



From Crisis to Careers: Supporting Displaced Hospitality Workers in Tourism-Driven Economies

Exploring a Skills-Based Approach to Workforce Transitions in New Orleans

AT A GLANCE

This report explores a skills-based approach to supporting New Orleans hospitality workers displaced due to the COVID-19 pandemic in reentering the workforce. The authors identified common required competencies in five types of occupations within the hospitality industry with potential for transferability to new jobs in different fields—and illustrates five potential career pathways. The report suggests a starting point for hospitality and tourism-driven economies in other regions to develop an approach to recovery based on transferable worker competencies.

AUTHORS

Jaqueline Gonzalez
Senior Program Manager, JFF

Leah Moschella
Associate Director, JFF

MAY 2021

Acknowledgments

Thank you to the Conrad N. Hilton Foundation for investing in this research. We're grateful to JFF colleagues Krista Ford and Mary Clagett for supporting the development of this report, Sara Lamback and Ray Barbosa for their thorough review of drafts, Carol Gerwin for editing, Alexandra Walz for project management, and Tom Hooper for his overall leadership. Sincere thanks also to Claire Jecklin and Aaron Schwindt of the New Orleans Career Center; Quentin Messer, Jr. and Monique Robinson of the New Orleans Business Alliance; and Victoria Adams Phipps, formerly with the alliance, for their feedback and insights on the content.

About JFF

JFF is a national nonprofit that drives transformation in the American workforce and education systems. For nearly 40 years, JFF has led the way in designing innovative and scalable solutions that create access to economic advancement for all. www.jff.org

Table of Contents

Introduction	1
A Competency-Based Approach To Reemployment For Hospitality Workers	3
Compatible Jobs and Potential Transitions	8
Recommendations	18
Conclusion	23
Appendix: Transferable Competencies for Hospitality Workers	24
Endnotes	30

Introduction

The COVID-19 pandemic has devastated the economies of U.S. cities that rely heavily on tourism and hospitality—and their recovery is expected to be slow. Many hospitality experts predict that travel and hotel occupancy will remain limited for the next several years, keeping employment in these industries low.¹ Supporting frontline hospitality workers who have lost jobs to reskill and find new employment, even if it requires changing fields, is an urgent challenge. Rapid reskilling and reemployment will contribute not only to the financial wellbeing of individuals and their families; it also will contribute to regional economic recovery by reducing unemployment and fueling economic activity.

With support from the Conrad N. Hilton Foundation, JFF developed this brief for community and workforce partners in the New Orleans region, where the hospitality industry has been hard hit by pandemic-related job loss. The approach described here is designed to identify in-demand skills that are common among hospitality workers in a variety of occupations and are potentially transferable to roles in other industries. We suggest how workers might use these skills—or build on them—to transition to new jobs. We believe this approach may be particularly useful for former frontline workers in five types of hospitality occupations. For each type, we explore how workers might apply existing skills to find “high-compatibility” jobs in new fields—and how they might develop new competencies and earn new credentials that would prepare them for higher-paying, or “stretch,” opportunities in new fields.

Given that many U.S. cities rely on hospitality and tourism to drive economic growth, and face the likelihood of a slow rebound, we believe it is critical for community and workforce partners around the country to begin helping frontline hospitality workers who have lost jobs or face reduced hours to transition to new opportunities. While this report is specific to New Orleans, we hope the approach can be a starting point for designing a replicable competency-based approach to reskilling and reemployment in various regions. Any effective reskilling initiative must also address the specific local and industry challenges to workforce transitions. In hospitality, which employs a disproportionate number of immigrants and people who have not pursued education beyond high school, these may include language barriers and digital literacy levels, as well as the difficulty of finding new job opportunities for a labor force that operates outside of a traditional 40-hour work week. We suggest that local stakeholders work together to identify and address the workforce challenges most prevalent in their hospitality workforce, as well.

The Hospitality Industry in New Orleans Before, During, and After the Pandemic

Before the COVID-19 pandemic, JFF conducted a comprehensive labor market analysis to better understand the kinds of jobs that existed for frontline workers in the New Orleans hospitality industry, and to identify opportunities for career growth both inside and outside of hospitality. The report, published in 2018, identified the hospitality sector as a major and growing driver of the New Orleans regional economy that provided plentiful entry-level jobs with low barriers to employment.²

The report also introduced the concept of “experience-based skill jobs,” which require only a high school education, but involve significant on-the-job training that enables employees to gain essential employability and technical competencies that are necessary for career growth, including higher pay. The report found that hospitality employees in experience-based skill jobs, particularly in customer service occupations, were often promoted to higher-pay positions with greater or more specialized responsibilities as they demonstrated increasingly complex competencies.

While experience-based skill jobs tend to offer more job security than other work in the hospitality industry, the pandemic resulted in the sudden decline of the tourism industry in New Orleans and across the United States. Overall, the New Orleans hospitality sector lost nearly 30 percent of its jobs in the last year.³ This eliminated opportunities for many entry-level workers to remain employed, let alone advance to higher-wage positions.

With this new reality, it is imperative for workforce systems in New Orleans to develop clear skills-based pathways to support workers to transition out of hospitality jobs and into other industries. Most frontline hospitality work requires only a high school diploma or its equivalent and many hospitality workers live at or near federal poverty thresholds, lacking generational wealth, while trying to support families and manage competing responsibilities. Traditional hiring trends suggest that displaced hospitality workers may not find employment for some time, forcing individuals to acquire debt, experience food insecurity, or struggle to maintain stable housing.

However, as evidenced by the research on experience-based skill jobs, many frontline hospitality workers develop desirable employability and technical competencies through on-the-job experience. These competencies, such as project management, teamwork, and customer service, are in demand in other industries.

A Competency-Based Approach to Reemployment for New Orleans Hospitality Workers

A competency-based approach to reemployment can be a win-win strategy for individuals and employers to ensure the continuous development of talent aligned with labor market needs. The use of competency frameworks stems from the belief that it should be possible to demonstrate and evaluate the skills and knowledge that are necessary to excel within any given job. Skills mapping helps to identify the skills and knowledge that are shared by different jobs, and to show how certain skills can be used in new jobs.

The U.S. Department of Labor's Career OneStop resource defines a competency as "the capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform 'critical work functions' or tasks in a defined work setting."⁴ Identifying competencies helps employers recruit for specific hiring needs and expectations. Understanding competencies associated with different jobs helps individuals demonstrate their knowledge and prior work experiences that are relevant to new occupations or sectors, making it easier to secure good jobs.

