



Self Sufficiency Employment Report

August 2013



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EXECUTIVE SUMMARY



San Diego has long been dubbed the “hourglass economy,” with a large base of low-wage workers at the bottom and a broad array of high-skilled, high wage engineers, scientists,

CEOs and other professionals at the top of its diverse mix of industries. The middle-income jobs have always seemed more elusive. In this study, the San Diego Workforce Partnership (SDWP) and the United Way of San Diego County (UWSD) sought detailed information on specific occupations in San Diego to develop pathways out of the low-wage bottom into careers that pay a self-sufficient wage for the region (\$30,000 - \$70,000 per year).

The Economic Advancement Research Institute (EARI) surveyed over 250 employers in 25 occupations that were identified as primary targets for self-sufficiency wages. After completing nearly 600 occupational interviews, EARI developed occupational profiles that are real-time assessments of what employers are demanding from their hires. EARI also assessed whether employers would be inclined to hire veterans, older workers, people with disabilities and ex-offenders, and under what circumstances.

The findings from this study are both illustrative and troubling:

1. **Self-sufficiency occupations are growing more slowly than other jobs with the same employer.** The employers surveyed for this study expect to grow by 3% over the coming 12 months, but they expect the self-sufficiency occupations to grow by only 1%.
2. **Self-sufficiency occupations require more education than BLS estimates and more than assumed for this study.** Fifty-five percent (55%) of employers expect applicants to have some college, and fully one-third expect a bachelor's degree or more.

3. **Self-sufficiency occupations require more experience than expected.**

Nearly half of employers expect applicants to have more than two years of experience and another 39% expect six months to two years of experience.

The research shows that the barriers to self-sufficiency occupations are higher than anticipated. In fact, the clearest finding of the research is that **individuals without college degrees or certificates or significant workforce experience are unlikely to be successful in obtaining a job that pays a self-sufficient wage in San Diego.**

The challenges for special populations are even more severe. Only six percent (6%) of employers said that they would hire a formerly incarcerated applicant for a self-sufficiency occupation (45% maybe, 36% no). Twenty-two percent (22%) reported that they would hire a person with a disability, but an alarming 55% said they would not.¹

Older workers fared better than many would predict, particularly in more senior occupations. Overall, 11% of employers reported a preference for older workers for self-sufficiency occupations, 14% prefer younger workers, and 68% had no preference. During the employer resume review panel, the older worker version of the “manager” resume ranked higher than all others, including veterans and a baseline.²

Veterans did not fare much better. It had been assumed that in military-friendly San Diego that veteran preference would be significant, however, only 18% of employers reported a preference to hire veterans for self-sufficiency occupations in San Diego.³

The findings in this report point to a different approach to workforce development than is currently in place. EARL is committed to assisting stakeholders in efforts toward new approaches.

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¹ This question, on its face, is subject to social obligation bias. Online respondents reported an unwillingness to hire at nearly 80%, a less biased result.

² The baseline resumes had no special population characteristics.

³ This question also has significant social obligation bias and as a result, the actual preference for veterans is likely lower than 18%.

INTRODUCTION AND OVERVIEW



San Diego is one of America's foremost innovation economies. Its attractive climate, access to talent, and unique business ecosystem has fueled a bonanza of technology-related business growth and expansion. Anchored by Qualcomm, San Diego's Information and Communications Technology cluster continues to grow. Its

biotech industry consistently ranks in the top three in the nation, and its startup economy is creating more jobs than in the Bay Area, arguably San Diego's biggest rival.⁴

At the same time, San Diego's economy has strong pillars in more traditional industries. It boasts a large healthcare sector and a defense industry that supports over 25% of all jobs in the region.⁵ This mix of innovation, export-oriented companies and population-serving employers results in a vibrant economy capable of weathering short-term economic fluctuations. It also provides for numerous employment opportunities across a wide-range of industries and relevant for people with varying levels of experience, education, and other career related attributes.

With all of these assets, one would expect rich opportunities for employment at all levels that meets the needs of San Diego residents. A community of this economic diversity requires a strong pipeline of talent to sustain its growth and success. In addition, because coastal communities have higher living costs, people need access to jobs that pay wages sufficient to afford all basic necessities. One purpose of this study was to determine the career ladders and potential obstacles to living wages in San Diego's innovation economy.

