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7000 Franklin Blvd., Suite 540  
Sacramento, CA 95823  
(916) 262-3200

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1000 C Street, Suite 100  
Galt, CA 95632  
(209) 744-7702

### **GREATER SACRAMENTO URBAN LEAGUE**

3725 Marysville Blvd.  
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(916) 433-2620

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2901 50th Street  
Sacramento, CA 95817  
(916) 227-1395

### **MATHER**

10638 Schirra Avenue  
Mather, CA 95655  
(916) 228-3127

### **RANCHO CORDOVA**

10665 Coloma Rd., Suite 200  
Rancho Cordova, CA 95670  
(916) 942-2165

### **SOUTH COUNTY**

8401 - A Gerber Road  
Sacramento, CA 95828  
(916) 689-3560

## Administrative Offices & Employer Services

925 Del Paso Blvd.  
Sacramento, CA 95815  
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## **SACRAMENTO WORKS, INC. EMPLOYER OUTREACH**

**Date:** Thursday, December 15, 2005

**Time:** 8:30 a.m.

**Location:** SETA – Board Room  
925 Del Paso Blvd.  
Sacramento, CA 95815

## **AGENDA**

1. Call to Order/Roll Call
2. Approval of the September 8, 2005 Minutes
3. Success Skills Institute Update
4. SRRI Report Review
5. Review of Board Initiative Funding Recommendations
6. Discussion of proposed Construction/Employer Job Fair
7. Adjournment

**Committee Members:** Mark Ingram (Chair), Walter DiMantova, Diane Ferrari, Barbara Hayes, Matt Mahood, James Pardun, Kim Parker, Maurice Read, Anette Smith-Dohring.

**This meeting is open to all members of the Sacramento Works, Inc. board and the public.**

**DISTRIBUTION DATE: FRIDAY, DECEMBER 9, 2005**

## ITEM 3 - INFORMATION

### SUCCESS SKILLS INSTITUTE CONCEPT PAPER

#### BACKGROUND

The Sacramento region and Sacramento County in particular is undergoing rapid economic expansion. According to LMID and other data sources, Sacramento will continue to see a large growth in population and employment, with an increased number of high school graduates and those requiring additional training and education. Sacramento is one of the fastest growing economies in California in terms of population, income and construction, and is projected to continue on this growth trend for the next decade. Administration and business services, healthcare, construction, high technology and the retail and financial sectors are all projected to see continued growth until 2012.

In Sacramento County, as elsewhere throughout California and the nation, employers of all sizes and in nearly every sector have identified a need to enhance the workplace success skills of potential employees, new employees and employees with the goals of promotion or continued employment. Information from both formal research and informal discussions with employers has shown that a cluster of skills, previously called “soft skills”, is increasingly becoming critical to the work success of a wide range of employees in critical industries. A lack of these crucial skills is a barrier to entry to employment, retention and promotion and is a significant contributor to poor performance, increased retention and the inability of people to perform satisfactorily on the job and advance in their occupation.

#### **SOLUTION:**

SETA/Sacramento Works and its partners propose to create a Success Skills Institute that will:

- ⊙ Coordinate the resources and efforts of organizations such as non-profit educational providers and employer associations;
- ⊙ Bring together business, industry, labor, education and government to address the emerging issues focused on the work success skills;
- ⊙ Provide a single point of contact for employers looking for courses for new employees and current employees who need to upgrade their skills;
- ⊙ Create a system of certification in which current and potential employees may complete a series of courses and receive official recognition;
- ⊙ Create a site where workers can assess their success skills and identify areas for improvement;
- ⊙ Develop, offer, evaluate and continuously improve credit and not-for-credit courses in critical work success skills;
- ⊙ Work with the community college system to develop new, for-credit courses and programs;

- ◎ Create web-based sites, courses and other supportive offerings to help people identify and improve their skills.

## NEED

The need for enhanced “soft skills” cuts across industry sector and occupation. For example, the US Department of Labor reports that in the case of manufacturing (<http://www.doleta.gov/BRG/Indprof/Manufacturing.cfm>), “Manufacturers experience difficulty finding and hiring workers with adequate basic skills, including: reading, writing, math, problem solving, communication, teamwork, critical thinking, computer literacy, and flexibility/adaptability.” In the information technology sector, 53 percent of CIO’s said they offer their employees training in non-IT “soft skills” areas as a way of enhancing their performance, according to a survey of 1,420 CIO’s, according to John Surmacz in *The Hard Truth: Soft Skills Matter*, ([www.cio.com/archive/011505/tl\\_numbers.html](http://www.cio.com/archive/011505/tl_numbers.html)). Likewise, the construction industry’s research ([http://www.acce-hq.org/documents/283,11,Technical Mastery](http://www.acce-hq.org/documents/283,11,Technical%20Mastery)) through the Construction Users Roundtable, identified in 2005 that “soft skills” such as quality communication, the ability to collaborate and work in a team, critical thinking and problem solving were the most important skills for future construction workers.

In May 2004, the Los Rios Community College District commissioned a research study of Occupational and Educational Trends in the Sacramento region from the California State University Sacramento’s Regional Research Institute (SRRI). This quantitative and qualitative study of fifteen critical industries and through interviews with approximately thirty chief executives from companies with, cumulatively, over 40,000 employees, concluded that:

“...”soft skills” are becoming increasingly important, as opposed to professional skills and knowledge. In particular, good work ethic, interpersonal skills, critical thinking, and analytical and problem-solving skills are considered the hardest one to meet and represent areas of concerns for many employers. Aspects of “soft skills” competencies appear to demonstrate a necessary component for all...workforce training services...” (Fountain, et al., 2004, pg. V)

The research (pp. 46-50) indicated that 42.3% of employers named communication skills as among the most critical skills needed by new employees, while 38.6% identified “soft skills” as a priority for current and future employment. The report concludes that “many employers mentioned that “soft skills” were become a more important hiring criterion, often taking precedence over vocational training and previous work experience”. These “soft skills” included interpersonal and conflict management skills, enhanced work ethic, critical thinking and problem-solving (both individually and in teams) and a positive and responsible attitude toward work.