As hospitality-driven economies support displaced jobseekers, it is important to identify competencies possessed by these workers and match them to competencies needed for work in other industries in the region.

Occupational competencies are typically organized into two broad categories: occupationally aligned technical competencies and essential employability competencies. Technical competencies are skills that are relevant to a specific industry or occupation and are often developed on the job, such as safe handling of food in a restaurant kitchen. Employability competencies are skills that are commonly used across different work settings, such as communication and collaboration. Since our emphasis is on the transferability of hospitality employment experiences, our research concentrated on essential employability competencies needed for career transitions, with the assumption that workers would have the opportunity and ability to develop technical competencies once hired or through education and training programs before making a transition.

Because of the customer-driven nature of hospitality occupations, workers across the industry are likely to develop and be able to demonstrate in-demand employability competencies common to customer service, such as communication, problem-solving, teamwork, and adaptability. These competencies are transferable across multiple sectors and are often cited by employers as the most critical to demonstrate in the hiring process.⁵ By identifying these

competencies, and supporting workers to articulate their ability to demonstrate these competencies, we hope to outline feasible options for hospitality workers to transfer skills into new job opportunities.

Selection of Target Roles, Transferable Competencies, and Potential Transition Occupations

To explore potential opportunities for reemployment for displaced hospitality workers in New Orleans, the authors drew on a prior analysis of key occupations in the sector and identified the specific skills and competencies that workers have likely developed. With a significant share of hospitality roles held by workers of color, this analysis also suggests strategies to help support groups that have been particularly hard hit by the crisis and are in need of transition assistance. Table 1 provides an overview of the key occupations we used, listed by employment, along with wages and the percentage of workers who identify as Black, Latinx, Native American, Asian American, or Pacific Islander.

Table 1: Overview of Key Occupations in New Orleans Hospitality Sector

SOC	Description	Total Jobs 2021	Median Annual Earnings	Racial / Ethnic Diversity of Workers in Occupation
41-2011	Cashiers	13,132	\$20,470	60%
35-3031	Waiters and Waitresses	11,965	\$18,972	42%
35-3023	Fast Food and Counter Workers	9,436	\$19,879	51%
35-2021	Food Preparation Workers	7,837	\$18,559	54%
35-2014	Cooks, Restaurant	6,918	\$24,873	65%
37-2012	Maids and Housekeeping Cleaners	6,635	\$22,656	79%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,027	\$32,652	52%
49-9071	Maintenance and Repair Workers, General	4,779	\$37,087	40%
43-4171	Receptionists and Information Clerks	4,742	\$28,181	38%
35-3011	Bartenders	2,504	\$20,395	26%
35-9021	Dishwashers	2,297	\$21,528	65%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	2,028	\$19,325	57%
43-4081	Hotel, Motel, and Resort Desk Clerks	1,964	\$24,601	64%
35-2015	Cooks, Short Order	1,661	\$19,412	61%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,541	\$20,190	44%
41-2021	Counter and Rental Clerks	1,106	\$30,825	40%

35-2012	Cooks, Institution and Cafeteria	806	\$26,491	66%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	771	\$32,274	62%
39-6011	Baggage Porters and Bellhops	259	\$21,172	78%

Source: Emsi 2021.²⁶

The authors then explored consistencies across these roles, identifying where employees might develop and demonstrate a similar set of competencies on the job, to inform the creation of competency-based groups of occupations. We looked for ways to group roles based on the skills within each that would be perceived as most competitive and complementary in the New Orleans labor market—and more specifically, outside of the hospitality industry, in order to support job transitions. This approach reflects the many skills that workers develop within the hospitality sector, and helps to more intentionally support workers in leveraging their in-demand skills as they attempt to transition to occupations in a new industry.

Referencing the Department of Labor’s Standard Occupational Classification (SOC) framework, the authors grouped the identified occupations into five categories based on job functions and required skills and knowledge. The five groupings are:

- Food Preparation
- Customer and Personal Service
- Sales and Administration
- Maintenance and Sanitation
- Frontline Management

Table 2 lists each grouping, with the occupations that comprise it.

Table 2: Groupings of Key Occupations That Share Competencies

Groupings	SOC	Occupations
Food Preparation	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food
	35-2012	Cooks, Institution and Cafeteria
	35-2014	Cooks, Restaurant
	35-2015	Cooks, Short Order
	35-2021	Food Preparation Workers
Customer and Personal Service	35-3011	Bartenders
	35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop
	35-3031	Waiters and Waitresses
	35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
	39-6011	Baggage Porters and Bellhops
Sales and Administration	41-2021	Counter and Rental Clerks
	41-2011	Cashiers
	43-4081	Hotel, Motel, and Resort Desk Clerks
	43-4171	Receptionists and Information Clerks
Maintenance and Sanitation	49-9071	Maintenance and Repair Workers, General
	35-9021	Dishwashers
	37-2012	Maids and Housekeeping Cleaners
Frontline Management	35-1012	First-Line Supervisors of Food Preparation and Serving Workers
	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers

Source: JFF classifications, drawing on SOC framework.⁷

Within each of these five groupings, the authors determined that employees typically develop a common set of competencies that could enable transitions to new jobs. The competencies for each grouping were identified through a review of multiple sources, including the U.S. Department of Labor and O*NET data, real-time labor market information, and insight from local stakeholders on the specific competencies attained by hospitality workers. *(See Appendix for a list of transferable competencies in each grouping.)*

Using EMSI's Compatibility Index, which calculates the overlap in required skills between two occupations, the authors then identified potential transition occupations into which displaced hospitality workers could most easily transition based on existing skills and with little to no additional training. We further refined the group of potential transition occupations by using job postings data to identify local occupations that do not require a bachelor's degree. We also identified a second set of potential transition occupations that we classified as "stretch" opportunities, which we defined as jobs that appear in reach based on a reasonable amount of additional training required, cost of training, prerequisites, and time to completion.

Compatible Jobs and Potential Transitions

Considering What Makes A Good Job in a Pandemic

Workforce partners and nonprofit organizations often strive toward a common goal: worker access to skills and credentials that seamlessly connect to high-wage, high-growth jobs with career advancement potential. In the context of the COVID-19 pandemic, and the devastating job losses affecting populations that were already struggling to get by on low incomes, we might think differently about what jobs can and should look like for displaced workers.