Self-sufficiency definitions vary, and are often referred to as sustainable wages or living wages. There is no precise link between the targeted wages and the concept of "sustainable" or "living" wages. The reason is that what is sustainable depends on the family situation in which the individual worker lives. What is a sustainable wage for a

⁴ http://www.mercurynews.com/business/ci_21801865/bay-areas-tough-business-climate-poses-challenges-startups

⁵ www.sandiegobusiness.org/business_and_industries/defense.

single man or woman will be less than what is needed if that person is supporting family members. It is beyond the scope of this project to explore the family context of workers the project is designed to help. Recently, the San Diego Workforce Partnership adopted a minimum wage for its targeted training programs of \$17.03 citing the need for supporting self-sufficiency in the region.

The Economic Advancement Research Institute (EARI) partnered with the San Diego Workforce Partnership (SDWP) and the United Way of San Diego County (UWSD) to conduct research on occupations that pay a self-sufficiency wage in San Diego. Specifically, to be included in this study, the included occupations had to meet the following guidelines:

- Pay between \$30,000 per year and \$70,000 per year, with benefits,⁶ or have distinct pathways to higher wage jobs;
- Plan to add new jobs over the next five years;
- Plan to require at least 50 annual replacement jobs per year over the next five years;
- Require short- to medium-term training and/or experience; and
- Not require bachelor degrees or higher levels of education.

The goal of the research was to produce profiles of self-sufficiency occupations to inform workforce development activities by reflecting employer demand. Specifically, the research plan was developed to identify:

- Short- and medium-term occupational growth and turnover rates;
- Specific technical and non-technical skills (workplace readiness skills) desired by employers;
- Deficiencies in the current labor market;
- Preferred training, education, and experience for successful applicants; and
- Opportunities for specific populations of interest, including older workers, people with disabilities, veterans, and the formerly incarcerated.

The first phase of the research was to identify occupations that meet the provided criteria, using data from Economic Modeling Specialists, Inc. (EMSI), the Bureau of Labor Statistics (BLS), and O*Net profiles. Because of the selection criteria, the list of occupations that fit was quite small, with only 36 that meet the requirements. Eleven of

⁶ Because secondary data do not provide information on benefits, a premium of 15% was added to the base hourly wage. As a result, the floor set for this study is \$20.00 per hour median wage.

these 36 were excluded from the study because previous research studies conducted in San Diego identified them as requiring significantly more education or experience than BLS estimates suggest.

After identifying this list of 25 self-sufficiency occupations, EARI collected specific labor market information on each occupation via direct feedback from employers in San Diego. The first phase of this primary data collection was a quantitative survey, which yielded 599 occupational completions from over 250 employers. The qualitative research included executive interviews, online focus groups, and a resume panel, which offered employers an opportunity to respond to randomly assigned resumes to determine their preferences and biases.

Attached to this report are 25 profiles that include specific information on each selected occupation. To maximize the effectiveness of the report, EARI recommends the following approach to using the profiles:

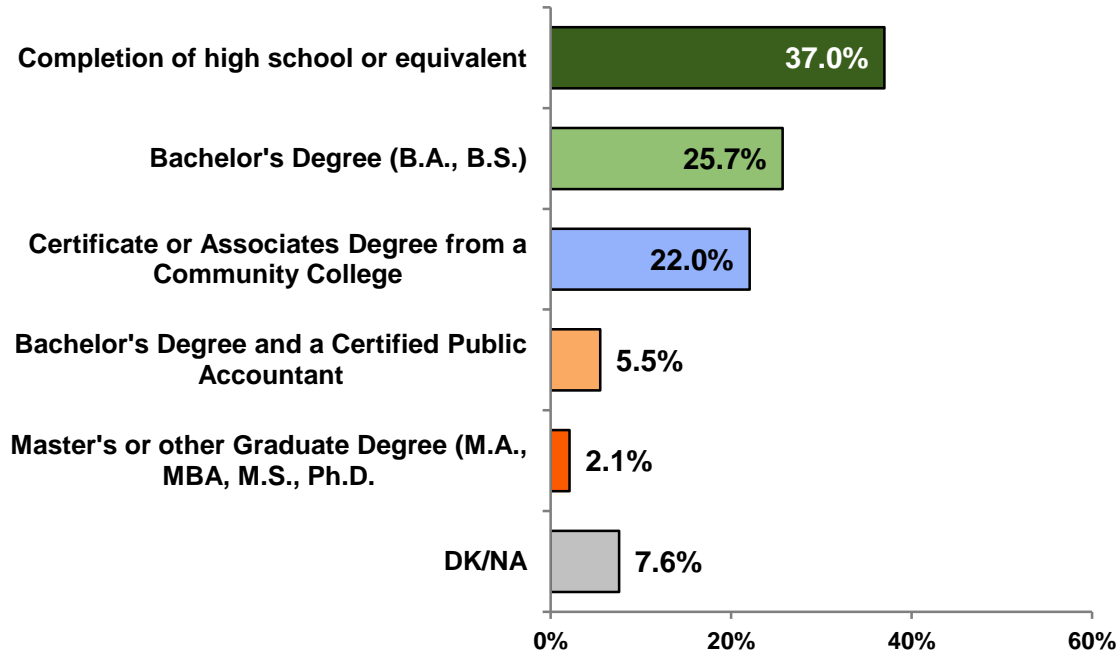
1. Review current workforce offerings to ensure that enrollees in supported training have the desired backgrounds and aptitudes for the occupations. If they do not meet the reported expectations, ensure that the training program offers the relevant education, training, and experience that employers demand.
2. Develop training programs that offer the specific technical and non-technical skills reported in each profile. These skills were tested with hundreds of local employers and provide concrete evidence of what employers are looking for in candidates.
3. Review the frequently reported deficiencies in the pool of applicants for each occupation to ensure that graduates of training programs are not deficient and can differentiate themselves from other applicants.
4. Focus on recently unemployed, incumbent, and transitioning workers for positions that require higher levels of education and experience.
5. Recognize the limitations facing special populations of workers and target occupations that may offer more opportunities.

While the purpose of this report was to profile 25 self-sufficiency occupations, three general findings are critical to understand while determining next steps. These findings are:

1. **Self-sufficiency occupations are growing more slowly than other jobs with the same employer.** The employers surveyed for this study expect to grow by 3% over the coming 12 months, but they expect the self-sufficiency occupations to grow by only 1%.
2. **Self-sufficiency occupations require more education than BLS estimates and more than assumed for this study.** Fifty-five percent (55%) of employers

expect applicants to have some college, and fully one-third expect a bachelor's degree or more.