A follow-up study by SRRI was commissioned by SETA/Sacramento Works in 2005. In this study, SRRI conducted an analysis of the occupations and identified a shift in the occupational composition of the Sacramento region between 1999 and 2003. SRRI

identified the most important skills for the nine occupations in which there is the highest growth. The majority of the skills identified by SRR I that will be needed for these jobs are considered work success skills and will be taught through the Work Success Institute. These skills include:

- ⊙ Judgment and decision making
- ⊙ Writing
- ⊙ Active listening
- ⊙ Critical thinking
- ⊙ Speaking
- ⊙ Reading comprehension
- ⊙ Service orientation (customer service)

This quantitative research is supported by qualitative and focus-group responses from a wide range of employers in the Sacramento region. Since December 2003, the Los Rios Business and Economic Development Center has conducted eight focus-group “Convergence Events” with over 500 representatives of business, labor, government and education. These events focus on the evolving workforce, training and economic development needs of either a particular industry cluster (high technology, healthcare, manufacturing, construction and small businesses have all been the subject of Convergences) or a particular geographic location (such as West Sacramento, Folsom and Elk Grove).

Consistently, employers and labor representatives have identified the same cluster of workplace success skills as those identified in the SRR I study as critical to the employability of the workforce now and into the foreseeable future. Employers as large as Intel and IBS and as small as five employee dry-cleaners have identified the need for a workforce that can collaborate, solve problems, come to work ready for work and accomplish tasks with others as critical to their success. As the Convergence I (2004) Summary of Observations: Curricula, Careers and Computers: Educating the New Generation of the High Technology Workforce put it:

“...Developing soft skills (such as team work, problem-solving and critical thinking) and work ethic of students earlier in the educational process (is key): “employability skills” which cut across all disciplines is a goal for the future...”

The SRR I May 2004 Occupation and Education Study previously mentioned documents (page 22) the most important *emerging skills (skills valuable in the future workforce likely to be hired in the next five years)* in all occupations in the fifteen critical industries in the Sacramento Metropolitan Statistical region. Each of these skills was ranked in importance through a survey of 27 CEO’s or employers in Sacramento. The top ten skills were ranked on a scale of 0 to 100:

<b>Skills Category</b>	<b>Average Importance Ranking</b>
------------------------	-----------------------------------

1. Reading Comprehension	67.1
2. Speaking	59.3
3. Active Listening	59.0
4. Writing	57.0
5. Mathematics	55.1
6. Coordination	53.5
7. Critical Thinking	53.1
8. Judgment and Decision-Making	51.3
9. Monitoring	49.4
10. Complex Problem-Solving	48.6

Seven of these skills (speaking, active listening, coordination, critical thinking, judgment and decision-making, monitoring, and complex problem-solving) can be enhanced through short-term training and fit within the definition of “success skills” used throughout this proposal.

## **PARTNERSHIPS**

A variety of organizations in the Sacramento region offer training, consulting and credit and not-for-credit courses in some or all of these work success skills. There is limited standardization of curricula, sharing of best practices, coordination of efforts or sharing of resources of the these organizations, and employers and employees alike often have to navigate between several organizations to find the training they need to enter employment or improve their career potential.

The creation of a coordinated Success Skills Institute through SETA would significantly improve the ability of organizations to collaborate, share resources, standardize offerings and provide a highly recognizable certificate to employers indicating that an employee was recognized as work-ready. The proposed institute is an opportunity to enhance the quality and availability of services to a wide range of current and future employees with input and resources from employers across the county. The goal is to create a critical mass of collaborators in a single operating entity, through SETA, to raise visibility of workforce success skills and to create responses that might not be possible with isolated efforts.

The Sacramento Employment and Training Agency (SETA), the California Association of Employers (CAE) and the Los Rios Community College District, through its Business and Economic Development Center (BEDC) and the Workplace Learning Resource Center (WLRC) maintain close connections with the major employers in the Sacramento region as well as many small businesses. The message from our business employer partners has been consistent: those seeking employment as well as new employees often need to improve their skills in and knowledge of:

- ⊙ Written and verbal communication
- ⊙ Critical thinking and problem-solving
- ⊙ Decision-making

- ⊙ Working in a team
- ⊙ Managing and resolving conflict in the workplace
- ⊙ Time management
- ⊙ Work ethics, work etiquette and attitude in the workplace
- ⊙ Understanding and awareness of diversity and difference in the workplace

Likewise, employers have identified that they would benefit from training and consultation in several areas in order to increase retention including:

- ⊙ Preventing absenteeism
- ⊙ Performance reviews
- ⊙ Sexual harassment awareness for supervisors
- ⊙ Violence in the workplace
- ⊙ Creating employee handbooks

## **TARGETS**

The Success Skills Institute will target several groups with barriers to advancing from entry-level low-wage jobs to jobs in high-wage, high demand occupations. These groups include: low wage workers, emancipating foster youth, individuals on CalWORKs, individuals with disabilities, ex-offenders, and entry level job seekers with limited successful work history.