More than a year into the pandemic, there is little data to show what has happened to New Orleans hospitality employees who lost work due to public-health-related business closures. Tracking affected workers is complicated by their varied employment statuses: some employers laid off staff members, others significantly reduced employee hours, and others furloughed their workers. News reports suggest that many workers are delaying a return to the workforce until the pandemic has passed for a number of reasons, including a lack of relevant skills in other sectors, increased responsibilities at home, or the inability to pursue training.⁸ Workers have accessed unemployment benefits and stimulus support where possible, and many have taken on gig jobs or other work where people are self-employed as a feasible and fast source of income. The pandemic has also exposed the vulnerability of the hospitality industry to economic downturns and many hospitality workers are seeking to transition to other sectors, which is creating additional competition across non-hospitality roles in some regions.⁹

With all these variables in play, one thing is clear—these workers still need jobs, and will need them before the hospitality industry is predicted to make a full recovery. Currently, some argue that it is important to identify jobs that individuals can access that require little-to-no training, and that offer decent pay and possibilities for longer-term opportunities down the road. Burning Glass Technologies refers to these jobs as “lifeboat jobs,” acknowledging that for many people, these jobs are critical to financial survival when other opportunities have disappeared.¹⁰ Burning Glass describes these jobs like this: “A lifeboat job is one that is available, unlikely to go away, and pays enough to provide some shelter until the crisis is past.”

In the following examples, the authors apply a skills focus to better understand immediate transition opportunities through transferable skills and “skill adjacencies,” as Burning Glass calls them. We also recognize that training and in some cases credential attainment can expand opportunities for transitioning workers, elevating people’s skills to expand their employability. The following examples include references to credentials that individuals may hold or can earn, with information on course duration, cost, and anticipated prerequisites. This information can

help identify which opportunities are most realistic for workers based on their immediate needs and capacity to participate in training.

We provide examples for two types of job transitions :

1. **High-compatibility opportunities**—potential job changes that stand out for workers as immediate, skill-based transitions, and present a high likelihood of jobseeker success.
2. **Stretch jobs**—potential opportunities which may require more advanced industry-related knowledge and skills, such as the pursuit of a certification or other long-term postsecondary credential.

Sample Job Transitions

Through our analysis of New Orleans labor market data and initial conversations with key workforce partners, we have identified the health care, maintenance and transportation, and customer service sectors as best positioned to provide transition opportunities for displaced hospitality workers. These sectors, with the addition of technology (as this sector continues to grow as a result of the pandemic and more broadly in other cities), include prevalent, high-demand jobs in the New Orleans region. We pay particular attention to opportunities for individuals with a high school education and closely related work experience in roles or sectors that have been more durable than hospitality to the pandemic-related recession.

The following examples show feasible transitions for our five groupings of hospitality workers to jobs in new industries based on compatibility data, initial conversations with key workforce partners, required training, and the overall job market. Leveraging data from labor market tools available from Burning Glass and O*NET, these examples illustrate pathways through which workers may transition from the hospitality industry to new careers based on key employability competencies they already possess.

We also include examples where the attainment of in-demand, accredited certifications could support frontline hospitality, maintenance, and customer service workers to transition into careers in high-growth industries like health care and IT. Training for these certifications is available locally, with costs ranging from \$200 to \$2,000. Many of the training courses offer online or hybrid instruction and all can be completed in 6 to 24 months. These trainings are largely accessible to learners with a high school diploma and, and in some cases, familiarity of basic science courses.

Transitions from Food Preparation

Core competencies for occupations in food service include a focus on quality control, safety, and sanitation considerations needed to maintain a safe and healthy working environment. Food service workers demonstrate initiative and adaptability in a working environment that requires attention to detail and accuracy.

High-compatibility opportunity: customer service representative

Food service workers may consider leveraging their competencies in teamwork, collaboration, troubleshooting, and communication to transition to related occupations, such as customer service representatives. The number of job openings in this occupation is projected to decrease by 1 percent over the next 5 years in New Orleans and has an average hourly wage of \$16.47.¹¹ There were nearly 3,000 job postings for this role in the last 12 months, indicating that there is a high level of current demand.¹²

Transitioning to this occupation would require food service workers to demonstrate increased proficiency in verbal communication, digital literacy, and computer applications such as word processing and spreadsheets. These skills can be further developed through local training programs in New Orleans or through an associate's degree in business with a focus on customer service from a local community college.

Stretch job: Healthcare clinical lab technician or sterile processing technician

Attention to quality control and an understanding of highly sanitized environments are also required in a clinical laboratory setting. With these transferable competencies, food service workers could be well positioned for roles as laboratory technicians. In New Orleans, the occupation of laboratory technicians is expected to grow at a rate of 8 percent over the next five years and has an average hourly wage of \$25.92.¹³ Clinical laboratory technicians are hired regionally by large hospitals and regional health centers, with about 230 of 855 postings in the last 12 months being at Ochsner Health (i.e., 188 at Ochsner Clinic Foundation and 43 at Ochsner Health).

Sterile-processing technicians or medical equipment preparers are responsible for maintaining and sterilizing medical equipment. This requires the transferable competencies of maintaining a sanitized environment, attention to detail, and health and safety—all competencies that food service workers in hospitality roles demonstrate regularly. Sterile-processing technician is an occupation that is expected to grow at a rate of 9 percent over the next five years and has an average hourly wage of \$15.99.¹⁴

To successfully transition to a role as a clinical laboratory technician or sterile processing technician, food service workers need to develop or demonstrate additional skills including

reading comprehension, active listening, and a strong understanding of foundational sciences such as biology or chemistry. Most job postings for clinical laboratory technician roles require a minimum education level of high school equivalency and prefer a postsecondary certification in medical laboratory science. New Orleans residents can earn this credential through in-person programming at Delgado Community College within two years. A transition path for a sterile processing technician would require food service workers to develop a deeper understanding of medical equipment which can be acquired through a sterile processing technician training course offered in two semesters at Delgado Community College. Individuals with on-the-job training or who complete the community college course are eligible for the sterile processing certification exam at a cost of \$125.

The graphic below provides a visual outline of a competency-based approach for how food service workers can transition to occupations in health care and technology, including the credentials and advanced skills necessary to make this transition.