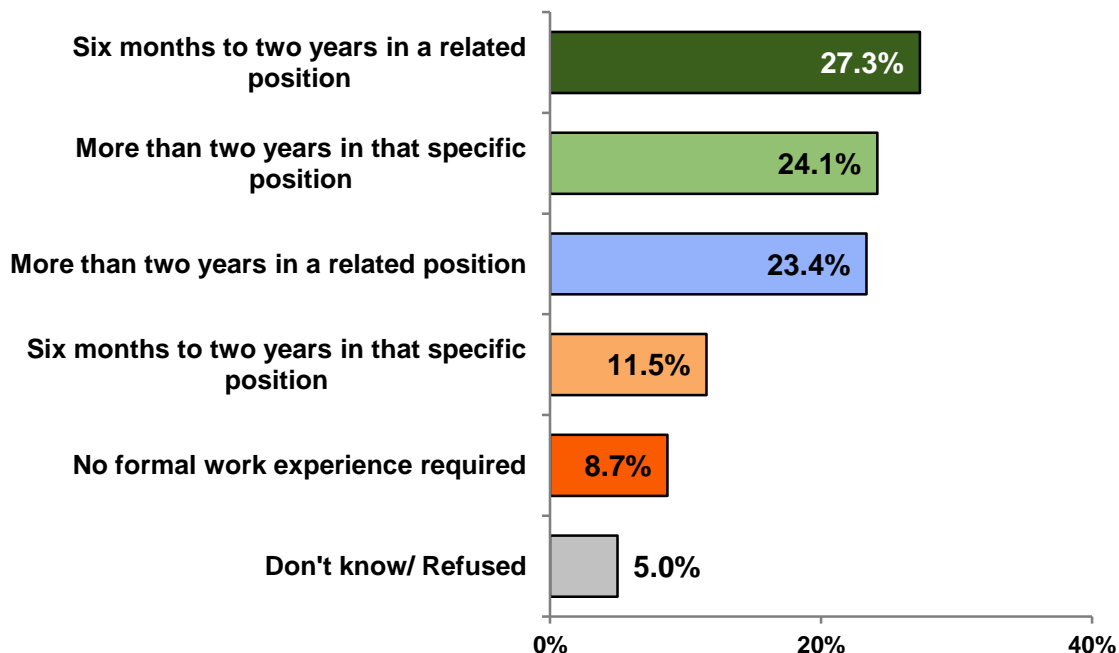
Figure 1: Educational Requirements



3. Self-sufficiency occupations require more experience than expected.

Nearly half of employers expect applicants to have more than two years of experience and another 39% expect six months to two years of experience.

Figure 2: Experience Requirements



The research shows that the barriers to self-sufficiency occupations are higher than anticipated. In fact, the clearest finding of the research is that **individuals without college degrees or certificates or significant workforce experience are unlikely to be successful in obtaining a job that pays a self-sufficient wage in San Diego.**

San Diego is not alone in this reality. A current research project in the San Francisco Bay area has mirrored many of the results. Specifically, both studies find that:

- **Middle-wage jobs are the smallest portion of the existing job base and have the smallest projected absolute job growth.**
- **Almost all of the occupations of opportunity required training and/or experience.**
- **It is difficult for someone who has been out of the workforce or who has special disadvantages to easily move into these occupations as a first job.**
- **Certificates or credentials that are based on curricula designed by industry participants are crucial to success in moving people up to these occupations of opportunity.⁷**

These findings are crucial because they suggest that the “business-as-usual” approach of providing short-term training to difficult-to-serve populations will not result in people obtaining self-sufficiency jobs in San Diego (and perhaps, nationally). Therefore, while the profiles are useful to the workforce development community, EARL strongly recommends continued efforts to develop new strategies for training the workforce. Because of these findings, EARL is committed to viewing this report as the first phase in a more comprehensive effort to support the SDWP and UWSD to develop strategies to help expand opportunities for people to earn a self-sufficient wage in the region.

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⁷ Citation added when published

SPECIAL POPULATION RESEARCH



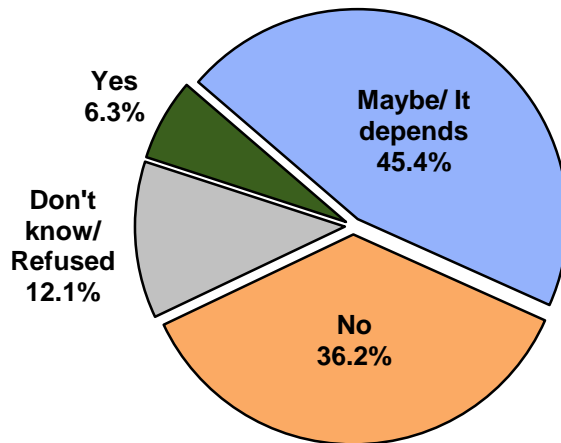
In addition to the specific occupational profiles, this research study included detailed employer feedback on specific populations. This research included several general and occupation-specific survey questions, as well as a resume panel where employers answered questions about randomly selected resumes, which were

identical but for the special population selected.

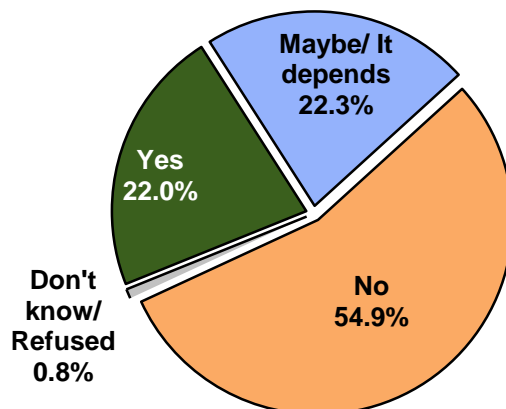
San Diego Workforce Partnership (SDWP) funds job training programs that provide special populations such as youth, veterans, individuals with disabilities, the formerly incarcerated, low-skilled workers, and mature workers access to training in order to obtain sustainable and fulfilling careers.