The groups targeted historically have a sporadic work history, often changing jobs for perceived better opportunities. They often lack the soft employability skills necessary to attain and retain employment that pays a self-sufficiency wage, and their employment is often part-time and/or without benefits. They may work more than 40 hours a week, but with multiple employers. Many of the target group were raised in families without adult mentors modeling work maturity skills. Many exhibit high mental health and substance abuse issues, have past involvement with the criminal justice system, are basic skills deficient and lack vocational training. Other barriers include access to transportation, long-term unemployment, child and family issues, lack of job retention skills, and misplaced perceptions about their ability to perform.

Other target groups for the Success Skills Institute include:

- ⊙ Individuals currently seeking employment who might lack or need to enhance their skills to succeed in the workplace after securing technical, occupational or vocational skills;
- ⊙ New employees just entering the workplace: these “new” workers can attend the offerings of the Institute or complete on-line and web-based programs as part of an orientation to work as part of a pre-employment orientation;
- ⊙ CalWORKS recipients who attend classes through any of the four colleges (American River College, Cosumnes River College, Folsom Lake College and Sacramento City College) that make-up the Los Rios Community College District: the goal will be to augment the education of these (and other

- LRCCD) students with sets of skills not normally developed through for-credit instruction;
- ⦿ At-risk employees: currently employed individuals whose future employment and/or advancement are being reduced by a lack of skills in the critical areas already identified.;
  - ⦿ Employer organizations that are currently adding to their workforce or planning to up-skill current employees, especially those newly entering employment.

One of the options for those served by the Success Skills Institute will be to complete sixty hours of instruction and receive a “Success Skills Certificate”, recognized and sponsored by SETA, the LRCCD BEDC and other organizations, such as the Sacramento Metropolitan Chamber of Commerce. The availability of this certification will be marketed to area businesses and presented as a validation that applicants to positions have been trained in skills likely to enhance their ability to succeed in the workplace. For those applying for positions in higher demand occupations, the certificate will increase their likelihood of being hired.

Incumbent workers will also be able to complete the not-for-credit courses as part of their efforts to upgrade in their current positions or to pursue other opportunities.

Students currently enrolled in community college courses, particularly CalWORKS, will be able to complete for-credit courses in the same areas as those covered in the non-credit “boot camps” leading to certification. One of the goals included in the institutionalization of the SSI will be to work with the community colleges to have curricula developed, approved and incorporated into standard course offerings. Students who complete these for-credit courses as part of their studies will have an additional indication of their work readiness which will set them apart from other graduating students.

The SSI will work with faculty at the LRCCD Colleges to develop for-credit courses in workplace success skills. Funds from LRCCD CalWORKS allocations will be used to modify current courses and create new courses, in traditional (face-to-face), web-based and mixed (hybrid) versions to be included in course catalogs of participating colleges.

# REGIONAL WORKFORCE STUDY

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*Prepared for*

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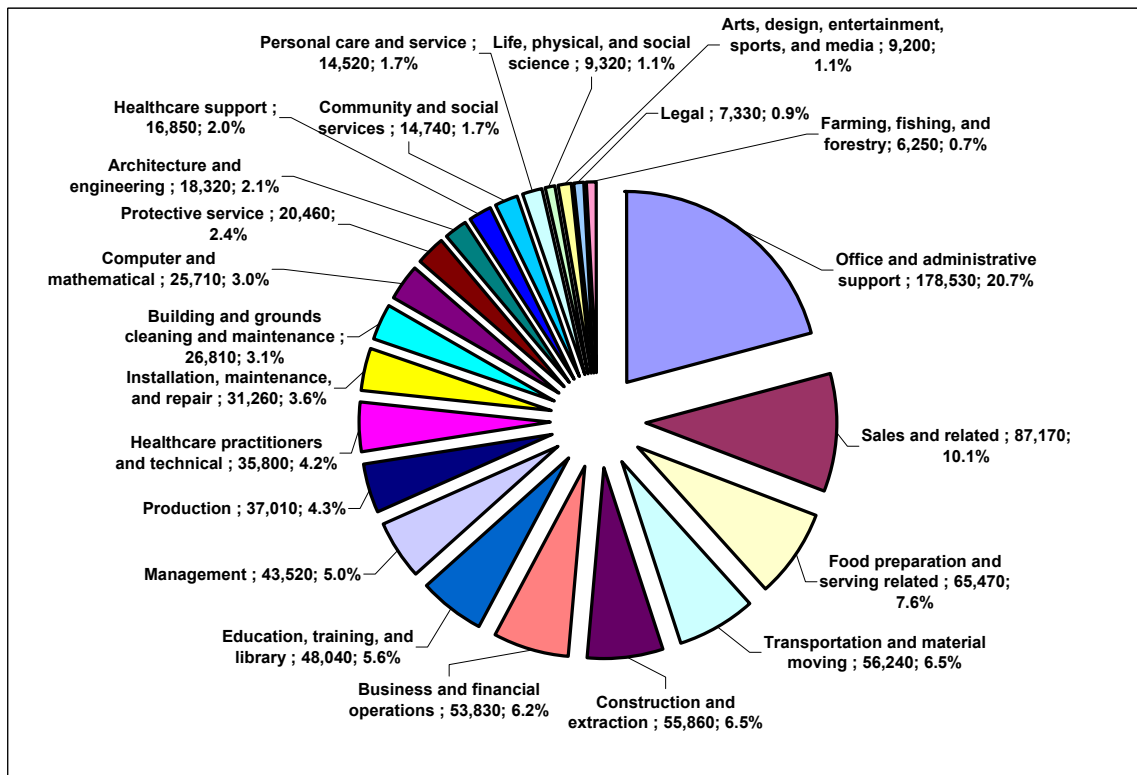


## Executive Summary

The findings from this study can be used for four primary purposes: educating the business, economic development, and workforce communities about the Sacramento Region’s workforce; directing workforce development programs to assure that qualified workers are available to meet the needs of the Region’s economy; identifying Sacramento’s strengths so that they can be fostered, enhanced, and marketed; and pinpointing opportunities that, if addressed, could make the workforce stronger and the Region more competitive. A wealth of information is presented throughout this report that provides a greater understanding of the Region’s workforce and SRRI encourages readers who are affected by or directly interact with Sacramento’s workforce to examine the entire report.