Current Occupation: Cooks, short order cooks, food preparation workers		
Transferable Competencies:	<ul style="list-style-type: none"> • Time management • Quality control • Adaptability and flexibility • Teamwork and collaboration 	
Potential Opportunity:	Customer service representative	Clinical laboratory technician or sterile processing technician
Key Competencies and Certifications Needed for Transition:	<ul style="list-style-type: none"> • Verbal communication • Digital literacy • Proficiency with word processing and spreadsheet computer applications 	<ul style="list-style-type: none"> • Reading comprehension • Active listening • Foundational sciences • Certification in hematology or laboratory science

Transitions from Customer and Personal Service

The customer and personal service grouping includes service-driven occupations such as restaurant waitstaff, baggage porters, and hotel desk clerks, which are responsible for directing customers and meeting demands. Core competencies include problem solving and troubleshooting. Workers in these occupations develop fundamental business acumen, including the ability to navigate databases and scheduling procedures. They are also expected to develop a level of cultural competence needed to successfully communicate with and work alongside individuals from a variety of backgrounds, ethnicities, identities, and abilities. These competencies are in-demand, transferable, and are relevant to occupations in health sciences and human-facing business occupations in general.

High-compatibility opportunity: Nursing assistant

Hospitality customer service workers could leverage their skills in relationship building, communication, and troubleshooting to successfully transition into the growing occupation of nursing assistant. This occupation has an average hourly wage of \$12.31 and is predicted to see 4-percent growth in New Orleans in the next 5 years.¹⁵ Employers that hire nursing assistants include large hospitals and other care facilities; they seek individuals who are able to easily form relationships and focus on the patient as the customer. Top employers in the region include Ochsner Health, the Ochsner Clinic Foundation, and Home Instead senior care.¹⁶

Hospitality customer service workers are likely to succeed as nursing assistants if they are able to obtain a certified nursing assistant certification,¹⁷ which can be obtained through in-person courses to obtain state licensure, a program that takes approximately 85 hours to complete. Interested candidates should have a high school equivalency and be able to pass a criminal background check.

Stretch job: Insurance sales agent

Customer service workers also have competencies necessary to succeed in a sales-driven environment, including the ability to multitask, follow up, and maintain a customer focus. In the New Orleans region, the occupation of insurance sales agent is predicted to experience 5-percent growth in the next five years and provide an average hourly wage of \$33.27.¹⁸ Individuals seeking to make this transition will need to develop an understanding of the fundamentals of sales, which can often be developed through a postsecondary institution offering a short-term credential or a two-year associate's degree in business management or marketing.

Current Occupation:	Restaurant waitstaff, hotel desk clerks, baggage porters	
Transferable Competencies:	<ul style="list-style-type: none"> • Troubleshooting • Problem solving • Cultural competence • Customer focus 	<ul style="list-style-type: none"> • Business fundamentals • Digital literacy • Communication
Potential Opportunity:	Nursing assistant	Insurance sales agent
Key Competencies and Certifications Needed for Transition:	<ul style="list-style-type: none"> • Reading comprehension • Active listening • Foundational sciences (to be developed on-the-job) • CNA (one-course) certification 	<ul style="list-style-type: none"> • Fundamentals of sales • Postsecondary degree in business, sales, or marketing recommended

Transitions from Sales and Administration

Occupations within the sales and administration grouping include cashiers, clerks, and counter attendants in food or rental services. The competencies developed in these roles differ from the customer service hospitality groupings because they also develop technical competencies in relation to technology. Cashiers and rental clerks develop the computational competencies necessary to handle and track money and are likely to be comfortable navigating computer-operated systems. Due to the fast-paced nature of these occupations, individuals within this grouping often have time management and decision-making competencies to support transition to multiple customer service opportunities.

High-compatibility opportunity: Receptionist and information clerk

These competencies, combined with the critical transferable skill of verbal communication, are all required of receptionists and information clerks. There is an expected 5-percent growth over the next five years in this occupation in New Orleans and an average hourly wage of \$13.84.¹⁹ For someone with experience in these sales and administration occupations to transfer to the role of receptionist and information clerk in another industry, it is essential to demonstrate advanced customer service competencies. Candidates can utilize their local America's Job

Center for support and preparation for interviews, so they can effectively articulate their ability to succeed in this role.

Stretch job opportunity: First-line supervisors, specifically in transportation and distribution

Individuals in this occupational grouping also have in-demand competencies of time management and computer fundamentals. People who are interested in developing complementary management competencies could succeed as transportation, storage, and distribution managers. This occupation has an average wage of \$28.25 and is anticipated to decrease by of 1 percent in New Orleans by 2026.²⁰ Individuals in this role are responsible for managing warehouse teams, following safety protocols, and using the strong time management and communications competencies developed in the hospitality industry. First-line supervisor roles typically require a high school diploma.²¹ While some college training in business operations or management is helpful, supervisors often receive on-the-job training to advance in the occupation.

Current Occupation: Counter and rental clerks, receptionists and information clerks, counter attendants		
Transferable Competencies:	<ul style="list-style-type: none"> • Decision-making • Time management • Process management 	<ul style="list-style-type: none"> • Use of basic computer and computational tools • Adaptability and flexibility
Potential Opportunity:	Receptionist and information clerk	First-line supervisors in transportation and distribution
Key Competencies and Certifications Needed for Transition:	<ul style="list-style-type: none"> • Advanced customer service • Administrative support • Familiarity with information technology and productivity tools 	<ul style="list-style-type: none"> • Advanced customer service • Fundamentals of supervision • Feedback

Transitions from Maintenance and Sanitation

General maintenance and housekeeping workers in hospitality occupations develop critical transferable competencies in safety, planning and procedures, and personal accountability for completing a task. Workers in these positions are required to take initiative, work successfully as part of a team, and troubleshoot as necessary. These competencies could readily transfer to in-demand industries such as transportation, distribution and logistics, and technology.

High-compatibility opportunity: Transportation and delivery services

Maintenance hospitality workers can leverage their existing skills of planning, attention to safety, and multitasking, to transfer into delivery services and drivers. With a current local growth rate of 4 percent in the next five years and increasing reliance on delivery due to e-commerce growth during the COVID-19 pandemic, this occupation is likely to see expanded demand. The average wage of a delivery driver in New Orleans is \$18.90 an hour.²² The majority of job postings in delivery services require a commercial driver's license (CDL Class A) which can be obtained through a 180-hour course.²³ Individuals who are interested in this occupation may also be eligible for funded training through the Workforce Investment and Opportunity Act (WIOA) and can visit an America's Job Center to explore resources to support them in their career transition.

