



SAN DIEGO'S TALENT PIPELINE

An Analysis of Supply, Demand, and Gaps in Eight Key Occupations

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RESEARCH CONDUCTED BY:
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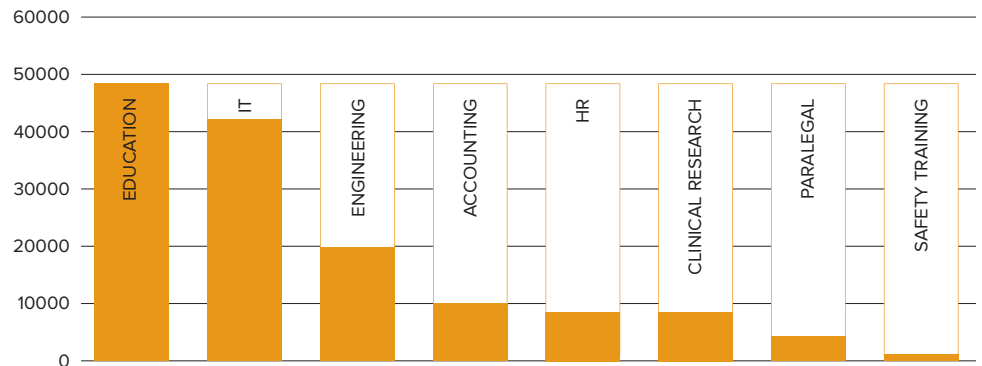
San Diego's labor market possesses a number of key professions that are vital to sustaining its economic base. The study, San Diego's Talent Pipeline, investigates eight of them: accounting, clinical research and trials, education, engineering, human resources, informational technology, paralegal, and safety training.

An analysis of the demand for these occupations and the expected supply of graduates from San Diego's educational and training institutes indicates that all eight professions will experience potential supply gaps over the next decade.

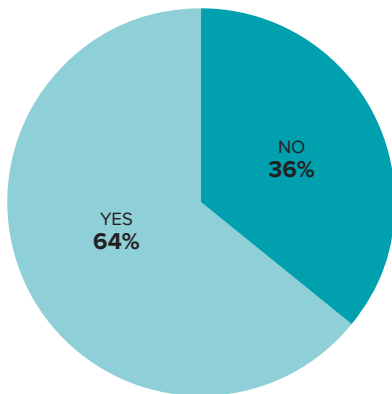
CURRENT SUPPLY OF WORKERS FOR THE EIGHT KEY OCCUPATIONS

More than 143,000 San Diegans held one of the eight occupations investigated in this study as of 2012. This represented 11.5% of total nonfarm employment. The largest percentages of the selected occupations were in education and information technology (34% and 30%, respectively).