The pie chart below shows the Sacramento Region’s occupational composition along with the 2003 employment levels in each major occupational category. Over one-fifth of the Region’s workforce is in the Office & Administrative Support category. Two other major categories make up a relatively large amount of the workforce—Sales & Related and Food Preparation & Serving Related each contain close to 10 percent of the total occupational employment. Together, these three occupational categories encompass almost 40 percent of Sacramento’s workforce. Nearly all occupational categories in the Sacramento Region experienced healthier employment growth than the state and nation.

SACRAMENTO REGION OCCUPATIONAL COMPOSITION IN 2003



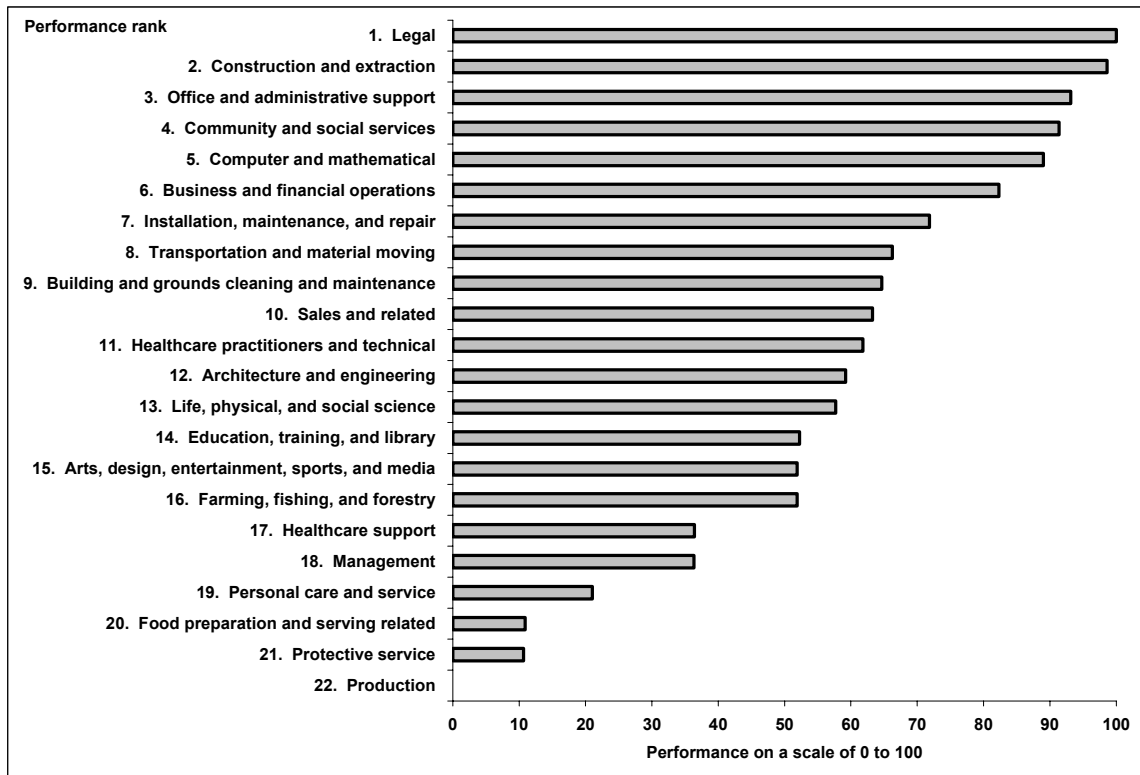
Sacramento Regional Research Institute, May 2005  
 Data Source: Bureau of Labor Statistics, Occupational Employment Statistics

## EXECUTIVE SUMMARY

Major employers in the Sacramento Region make use of a large number of jobs that fall within many of the Region’s biggest occupational categories. In addition, many of the key occupations that arose from SRRI’s previous study, *Analysis of Workforce Skills Sets* (which focused on industry sectors presenting the greatest economic development potential), are grouped within some of Sacramento’s largest occupational categories.

Each of the Region’s major occupational categories demonstrate unique patterns in terms of composition, historical shift in composition, specialization, historical change in specialization, historical growth, and projected growth. The figure below displays a rank and an index score, on a 0 to 100 range, that accounts for overall performance across all measured indicators. Categories ranked 1 through 5, all with scores above 85, can be seen as the Region’s strongest or best-performing—Legal; Construction & Extraction; Office & Administrative Support; Community & Social Services; and Computer & Mathematical.