Stretch job: Industrial engineering technologist and technician or clinical lab technician

Maintenance workers have developed strong competencies in scheduling, planning, troubleshooting, and customer service. These abilities, coupled with digital literacy and machine operations, enable individuals in the maintenance occupational grouping to succeed in the logistics industry as Industrial Engineering Technicians. These occupations continue to grow in the New Orleans region, and are currently projected to grow by 1 percent by 2026. The average wage for industrial engineering technicians is \$31.68.²⁴ Short-term credentials through the Manufacturing Skills Standards Council (MSSC) can be obtained online through Delgado Community College or other online training programs. The certification exam requires an 8th-grade math ability and 10th-grade reading comprehension.

Skills such as attention to detail, experience using tools, and commitment to a clean environment are transferable to the in-demand health care occupation of clinical laboratory technicians where health care sanitation is critical. In New Orleans, the occupation of laboratory technicians is expected to grow at a rate of 8 percent over the next five years and has an average hourly wage of \$25.92.²⁵ In order to successfully transition to this occupation, workers need to develop or demonstrate additional skills of reading comprehension, active listening, and key foundational understanding of sciences such as biology or chemistry. Clinical laboratory technicians are hired regionally by large hospitals, local specialized processing facilities, and

regional health centers, and most job postings reflect a need for a minimum education of a high school equivalency and prefer a certification, with the most in demand being certified laboratory technician, ASCP certification, or CIS (clinical laboratory scientist) certification.²⁶ New Orleans residents can earn these credentials through in-person programming at Delgado Community College within two years.

Current Occupation: General repair workers; maids and housekeeping workers			
Transferable Competencies:	<ul style="list-style-type: none"> • Safety procedures • Basic computer and technology use • Troubleshooting • Planning and scheduling • Project management • Initiative and self-drive • Teamwork and collaboration 		
Potential Opportunity:	Transportation and delivery service	Clinical lab technician	Industrial engineering technologist
Key Competencies and Certifications Needed for Transition:	<ul style="list-style-type: none"> • Fundamentals of logistics • CDL Class A license likely required 	<ul style="list-style-type: none"> • Reading comprehension • Active listening • Foundational sciences • Certification in hematology or laboratory science 	<ul style="list-style-type: none"> • MSSC

Transitions from Frontline Management

Frontline management workers in the hospitality industry have typically developed competencies as brand ambassadors and problem solvers with a focus on conflict resolution. In addition to a focus on customer service, frontline managers demonstrate skills of coaching, supervising, and prioritization. It is common that hospitality frontline managers have already advanced in the industry from more entry-level positions, demonstrating an advanced understanding of teamwork and problem-solving skills.

High-compatibility opportunity: Training and development specialists

By leveraging these competencies with skills such as budgeting and team management, frontline management workers have the potential to succeed in other management positions, particularly in the growing occupation of training and development specialists. While general management competencies are broadly applicable across industries, training and development specialist roles are predicted to increase by 3 percent in the next five years and earn an average wage of \$26.58. Nearly 50 percent of job postings require postsecondary credentials, indicating that this role may be a stretch job for some frontline managers without a four-year degree. However, these jobs may offer transition opportunities with employers who practice skills-based hiring, especially employers who view skills acquired through previous management experience as comparable to a college degree.²⁷

Stretch job: Transportation, storage, and distribution managers

Frontline managers demonstrate the ability to supervise and prioritize to meet the needs of a team of staff members as well as the needs of the company. These competencies, coupled with digital literacy, can be leveraged in the occupation of supply chain manager. With an average hourly wage of \$45.90 this enables workers to transfer supervisory competencies into a growing logistics industry, though growth is expected to remain static over the next five years.²⁸ This role requires frontline managers to transition their detail-orientated competencies to the specifics of transportation and distribution, and these skills can be developed through an associate’s degree in business management and logistics at Delgado Community College or through a variety of online college options. While coursework may take two years to complete, individuals can gain on-the-job training as logistics technicians for exposure to the industry and a complement to existing supervisory competencies.

Current Occupation:	First-line supervisors of food service, hotel, or housekeeping staff	
<p>Transferable Competencies:</p>	<ul style="list-style-type: none"> ● Customer service ● Brand knowledge ● Applied technology 	<ul style="list-style-type: none"> ● Planning and prioritizing ● Supervising and coaching ● Conflict resolution
<p>Potential Opportunity:</p>	<p>Training development specialist</p>	<p>First-line supervisors in transportation and distribution</p>
<p>Key Competencies and Certifications Needed for Transition:</p>	<ul style="list-style-type: none"> ● Increased training in business and human resources is an asset 	<ul style="list-style-type: none"> ● Associate’s degree in applied business management and logistics or on-the-job training is an asset

Recommendations

As community and workforce partners explore these recommendations and engage in this work, we recognize each can play a unique role in supporting jobseekers. Various stakeholders can use this information to advance their priorities.

Community-based organizations, career coaches, and counselors can use these sample transition options as they develop programs, curriculum, and support services for the significant number of displaced hospitality workers.

Employers in the sample transition sectors, which have been more insulated than hospitality jobs from the pandemic-related economic downturn, can use this information to identify an untapped candidate pool with demonstrated core employability competencies.

Postsecondary institutions and training providers can be a resource for community and workforce partners and advocate for policies and practices to expedite the credentialing process for workers such as competency-based education and credit for prior learning.

Regional economic and workforce development leaders can provide strategic focus on employability competencies and support for recovery of this particular sector, among others.

The competency and compatibility research presented here reinforces that hospitality workers have developed valuable skills that can facilitate entry into other occupations that are less vulnerable to economic downturns. To bring this information to life, New Orleans stakeholders, and indeed stakeholders in other affected regions of the country, will need to engage in cross-sector dialogue and planning in service of their workforce. In the recommendations that follow, we introduce a suggested approach for key regional workforce stakeholders, including employers, workforce development boards, community colleges, community-based organizations, and other partners, to work together to build an effective jobs strategy that can begin to connect hospitality workers to other industries based on the transferability of their skills. This includes using scenario building as a strategic planning exercise to ensure that pathways are feasible; crafting targeted messaging to new prospective hiring partners; and emphasizing the importance of accessing and referencing curated local labor market data.