SDWP understands that special populations are critical elements of the workforce. In order to enhance the general awareness among employers and training providers of the needs and strengths of each population, SDWP must first analyze the perceptions of employers regarding these groups.

Employers reported significant bias towards several key populations. Specifically, only 6% reported a willingness to hire the formerly incarcerated (45% said maybe and 36% said no). When asked about the reasons for their answers, employers noted that the severity of the crime matters. More important to employers, however, is the demonstrated history since conviction. Many employers believe that prison itself is not rehabilitative, and therefore are seeking evidence post-release of commitment to change.

Figure 3: Willingness to Hire Formerly Incarcerated

Perhaps even more alarming, 55% of employers said that they would be unwilling to hire a person with a disability. Typically, the inherent bias in this question would skew results by increasing the number of people stating that they are willing to hire a person with a disability, so the actual opportunities for people with disabilities are likely few. At the same time, only about 45% of employers believe that people with disabilities face discrimination. While employers had difficulty stating why more people with disabilities are not hired, only 2.5% suggested that it was due to current staff's concerns and only 11% reported cost of compliance. The biggest reason given was that the work is too physical in nature (18%).

Figure 4: Willingness to Hire a Person with a Disability

This social obligation bias is particularly evident in the manner by which the responses were gathered. In the online surveys, respondents likely felt less bias, as they reported that they would be unwilling to hire a person with a disability between 75-85% of the time, whereas on the telephone, only 10-15% reported the same. This is despite the fact that many of the phone interviews were for occupations that require significantly more physical activity. This result suggests that the population questions must be viewed in light of these very clear biases.

There is a very slight bias among employers of these occupations for younger workers. At the same time, one-third of employers reported that they believe older workers are viewed less favorably in the San Diego workplace.

Somewhat surprisingly (again due to respondents' social obligation bias and San Diego's veteran-friendly culture) employers reported little preference for veterans, with only 18% reporting that they prefer to hire veterans when all other things are equal. This is despite telling the researchers that Veterans have many qualities that they look for in workers.

During the interview panel process, employers were asked to assess randomly provided resumes for entry-level administrative assistants and managers. The only differences to the resumes were subtle indications regarding specific attributes, including disability, former incarceration, age, and veterans status (in addition to baseline). In addition to several qualitative questions about the strengths and weaknesses, employers were asked whether they would likely, possibly, or interview the applicant. The results were significant.

For entry-level administrative assistants, each population-specific resume elicited a stronger response than the baseline, with more "likely to interview" as well as more reporting that they would not interview the applicant. Ultimately, the baseline resume would be most successful, followed by veterans, formerly incarcerated, and people with disabilities.

The manager resumes illustrate the importance of experience. With a long track record, there were very few differences among the populations (the resume was generally stronger with significant previous experience). This finding underscores the importance of training and placement, as the best indicator for future success is past performance in the eyes of employers.

Finally, and perhaps most importantly, employers were drawn to how individuals from special populations demonstrated their abilities as much as what those abilities were. Veterans who can show how their experience in the military applies to companies' problems fare well. Older workers who show how their past work history will make them more effective on the job are viewed positively. People with disabilities and the formerly incarcerated who are willing to prove that they can do the work or have committed to a changed life, respectively, are more desired by employers.

While these general and population specific findings are important themes to consider, the research focused most of its attention on occupational profiles. These data were collected via survey (online and telephone), executive interviews, resume panels, and online focus groups. The attached profiles include a summary of the data collected as well as targeted recommendations for each occupation.

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OCCUPATIONAL PROFILES



This section includes profiles that summarize the research findings for each occupation studied. Included in this section are the 25 occupations that were studied in-depth, together with eleven abridged profiles for occupations that otherwise meet the criteria but appear to be saturated with new trainees. The section is organized by Bureau of Labor Statistics reported minimum education level.