### SACRAMENTO REGION OVERALL OCCUPATIONAL PERFORMANCE



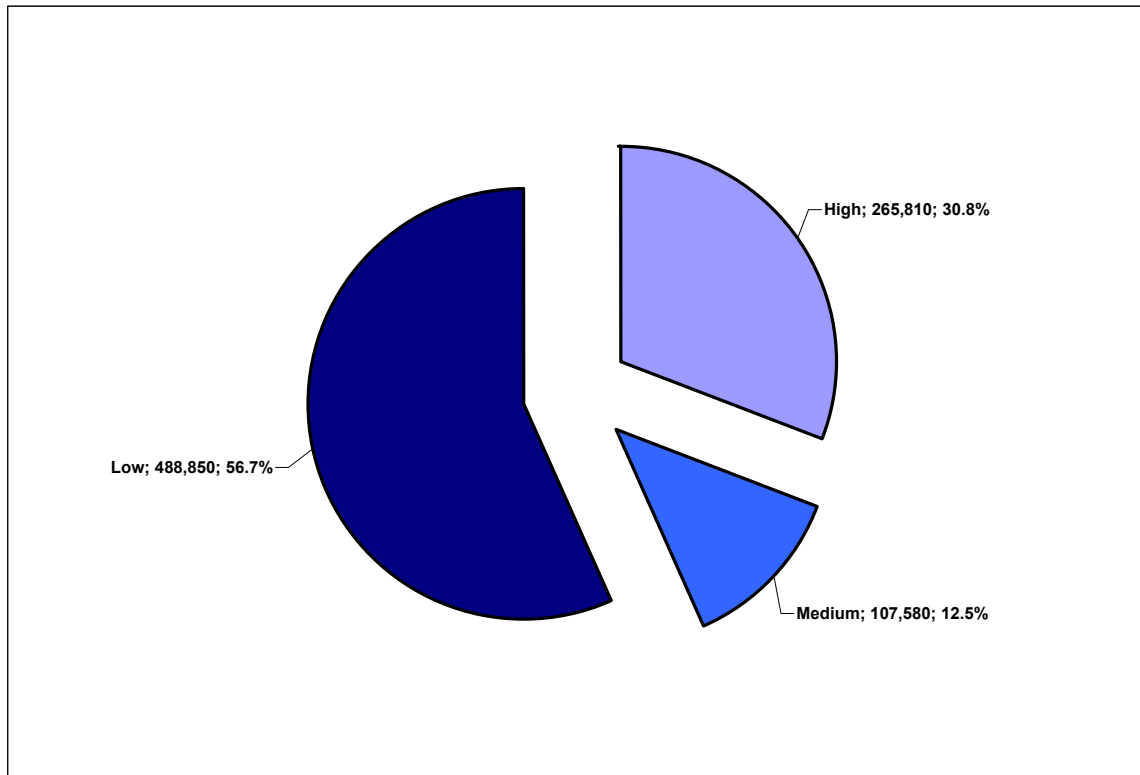
Sacramento Regional Research Institute, May 2005  
 Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and  
 Employment Development Department, Employment Projections by Occupation

Jobs within the Region’s workforce can be grouped into three level of preparation categories, reflecting the training requirements demanded by most employers: low (some on-the-job training and high-school level education), medium (considerable on-the-job

## EXECUTIVE SUMMARY

training, vocational education, and a two-year degree), and high (a four-year degree or above plus work experience). The pie chart below shows Sacramento's level of preparation composition and related 2003 employment levels. Nearly 57 percent of the Region's workforce is employed in jobs requiring a low level of preparation. This is particularly important for workforce development organizations since it demonstrates that one of their primary target markets is considerably large in the Sacramento Region. The high level of preparation category also encompasses a notable proportion of the Region's workforce with close to one-third of the total. At less than half the size of the high level of preparation category and about a quarter of the size of the low level of preparation category, jobs requiring a medium level of preparation make up a little more than one-tenth of the workforce (this category is also notably more concentrated in other competitive regions). The majority of the Region's major employers characterize the workforce training composition in a similar manner. While all three categories have seen healthy growth, the high and medium level of preparation categories have been slightly more robust—these trends are projected to continue in the future.

### SACRAMENTO REGION LEVEL OF PREPARATION COMPOSITION IN 2003



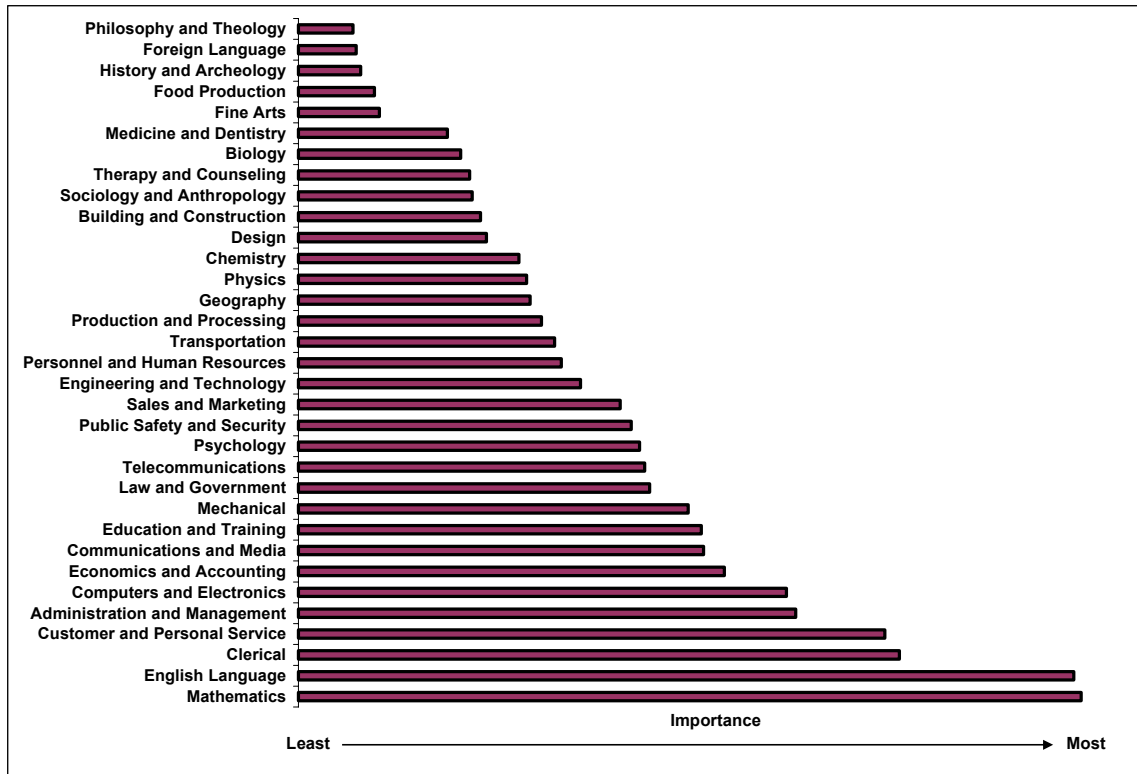
Sacramento Regional Research Institute, June 2005

Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and O\*Net

## EXECUTIVE SUMMARY

There are two important aspects in the overall concept of job competencies—knowledge (the application of organized sets of principles and facts) and skill (developed capacities that facilitate learning or the more rapid acquisition of knowledge). Categories showing the highest importance levels in the following two bar charts can be viewed as unique traits of the Sacramento Region’s workforce as well as the most important set of competencies for the average worker to maintain, regardless of training level or occupation. Over the past few years, there have been limited shifts in the importance rankings of these competencies.

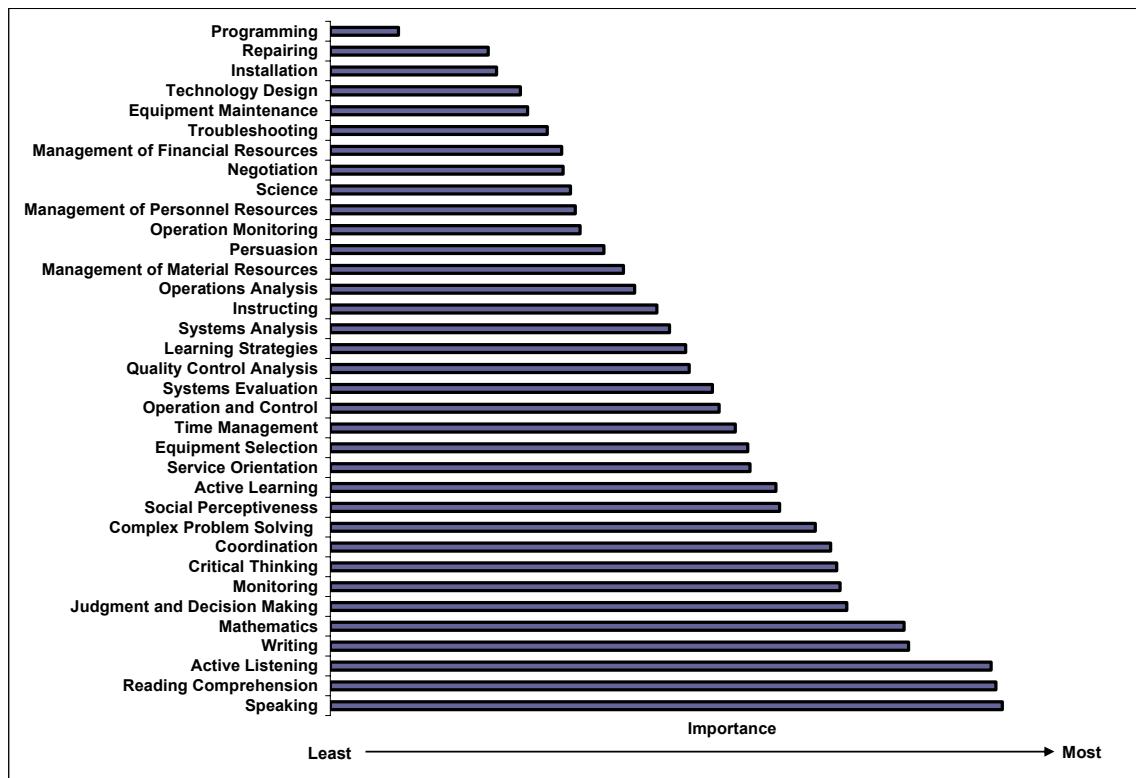
### OVERALL KNOWLEDGE CATEGORY IMPORTANCE IN 2003



Sacramento Regional Research Institute, June 2005

Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and O\*Net

## OVERALL SKILL CATEGORY IMPORTANCE IN 2003



Sacramento Regional Research Institute, June 2005

Data Sources: Bureau of Labor Statistics, Occupational Employment Statistics and O\*Net

Major employers indicate a strong need for a similar core set of knowledge and skill, but stress the importance of “soft skills” (work ethic, interpersonal skills, etc.) as well as the growing need for basic computer skills. In addition, SRRI’s *Analysis of Workforce Skills Sets* study showed a like set of competencies as being the most important to successful job performance for occupations within industries demonstrating the greatest potential for economic development.

There are a number of aspects that can be considered strengths of the Region’s workforce. These aspects can be marketed to prospective and existing companies and workforce and economic development efforts should focus on fostering and ensuring the longevity of these advantages.