1. Create a Plan to Operationalize the Work

Identify a Cross-Partner Team and Team Leads

To ensure that competencies are aligned with demand in the local labor market and with realistic hiring needs, identify and convene a cross-sector leadership team to actively review and verify national and local labor market information and affirm the accuracy and usefulness of identified competencies.

Such a team can also collaboratively develop plans to ensure that frontline workers have the supports and opportunities to learn and demonstrate needed skills. Cross-sector teams should ideally consist of local representatives and decisionmakers across human resource and talent acquisition specialists, workforce development and training, postsecondary education, and community-based organizations.

Access and Secure Funding Specific to This Work

Funding is an ongoing necessity to building sustainable, impactful workforce strategies. Braided funding may be especially useful for identifying resources at the local level that are available for providing labor market, career navigation, support, and retraining services for displaced workers. COVID-19 relief and recovery funding may also be available at the local and state levels to support these workforce efforts. For more information about how to build a braided funding strategy see The Center for Law and Social Policy's [Funding Career Pathways Toolkit](#).

Establish Milestones and Timelines for the Work Ahead

Develop an accountability structure and consistent meeting schedule to help team members effectively participate and keep the work moving forward. This includes creating space to ensure team members can share ideas, disseminate information, and build relationships to advance the work. To learn more about how to build strong workforce partnerships, visit the National Fund for Workforce Solutions' [Workforce Partnership Guidance Tool](#).

2. Develop a Shared Understanding of Initiative Goals and Starting Points

Vet a Subset of Hospitality and Tourism Jobs to Serve as the Starting Point for a Competency Mapping Strategy

The authors identified a subset of jobs in hospitality that are prevalent in New Orleans and are vulnerable to economic downturns such as the COVID-19 recession. New Orleans and other affected regions can leverage this kind of information with partners.

Review Skills Data for Select Hospitality and Tourism Jobs

The authors identified a subset of vulnerable hospitality and tourism occupations and then began to examine the competencies related to each role. To replicate and build off of this work, local partners can utilize services such as O*NET and other free online tools that provide deep insight into the skills and abilities needed for each job. The partnership may seek to leverage the expertise of existing partners, such as the local workforce development board, to support in the skills review and inform any additional industry groupings. Paid tools such as those available from Burning Glass can also tease out what is expected of workers via real-time job postings data.

Work to Better Understand the Populations in Select Occupations to Better Target Support and Transition Services

The pandemic exacerbated economic hardship for workers across the country, especially in the hospitality industry. It is critical to identify supportive services and community partnerships that can address the needs of workers as they make transitions to new jobs. This includes addressing food insecurity, and the need for child care and housing assistance. Local Community Action Agencies (CAAs) are a well-known source of basic needs assistance. During the pandemic, many CAAs have ramped up service to provide emergency financial assistance including rent, utility, and food assistance for COVID-19 impacted workers and families. In New Orleans, Total Community Action is offering rental assistance and food pantry access to families that have experienced a loss or reduction of income due to the pandemic. See the City of New Orleans' Office of Homeland Security and Emergency Preparedness website for a full list of COVID-19-related resources.

Identify and Document the Full Range of Education and Training Services That are Available to Affected Workers

Identify existing training, education, and workforce initiatives that are available in the region to support workers as they transition to new jobs. These can include everything from basic skills education to occupational skills training and postsecondary education programs. These opportunities could be regional or national in scope and offered in-person or online.

3. Focus on Transition Opportunities

Review Identified Relevant Opportunities for the Region to Support Displaced Hospitality Workers

The authors used stakeholder discussions and labor market data tools to identify relevant occupations in New Orleans and highlight potential transitions for hospitality workers. Within each occupational group, promising prospective jobs emerged outside of

hospitality. Stakeholders in New Orleans can continue to build on this strategy of identifying competency-aligned opportunities for workers in the region, and assessing additional opportunities that may be available with further education and training.

Filter Opportunities Based on Credential Requirements

As the recovery evolves, we expect that stakeholders will identify other emerging occupations that could help displaced hospitality workers reenter the labor force. We recommend that workforce practitioners begin to identify credential requirements for these new or growing roles. Using O*NET or other labor market data tools, one can explore the typical education required for a particular job as well as the specific degree or credential requirements that employers are listing in job postings for each occupation. For example, transitioning workers without four-year college degrees, may want to eliminate opportunities that require a bachelor's degree, or work with employers to determine if a degree is really needed to perform the work. Aim for opportunities that prefer the candidate to have some college or that emphasize work experience, as these opportunities are best positioned for those represented in the hospitality groupings.

Consult Local Labor Market Data on an Ongoing Basis

As the recovery continues, workforce development practitioners should continue to leverage local labor market sources to gain insight into potential transition opportunities for displaced workers. Metrics such as wages, credential requirements, potential advancement opportunities, competency data, and expected growth can help practitioners identify occupations that are compatible for workers displaced from the hospitality industry.

4. Develop Transition-Focused Competency Maps

Share Job Data With Trusted Partners in Related Industries

To ensure that proposed transitions are realistic and will set workers up for success, engage workforce entities, employers, community-based organizations, and other key stakeholders that are not in your core partnership to review data and to provide a shared understanding of the specific roles that are growing regionally. They can help to test hypotheses around career pathways and related supportive services needed to activate the work.

Identify Both Relevant Employability Skills and Technical Skills, to Understand Potential Learning Gaps

Once select transition opportunities have been identified and vetted by partners, it will be time to identify learning gaps by reviewing the selected skills data that is relevant to the transitional opportunity. This data includes “employability skills” (also known as baseline skills) as well as any technical skills that may come from training or coursework before or on the job. For New

Orleans, the authors identified the most relevant skills between jobs as well as the areas of needed growth (and more specifically, skills that can be developed or elevated prior to employment within the target occupation).

5. Launch the Pathways Initiative

At this point, the partnership will have developed a thoughtful and comprehensive pathways design that is backed by the community and informed by both industry needs and labor market data. The following recommendations will help ensure a successful and impactful launch.

Engage Team and Partners to Disseminate Learnings, Including Key Competencies and Related Definitions

A targeted dissemination campaign can bolster the partnerships' pathways goals. It can help engage employer partners and training providers in enacting the work and can help build a shared, community-level understanding of the key competencies that can support entry into and advancement along the target pathways. It can also help workers become aware of the opportunities that are available to them and help them consider their own competencies and job prospects in new ways.