EARI recommends the following approach to using the profiles:

1. Review current workforce offerings to ensure that enrollees in supported training have the desired backgrounds and aptitudes for the occupations. If they do not meet the reported expectations, ensure that the training program offers the relevant education, training, and experience that employers' desire.
2. Develop training programs that offer the specific technical and non-technical skills reported in each profile. These skills were tested with hundreds of local employers and provide concrete evidence of what employers are looking for in candidates.
3. Review the frequently reported deficiencies in the pool of applicants for each occupation to ensure that graduates of training programs are not deficient and can differentiate themselves from other applicants.
4. Focus on recently unemployed, incumbent, and transitioning workers for positions that require higher levels of education and experience.
5. Recognize the limitations facing special populations of workers and target occupations that may offer more opportunities.

Post-Secondary Non-Degree Award – PATHWAY JOB**AUTOMOTIVE SERVICE TECHNICIANS AND MECHANICS**

Overview: Automotive Service Technicians and Mechanics are a “Pathway Job,” meaning that the occupation is below the self-sufficiency wage standard as a starting salary but has strong potential for growth to a self-sufficiency career. Automotive Service Technicians and Mechanics work for a variety of employers, including new automotive dealers, general and specialty repair shops, and oil and lubrication facilities.

The employment outlook is fairly strong for this occupation, with more than 200 expected openings per year for the next five years. Employers note that candidates with good non-technical workplace skills such as the ability to stay motivated and be punctual are more attractive, and the ability to design and repair transmissions is a deficiency in the labor pool. Employers are generally more willing to hire formerly incarcerated applicants for these positions, though there is little opportunity for other special populations, including veterans.

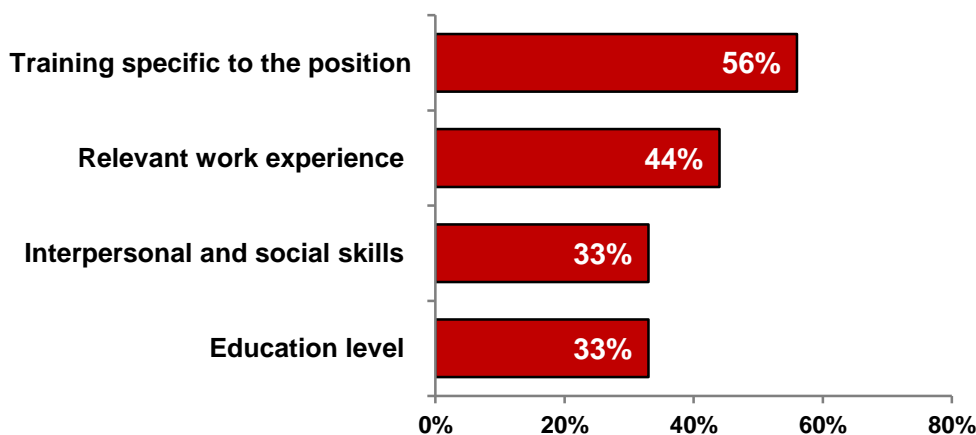
O*NET Description: Diagnose, adjust, repair, or overhaul automotive vehicles.