- ✓ The Legal; Construction & Extraction; Office & Administrative Support; Community & Social Services; Computer & Mathematical; and Business & Financial occupational categories have demonstrated strong economic performance.
- ✓ The portion of the workforce with jobs requiring a low level of preparation makes up nearly 60 percent of the Region’s workforce and is critical to Sacramento’s economic success.

## EXECUTIVE SUMMARY

- ✓ Being one of the healthiest economies in California and the United States not only creates a positive perception of the Sacramento Region overall, but also points to the quality of the workforce and the nexus between economic and workforce development.

There are also a number of opportunities for the Sacramento Region. If effectively addressed, these aspects could make the workforce stronger and more competitive.

- The Education, Training, & Library; Management; Building & Grounds Cleaning & Maintenance; Protective Service; Healthcare Support; and Personal Care & Services occupational categories are underspecialized and are projected to see relatively strong employment growth and an increase in concentration.
- Combined, the portion of the Region’s workforce with jobs requiring medium and high levels of preparation account for a little over 40 percent of the total—both categories have grown and are projected to continue to grow at a faster rate than the low level of preparation category, and, as such, will become slightly more concentrated than they currently are.
- In addition to critical need for “soft skills” and computer skills, the most widely applicable competencies for Sacramento workers include Mathematics, English Language, Clerical, Customer & Personal Service; Administration & Management; Speaking, Reading Comprehension, Active Listening, and Writing.
- The Region’s major employers feel there are a few workforce-related aspects that need to be addressed including a shortage of entry-level Office & Administrative support workers, nurses, specialty health practitioners, and math, science, and special education teachers; relatively low compensation levels; and the overall availability and scope of all education and training programs.

Each of these strengths and opportunities are expanded upon in the concluding section of this report and are supported by a wide variety of information presented in the occupational, training and skills, and comparative analyses.

## Conclusion

The primary objective of this report is to provide a better understanding of the Sacramento Region's workforce since limited research has addressed this aspect of the economy. Information from this report, however, can also be used to address Sacramento Works' goal of assuring that qualified and trained workers are available to meet the needs of the Region's economy. There are a number of aspects that can be considered strengths of the Region's workforce, which can be marketed both internally and externally to prospective and existing companies. Workforce and economic development efforts should not simply accept these strengths and focus efforts elsewhere—programs should concentrate on fostering and ensuring the longevity of the advantages in order to help existing businesses succeed and allow the Region to maintain its competitive position. While preserving strengths is important, there are also a number of opportunities that, if effectively addressed through workforce development efforts, could make the workforce even stronger and the Region more competitive.

## Strengths

- ✓ Several occupational categories, including **Legal; Construction & Extraction; Office & Administrative Support; Community & Social Services; Computer & Mathematical; and Business & Financial**, have demonstrated strong economic performance. All of these categories received high marks across a combination of concentration, historical shift in concentration, historical growth, projected growth, specialization, and historical change in specialization. Office & Administrative Support is undoubtedly the Region's strongest occupational category—in addition to posting healthy economic performance across a number of indicators, it is more concentrated than most comparative and competitive regions; many of the Region's major employers provide jobs housed in this category; and jobs in the category support growth in industry sectors with the greatest potential for economic development. Three of the six best-performing categories also posted the highest growth among the Region's comparative and competitive regions and demonstrated the largest shift in composition—Legal; Community & Social Services; and Computer & Mathematical. Further, three of the categories including Business & Financial; Community & Social Services; and Construction & Extraction, show a high degree of specialization in the Sacramento Region.
- ✓ The portion of the workforce with jobs requiring a **low level of preparation** (some on-the-job training and high school-level education) makes up nearly 60 percent of the Region's total workforce. While this level of preparation category has seen slight declines in concentration (and is expected to see minimal declines in the future) and somewhat lower growth than the medium and high level of preparation categories, due to its size, it still remains a critical component of the Region's economic success. Many of Sacramento's major employers predominantly provide low-skilled jobs and the low-skilled aspect is important to

## CONCLUSION

- support growth in industry sectors showing the greatest economic development potential. Additionally, this category has experienced stronger growth and is more concentrated than most of the comparative and competitive regions.
- ✓ Across nearly all occupational categories, the Sacramento Region has seen healthier growth than the statewide and national averages. Being **one of the healthiest economies** in California and the United States not only creates a positive perception of the Region overall, but also points to the quality of the workforce and the nexus between economic and workforce development. The Sacramento Region's major employers praise the quality and diversity of the workforce; the Region's growth potential; and the high-quality training and education programs. Additionally, in most cases, it appears that the existing workforce can complement growth in industry sectors presenting the highest economic development potential for the Sacramento Region.

### Opportunities

- A handful of the Sacramento Region's underspecialized occupational categories are projected to see relatively strong employment growth and an increase in concentration including **Education, Training, & Library; Management; Building & Grounds Cleaning & Maintenance; Protective Service; Healthcare Support; and Personal Care & Services**. Major employers in the Region make use of jobs in the Education, Training, & Library; Management; and Protective Service occupational categories. Two of the categories, Protective Service and Healthcare Support, contain jobs that are important to the industry sectors showing the greatest potential for economic development, demonstrating that, in these cases, there is a gap between workforce and economic development. Both the Protective Service and Personal Care & Service occupational categories posted large employment losses relative to the comparative and competitive regions. While most of the other occupational categories are still competitive among the comparative and competitive regions, they all present room for improvement. With the exception of Education, Training, & Library and Management, all of these categories are either classified as requiring low or medium levels of preparation and workforce development programs are uniquely positioned to build capacity in these areas.
- Combined, the portion of the Region's workforce with **jobs requiring medium and high levels of preparation** account for a little over 40 percent of the total—13 percent for medium and 31 percent for high. The high level of preparation category has seen more robust growth and is more concentrated than most comparative and competitive areas as well as the statewide and national averages. The medium level of preparation category, on the other hand, is underspecialized in the Sacramento Region and has grown at a notably slower rate than all comparative and competitive regions. Both the medium and high level of preparation categories have grown and are projected to continue to grow at a