Work With Educators, Training Providers, Workforce Entities, and Employers to Ensure Active Use and Consideration

Following up with relevant stakeholders to gather insights to further refine pathway recommendations will be important as the hospitality industry will continue to have a slow rebuilding process. Job placement outside of the industry will continue to be a priority for workers, even if they wish to return to hospitality at some point. Consider deepening relationships with the partners, especially employers and hiring managers that are finding success in hiring hospitality talent, to help support adoption of pathways and a shared understanding of the key competencies that hospitality workers can bring to roles in other sectors.

Identify Supports for Learners to Master and Document Competencies That Are Relevant to Their Field of Choice

Work with education and training providers as well as employers, to continue to identify services that may be advantageous to learners as they identify and build additional relevant skills on their career journey. This can include providing ongoing support in documenting skills mastery and elevating compatible skills to select employers.

Conclusion

The work in New Orleans is only beginning. We hope our skills-focused analysis can help drive new ways of thinking about a meaningful jobs strategy for workers who have been directly impacted by the downturn of the hospitality industry as well as the related stressors that come from displacement during a pandemic.

We acknowledge that career transitions can be difficult and that many hospitality workers are passionate about working in the hospitality industry and feel a deep sense of pride around their work. The strategies identified in this report offer workers a meaningful way to develop new skills that can support future opportunities for those who decide to make a career change as well as those who wish to return to the hospitality workforce. It is also important to communicate to hospitality employers that these offerings are not simply strategies to move talent away from the industry. Rather, these are opportunities to nurture and care for a workforce that has helped create positive experiences for the millions of tourists who will one day return to these cities.

These pathways and partnerships can only come to fruition through collaborative engagement across people and places. We hope employers will step up to the task of supporting this displaced workforce as a way to help rebuild local economies and bring tremendous talent and creativity to new spaces. It is our wish that these strategies, along with a thoughtful and regenerative rebuilding of the hospitality workforce, can help bring new opportunities to workers and communities across the country.

Appendix: Transferable Competencies for Hospitality Workers

Table A1. Transferable Competencies in Food Preparation

Time and process management	Employees use their ability to interpret project needs, set deadlines, and sequence activities to effectively complete a project in a timely manner.
Food safety	Employees apply their understanding of food handling, food packaging, and food preparation to ensure all food served adheres to company, state, and federal food safety standards.
Professional working environments	Employees use their understanding of the importance of cross-functional working environments, and professional communication to successfully work as part of a team.
Sanitation	Employees use their understanding of sanitation and health regulations to ensure that facilities and tools meet standards for cleanliness.
Quality control	Employees use their understanding of product, expiration requirements, and inventory to track freshness, health, and quality of products.
Teamwork and collaboration	Employees use an understanding of working cooperatively with others to complete work assignments and achieve mutual goals
Problem-solving	Employees use critical thinking skills to generate and evaluate solutions as they relate to the needs of the team, customer, or company.
Initiative and self-drive	Employees use an understanding of goal setting and personal impact to achieve professional goals and understand the results of personal actions.
Verbal communications	Employees use an understanding of grammar, spoken communications, and listening and responding to convey information that is understood by others.
Adaptability and Flexibility	Employees use an understanding of workplace change and variety to be open to new ideas and handle ambiguity.

Table A2. Transferable Competencies in Customer and Personal Service

Business fundamentals	Employees use their knowledge of company products, company norms, and company regulations to adhere to internal standards and articulate occupational goals.
Scheduling and coordinating	Employees apply an understanding of short-term planning, long-term planning, and identifying immediate needs to balance instantaneous demands with methodical planning.
Customer focus	Employees use their understanding of human engagement, engage in active listening, and respond to identify client needs and build customers' trust and loyalty to the company.
Basic computer and technology usage	Employees apply their understanding of internet applications and computer tools to record project updates, locate information, learn new programs, and communicate using technology.
Troubleshooting	Employees use their ability to apply a systematic approach to identifying, isolating, and testing solutions to implement a solution or solve a problem.
Communication – written and verbal	Employees use an understanding of standard business writing to ensure that written work is clear, courteous, direct, and grammatically correct. Employees use an understanding of grammar, spoken communications, and listening and responding to convey information that is understood by others.
Multi-tasking and time-management	Employees apply an understanding of time management to plan effectively and accomplish all tasks or competing priorities.
Reliability and Accountability	Employees use an understanding of follow-through and task management to ensure a professional team functions to meet collective goals.
Problem solving	Employees use critical thinking skills to generate and evaluate solutions as they relate to the needs of the team, customer, or company.
Cultural competency	Employees use an understanding of diversity and inclusion to communicate and work effectively across a multitude of abilities, cultures, and backgrounds.

Table A3. Transferable Competencies in Sales and Administration

Business fundamentals	Employees use their knowledge of company products, company norms, and company regulations to adhere to internal standards and articulate occupational goals.
Safety procedures and protocols	Employees apply an understanding of hazardous materials, environmental hazards, safety regulations, and emergency response to maintain a safe and secure worksite and mitigate any danger for themselves and the team.
Basic computer and technology usage	Employees apply their understanding of internet applications and computer tools to record project updates, locate information, learn new programs, and communicate using technology.
Communication – written and verbal	Employees use an understanding of standard business writing to ensure that written work is clear, courteous, direct, and grammatically correct. Employees use an understanding of grammar, spoken communications, listening and responding to convey information that is understood by others.
Quality control	Employees use their understanding of product, expiration requirements, and inventory to track freshness, health, and quality of products.
Multitasking and time management	Employees apply an understanding of time management to plan effectively and accomplish all tasks or competing priorities.
Reliability and Accountability	Employees use an understanding of follow-through and task management to ensure a professional team functions to meet collective goals.
Decision-making	Employees use problem solving skills to evaluate multiple solutions and implement the option that provides the best outcomes.
Time and process management	Employees use their ability to interpret project needs, set deadlines, and sequence activities to effectively complete a project in a timely manner.