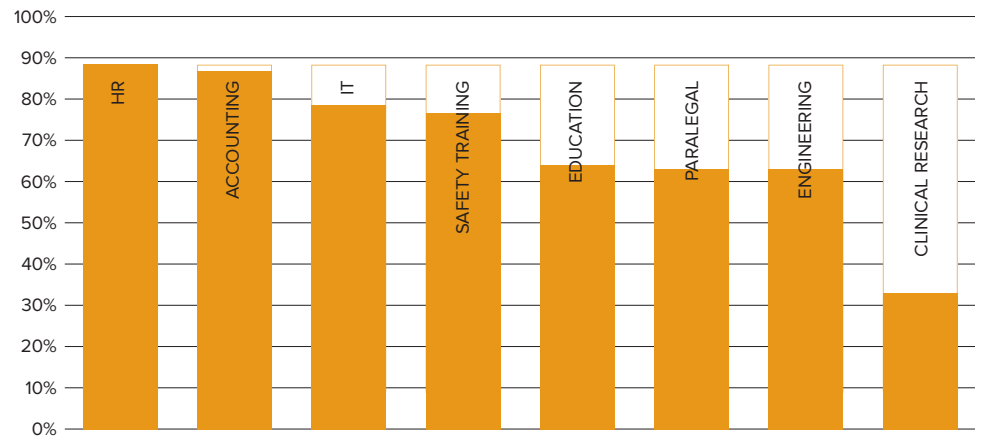
Employment by Occupation
2012



Highest Level of Education Attained in San Diego



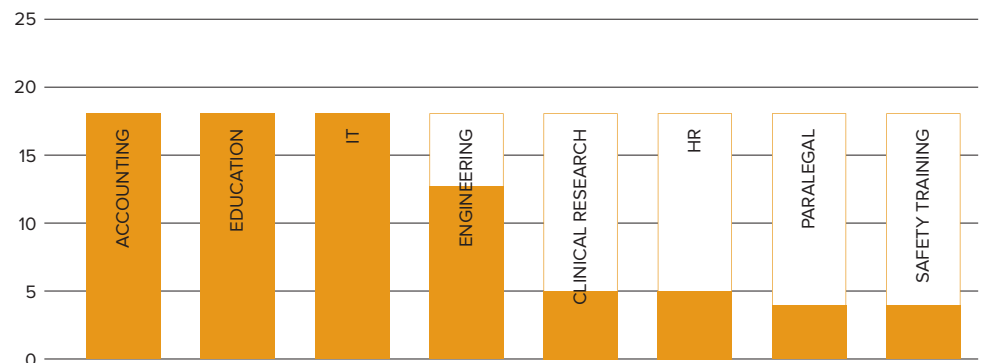
Employees With at Least a Bachelor's Degree



Most employees stated that they have at least a Bachelor's degree or more in each of these professions even if it is not an absolute requirement for employment where they work.

Looking at 28 educational institutions in San Diego, the education, accounting, and information technology professions have access to the largest number of training providers, with 20 institutions serving each professional field.

Number of Educational Institutions by Occupation





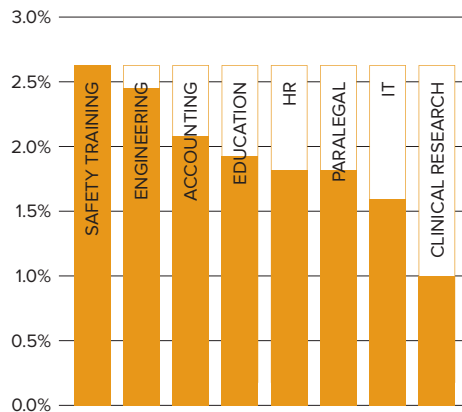
PROJECTED JOB DEMAND



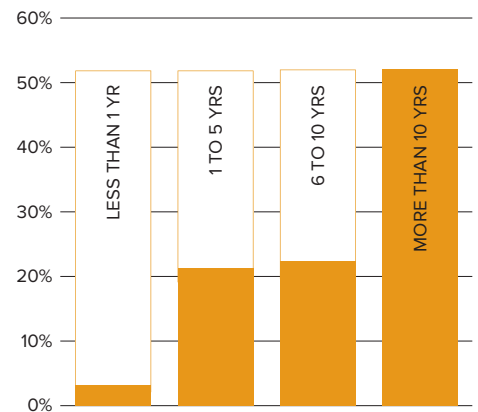
PROJECTED REDUCTION IN SUPPLY

Attrition is due to retirement, death, or career changes. Additionally, the majority of people employed in these professions have held their position for over a decade. Employers may find it difficult to replace staff who have gained valuable experience, skills, and knowledge that have been developed over several years.