Median Hourly Earnings in San Diego (2013): **\$17.16**

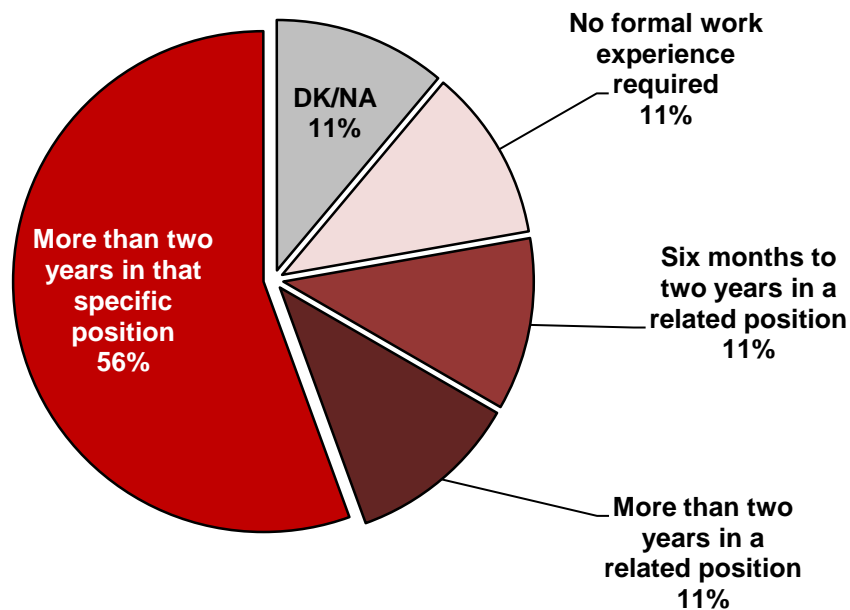
Employment in San Diego (2013) **6,609**

Projected New Jobs (%), 12 Months: **2%**

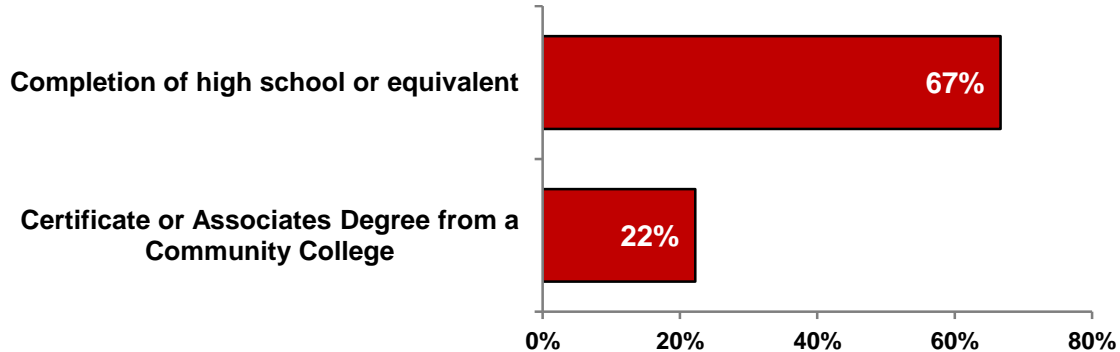
Projected Annual Openings (2013-2018): **213**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Diagnose mechanical and electrical problems and inefficiencies in machinery or equipment
- ✓ Read blueprints, diagrams, schematics, specifications, or technical drawings

Workplace Non-Technical Skills

- ✓ Ability to use and analyze data to answer questions and/find solutions
- ✓ Follow instructions
- ✓ Stay motivated
- ✓ Comfort with technology
- ✓ Punctuality

Typical Deficiencies in Applications

- ✓ Design/Technical, specific to transmissions

Special Populations

- ✓ Slightly more amenable to veterans and formerly incarcerated
- ✓ Average for people with disabilities

Targeted Recommendations

- ✓ Develop programs that incorporate work experience
- ✓ Focus on advanced technology
- ✓ Incorporate modules on work ethic and attitude
- ✓ Ensure analytical skill development
- ✓ Train formerly incarcerated for automotive careers

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*Post-Secondary Non-Degree Award***TELECOMMUNICATIONS EQUIPMENT INSTALLERS AND REPAIRERS**

Overview: Telecommunications Equipment Installers and Repairers is expected to add a small number of jobs annually to the regional economy. These positions, however, seem to require college education and experience related to the position. The combination of fairly slow growth and advanced prerequisites make this position a lower-priority for workforce development. Please note that small sample size limits useful data on this occupation.

O*NET Description: Install, set-up, rearrange, or remove switching, distribution, routing, and dialing equipment used in central offices or headends. Service or repair telephone, cable television, Internet, and other communications equipment on customers' property. May install communications equipment or communications wiring in buildings.