Table A4. Transferable Competencies in Maintenance and Sanitation

Safety procedures and protocols	Employees apply an understanding of hazardous materials, environmental hazards, safety regulations, and emergency response to maintain a safe and secure worksite and mitigate any danger for themselves and the team.
Basic computer and technology usage	Employees apply an understanding of internet applications and computer tools to record project updates, locate information, learn new programs, and communicate using technology.
Troubleshooting	Employees use their ability to apply a systematic approach to identifying, isolating, and testing solutions to implement a solution or solve a problem.
Customer focus	Employees use an understanding of human engagement, engage in active listening, and respond to identify client needs and build customers' trust and loyalty to the company.
Communication: written and verbal	Employees use an understanding of standard business writing to ensure that written work is clear, courteous, direct, and grammatically correct. Employees use an understanding of grammar, spoken communications, and listening and responding to convey information that is understood by others.
Problem solving	Employees use critical thinking skills to generate and evaluate solutions as they relate to the needs of the team, customer, and company.
Initiative and self-drive	Employees use an understanding of goal setting and personal impact to achieve professional goals and understand the results of personal actions.
Reliability and accountability	Employees use an understanding of follow-through and task management to ensure a professional team functions to meet collective goals.

Professional working environments	Employees use their understanding of the importance of cross-functional working environments, and professional communication to successfully work as part of a team.
Scheduling and coordinating	Employees apply an understanding of short-term planning, long-term planning, and identifying immediate needs to balance instantaneous demands with methodical planning.
Attention to detail	Employees apply an understanding of the importance process and completing all steps of a project in order to ensure high-quality results.
Selection and usage of tools	Employees apply their understanding of tools, supplies, and resources to select and utilize the tool that leads to the most efficient results.
Sanitation	Employees use their understanding of sanitation and health regulations to ensure that facilities and tools meet standards for cleanliness.

Table A5. Transferable Competencies in Frontline Management

Customer service/customer focus	Employees use their understanding of human engagement, engage in active listening, and respond to identify client needs and build customers' trust and loyalty to the company.
Applied technology	Employees apply understanding of appropriate electronic equipment in order to operate cash registers, computer-based tools, merchandising and inventory devices, and basic computer applications.
Business fundamentals	Employees use their knowledge of company products, company norms, and company regulations to adhere to internal standards and articulate occupational goals.
Planning and Prioritizing	Employees use their understanding of short-term planning, long-term planning, and their ability to identify immediate needs in order to balance instantaneous demands with methodical planning.
Supervising and coaching	Employees use an understanding of goal setting, relationship building, and evidence-based feedback to communicate opportunities to improve employee performance.
Informed decision-making	Employees use the ability to interpret qualitative information, quantitative data, and trends in order to make and communicate decisions that meet the needs of the customer, staff, and company.
Conflict resolution	Employees apply active listening, needs evaluation, and prioritization in order to problem solve through compromise.
Written and digital communication	Employees use an understanding of business communication, word processing, and email communication to ensure that written content is clear, direct, courteous, and grammatically correct.
Teamwork and Collaboration	Employees use an understanding of working cooperatively with others to complete work assignments and achieve mutual goals.
Creative and entrepreneurial thinking	Employees reframe problems, examine wide-ranging possibilities, and seek diverse perspectives in order to generate and implement innovative and creative solutions.

Endnotes

- ¹ American Hotel & Lodging Association, *State of the Hotel Industry 2021*, (Washington, DC: American Hotel & Lodging Association, 2021), <https://www.ahla.com/soti2021>.
- ² Tiffany L. Smith, *Hospitality and Tourism in the New Orleans Region* (Boston, MA: Jobs for the Future, 2018), <https://www.hiltonfoundation.org/learning/hospitality-and-tourism-in-the-new-orleans-region>.
- ³ U.S. Department of Labor, Bureau of Labor Statistics. Economy at a Glance: New Orleans-Metairie-Kenner, LA. The 12-month change in the Leisure and Hospitality sector as of March 2021 was – 27.8%.
- ⁴ Competency Model Clearinghouse, Career OneStop, “About the Competencies: What is a Competency?” <https://www.careeronestop.org/CompetencyModel/GetStarted/about-models-help.aspx>.
- ⁵ Jobs for the Future, *Employability Skills Fast Facts* (Boston, MA: Jobs for the Future, 2018), <https://ptopnetwork.jff.org/sites/default/files/Employability%20Skills%20Infographic%20112918.pdf>.
- ⁶ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ⁷ U.S. Department of Labor, Bureau of Labor Statistics, [Standard Occupational Classification \(SOC\) User Guide](#). (2018).
- ⁸ Jonelle Marte, “‘This Is Not Our Fault’: Pandemic Job Losses Fall Hardest on Hospitality Workers,” Reuters, January 8, 2021, <https://www.reuters.com/article/us-usa-economy-hospitality/this-is-not-our-fault-pandemic-job-losses-fall-hardest-on-hospitality-workers-idUSKBN29D2D2>; Tracy Hadden Loh, Annelies Goger, and Sifan Liu, “‘Back to Work in the Flames’: The Hospitality Sector in a Pandemic,” Brookings, August 20, 2020, <https://www.brookings.edu/blog/the-avenue/2020/08/20/back-to-work-in-the-flames-the-hospitality-sector-in-a-pandemic/>.
- ⁹ Urban Institute. “[The Leisure and Hospitality Sector has an Employment Crisis – and it Might be Getting Worse](#).” Urban Wire blog. July 2020.
- ¹⁰ Burning Glass Technologies, *Filling the Lifeboats: Getting Americans Back to Work in the Pandemic*, May 2020, https://www.burning-glass.com/wp-content/uploads/2020/05/Lifeboat_Jobs_Burning_Glass.pdf.
- ¹¹ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ¹² Burning Glass Labor Insight. Job postings for the 12-month period ending in April 2021 for the New Orleans metro area. Data extracted by S. Lamback.
- ¹³ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ¹⁴ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ¹⁵ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ¹⁶ Burning Glass Technologies. New postings in for New Orleans-Metairie MSA for the 12-month period ending in April 2021, accessed May 2021.
- ¹⁷ Burning Glass Technologies. New postings in for New Orleans-Metairie MSA for the 12-month period ending in April 2021, accessed May 2021.

-
- ¹⁸ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ¹⁹ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ²⁰ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ²¹ Burning Glass Technologies. New postings in for New Orleans-Metairie MSA for the 12-month period ending in April 2021, accessed May 2021.
- ²² Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ²³ Burning Glass Technologies. New postings in for New Orleans-Metairie MSA for the 12-month period ending in April 2021, accessed May 2021.
- ²⁴ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ²⁵ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ²⁶ Burning Glass Technologies. New postings in for New Orleans-Metairie MSA for the 12-month period ending in April 2021, accessed May 2021.
- ²⁷ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.
- ²⁸ Emsi 2021.2 Class of Worker Data for New Orleans-Metairie MSA. Extracted by R. Barbosa in May 2021.