Attrition Rates Across Occupations

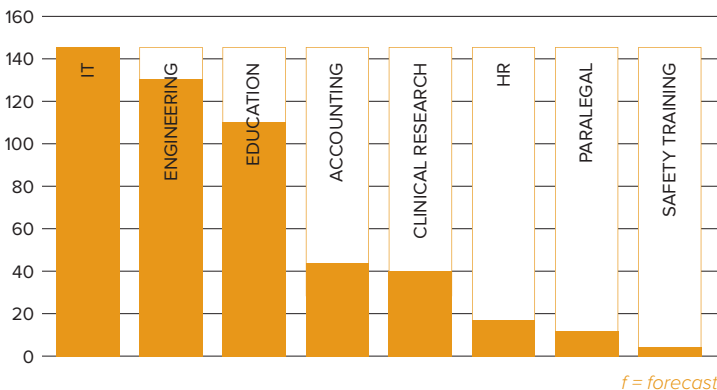


Time on the Job

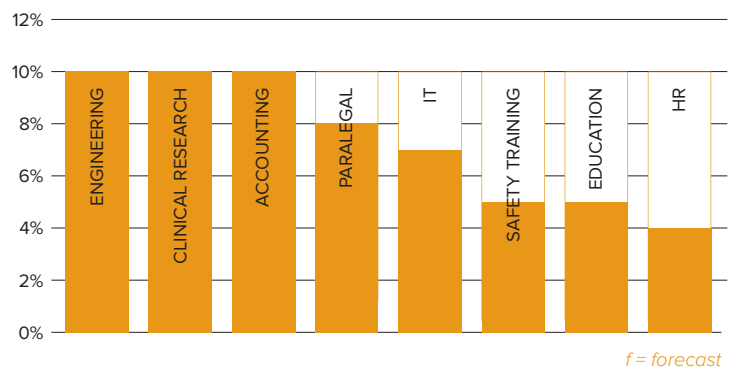


ANTICIPATED SUPPLY GAPS

IT and Engineering Lead Expected Supply Gaps in Numbers
Annual average, 2013-2022f



Engineering, Accounting, and Clinical Research to Drive Supply Gaps by Percent
Annual job openings, 2013-2022f



DIFFERENT PERSPECTIVES

Employees place considerable value on continuing education. About seven out of every ten of the employees surveyed indicate that such training or education has been highly relevant or specific to their current job or position.

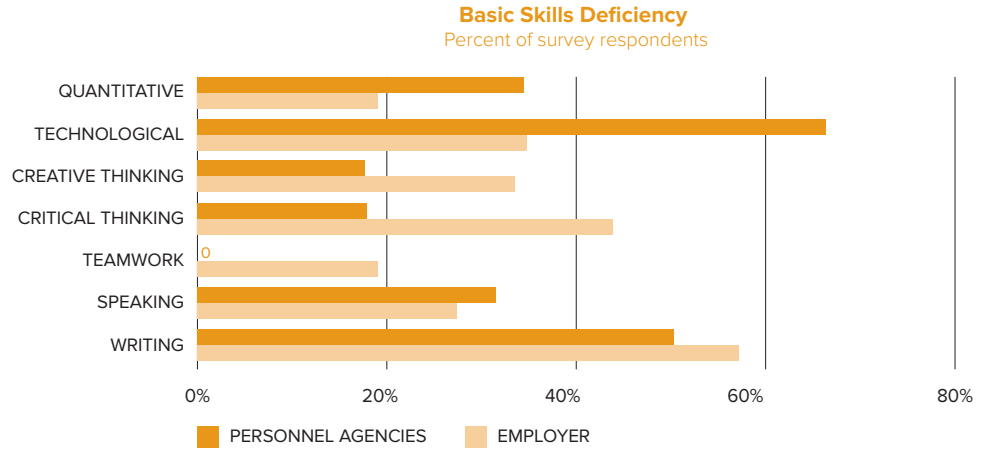
Top Three Education & Training Values for...

Employees

1. Conferences and workshops
2. Graduate degree
3. In-house training

Employers

1. In-house training
2. Bachelor's degree
3. Conferences and workshops



Among employers, writing skills are identified as the primary deficiency among workers, followed by critical thinking and technological skills.

Personnel agencies, on the other hand, indicated that applicants are most deficient in technological, writing, and quantitative skills.

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