## CONCLUSION

- faster rate than the low level of preparation category, and, as such, will become slightly more concentrated than they currently are. There is room to strengthen the high level of preparation category, but the jobs requiring a medium level of preparation present a higher priority. Since efforts in workforce development and community college programs are focused on this portion of the workforce, they are clearly in a position to address one of the Region's most notable competitive weaknesses and future needs.
- Knowledge and skill data for the Sacramento Region as well as major employer opinions and jobs supporting growth in the industry sectors with the greatest economic development potential point to the likely benefit of equipping the Region's workforce with a **set of transferable skills** that can help ensure job success across a wide range of occupations, industries, and training levels. The most widely applicable competencies for Sacramento workers include Mathematics, English Language, Clerical, Customer & Personal Service; Administration & Management; Speaking, Reading Comprehension, Active Listening, and Writing. In addition to these core competencies, both "soft skills" and computer proficiency should be added to the list since many employers note a lack of such skills as well as the growing need for computer abilities. In order to ensure that members of the workforce have the core set of skills that are applicable in the broadest range of occupational opportunities, education and training providers serving all skill levels could build programs that help to provide a set of transferable skills.
  - Despite the advantages the Region's major employers feel Sacramento possesses, there are a few workforce-related aspects that they believe need to be addressed. First, they note a **shortage of workers** in some of Sacramento's largest occupational categories including Office & Administrative Support (high-quality entry-level workers); Healthcare Practitioners & Technical (nurses and specialty health practitioners) and Education, Training, & Library (math, science, and special education teachers). Education and training providers could mitigate this issue by building capacity in programs that train these types of occupations as well as developing industry-education linkages and feedback loops. Second, major employers highlighted the issue of **relatively low compensation** levels and wage growth that allow other regions offering higher salaries to pull high-quality workers out of the Sacramento Region. Programs that increase the quality of the Region's workforce and enhance its competitiveness could have indirect effects on worker compensation. Finally, major employers believe that the **availability and scope of all education and training programs** need to be expanded. This suggestion is generally self-explanatory, but data and interviews for this report as well as the *Analysis of Workforce Skills Sets* project imply that in planning for increased workforce development efforts, there is a need to dig deeper and conduct further research into characteristics, trends, and requirements for specific occupations.

### Board Initiative Funds Summary

Activity	Budget	Actual	Unspent	Obligated
SACTO Economic Profile, 2004 - 2005	\$ 12,000	\$ 12,000	\$ -	
Youth Service Provider Network, 2004 - 2005	15,000	15,000	-	
Construction Business Plan, 2004 - 2005	15,000	15,000	-	
SRRI Workforce Assessment Study *	45,000	31,500	13,500	500
SACTO Event Sponsorships	4,500	4,500	-	
Employer Services Outreach Brochure	10,000		10,000	
Photos and signage for job fair exhibits	3,000	3,682	(682)	
Give-away items for employer/job fair events	8,000	7,586	414	
Public Relations/MMC Communications	49,925	23,567	26,358	\$ 26,358
Expo/Youth Celebration Event	10,000	6,214	3,786	
Job Fair/Business Events	10,000	11,359	(1,359)	
Website linkages/"business related" groups	3,000		3,000	
Mailing Lists/employer outreach	500	125	375	
Sponsorships/Chamber Alliance	14,000		14,000	
Metro Chamber Perspectives Event	5,000	5,000	-	
Print Advertising	39,317	10,269	29,048	
Partnership for Prosperity	10,000	10,000	-	
			-	
<b>TOTAL</b>	<b>\$ 254,242</b>	<b>\$ 155,802</b>	<b>98,440</b>	
Obligated to MMC and SRRI for Contracted Services \$26,858			26,858	
<b>TOTAL Available</b>			<b>\$ 71,582</b>	
* Los Rio Community College's Training Source contributed \$13,000 to the study.				

<b>Activity</b>	<b>Budget</b>
SACTO Economic Profile, 2005 - 2006	\$ 12,000
Agencies Outreach Brochures	18,500
SACTO Event Sponsorships	4,500
Give-away items for employer/job fair events	5,000
4th Annual Expo Job Fair	8,000
Job Fair/Business Events	10,000
Mailing Lists/employer outreach	500
Sponsorships/Chamber Alliance	6,000
Metro Chamber Perspectives Event	5,000
Print Advertising	25,000
Radio Advertising	15,000
<b>Sub-Total</b>	109,500
Retain Public Relations Services	32,000
<b>TOTAL Employer Outreach and Public Relations</b>	<b>\$ 141,500</b>

<b>Total Board Initiative 2005-06</b>	<b>\$ 205,336</b>
<b>Total Unspent Board Initiative/Employer Outreach 2004-05</b>	<b>71,582</b>
<b>Total Amount Available in 2005-2006</b>	<b>276,918</b>
<b>Recommended amount for Employer Outreach/Public Relations</b>	<b>141,500</b>
<b>Total reserved for other WIB Initiatives</b>	<b>135,418</b>