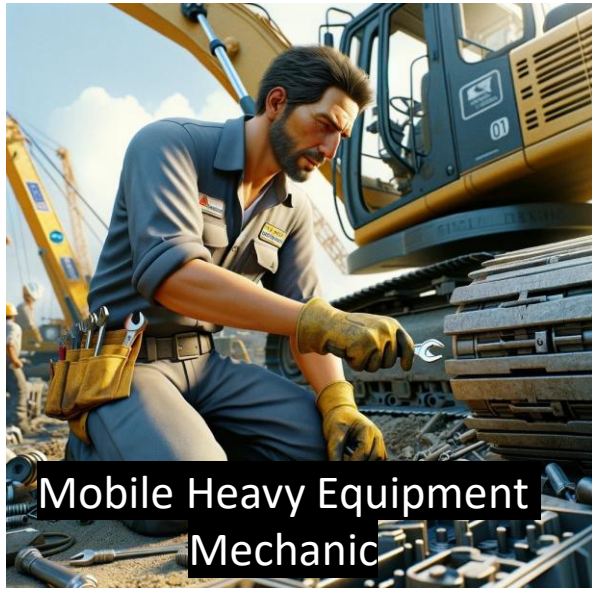
Food Service Manager



Paralegal & Legal Assistant



Licensed Vocational Nurse



Mobile Heavy Equipment Mechanic



Pharmacy Technician

HOT Career Progressions

HOT Regional Employer Interviews

1. St. Anthony's Care Center (health care) Waco
2. Arete Health Systems (health care) McGregor/Mexia
3. Ascension Providence (health care) Waco
4. AbbVie (medical manufacturing) Waco
5. Fallas Automation (manufacturing) Waco
6. Howmet Aerospace (manufacturing) Waco
7. JAG Aviation (aviation) McGregor
8. Swan Hose (manufacturing) Waco
9. Packaging Corp. of America (manufacturing) Waco
10. Time Manufacturing (manufacturing) Waco
11. Johns Manville (manufacturing) Hillsboro
12. Mazanec Construction (commercial construction) Waco
13. Jim Bland Construction (residential construction) Waco
14. Local Staffing Firm - Express Employment Professional
15. *Ron Rohrbacher offers a Perspective from Home Builders*

Five Major Themes from Employer Interviews

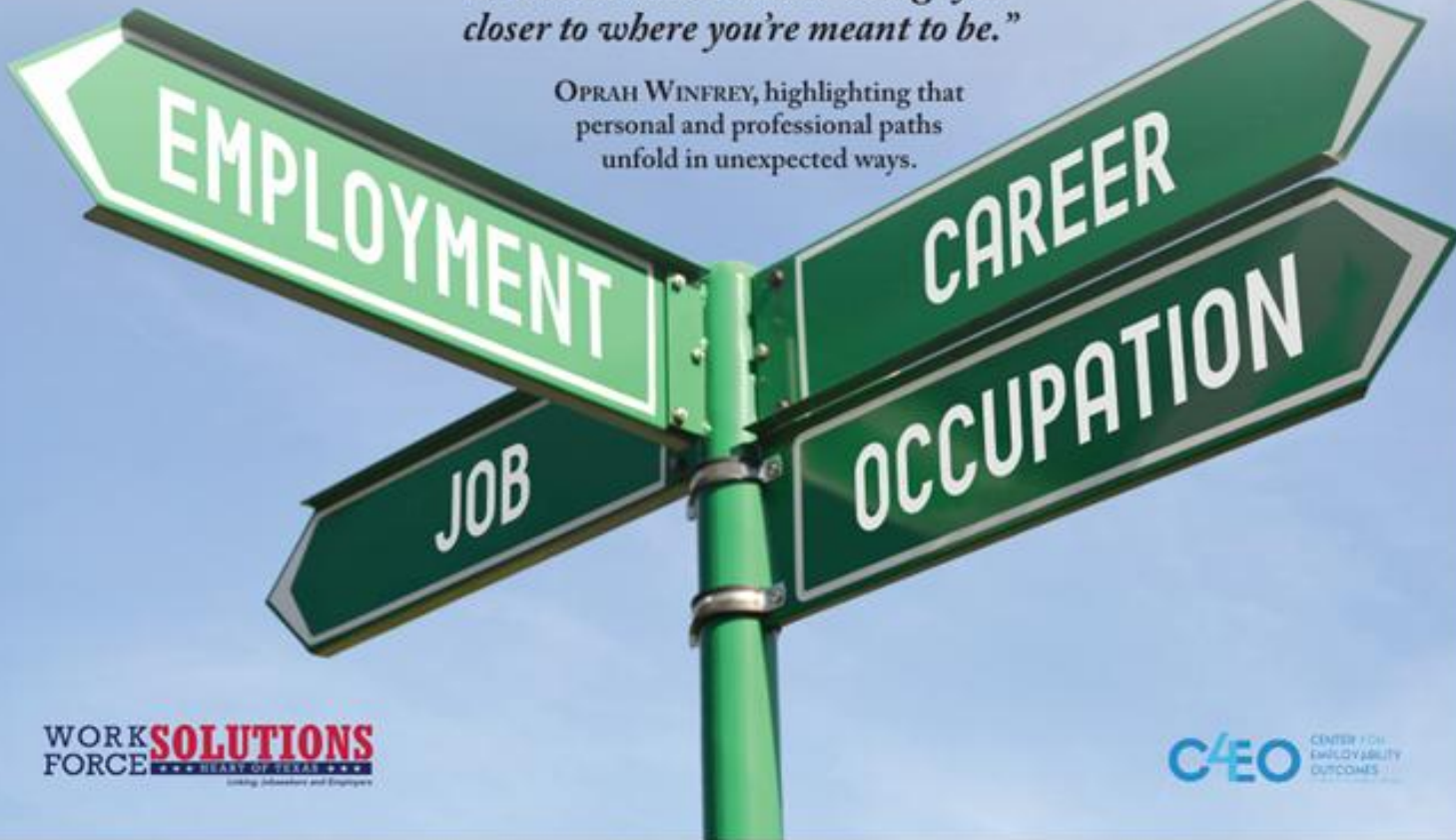
- 1) Labor shortages have been real, and they affect business productivity and growth potential
- 2) Finding workers with job-related experience and good employability skills is a major focus for regional business hiring
Attitude and work ethic is as important as technical skills
- 3) Job growth is outpacing labor force growth, creating labor shortages, especially for front-line service workers. Shortages have created wage competition for many positions
- 4) The availability and affordability of housing in the Waco area has an impact on worker recruitment, for homeowners (rising taxes & insurance rates) and renters
- 5) Business values the efforts of regional community colleges, school districts, and Workforce Solutions-backed training programs; but they need more completers from those programs

Stand-alone Career Lattice Publication

Navigating Career Lattices

"Life is a journey, and every step—no matter how crooked—brings you closer to where you're meant to be."

OPRAH WINFREY, highlighting that personal and professional paths unfold in unexpected ways.



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Linking Jobseekers and Employers

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OUTCOMES
AT TEXAS STATE TECHNICAL COLLEGE

A Final Word on Mobility: Resilience and Grit

“People with high expectations tend to have very low resilience. And unfortunately, resilience matters to career success.”

Jensen Huang, CEO NVIDIA



Grit is about doing the hard work, day in and day out, without immediate reward. Grit is a combination of passion and perseverance for a long-term goal.”

Angela Duckworth, UPENN Professor

Thank you!

There is much more Career Progressions story to tell, but this version is over!



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