Median Hourly Earnings in San Diego (2013): **\$25.46**

Employment in San Diego (2013): **2,860**

Projected Annual Openings (2013-2018): **128**

Top Technical Skills

- ✓ Examine telephone transmission facilities to determine equipment requirements

Workplace Non-Technical Skills

- ✓ Technology skills
- ✓ Ability to be punctual and follow instructions
- ✓ Communication skills (oral and written)

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*Work Experience in Related Occupation***EXECUTIVE SECRETARIES AND EXECUTIVE ADMINISTRATIVE ASSISTANTS**

Overview: Executive Secretaries and Executive Administrative Assistants are advanced workers. These professionals are expected to support busy, often C-level executives by managing professional schedules, drafting correspondence, and dealing with clients and customers. As a result, technology, communication, and professionalism are all desired skills for this position.

Writing skills are critically deficient and should be incorporated into existing training. Also, as much real-world experience as possible will help trainees to transition into the position. Experienced workers are most preferred for these positions. Older workers and veterans are strongly preferred by employers.

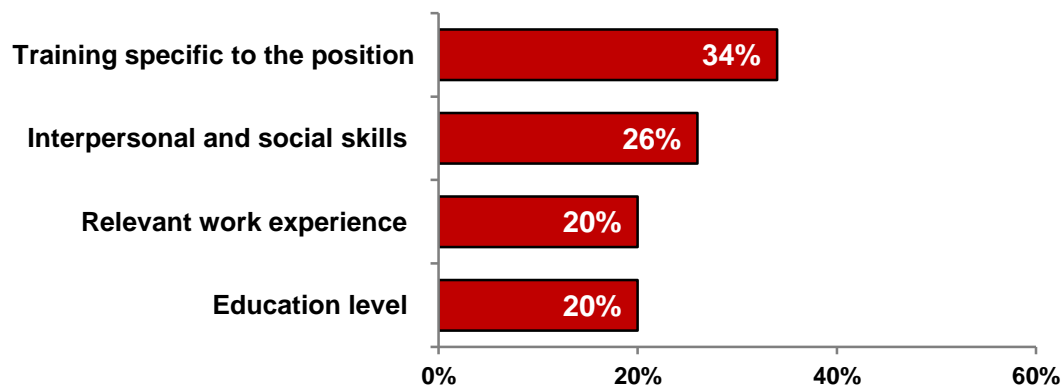
O*NET Description: Provide high-level administrative support by conducting research, preparing statistical reports, handling information requests, and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls, and scheduling meetings. May also train and supervise lower-level clerical staff.

Median Hourly Earnings in San Diego (2013): **\$22.07**

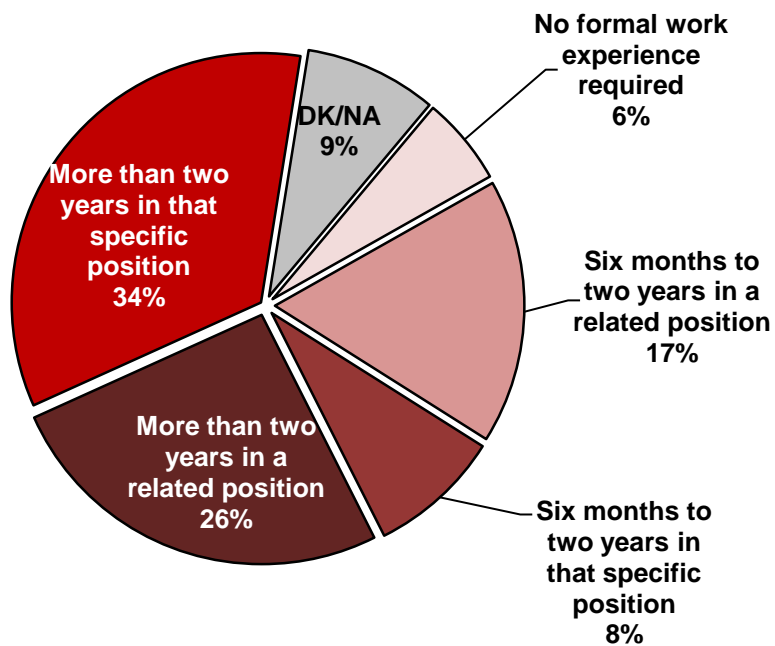
Employment in San Diego (2013): **14,658**

Projected New Jobs (%), 12 Months: **2.5%**

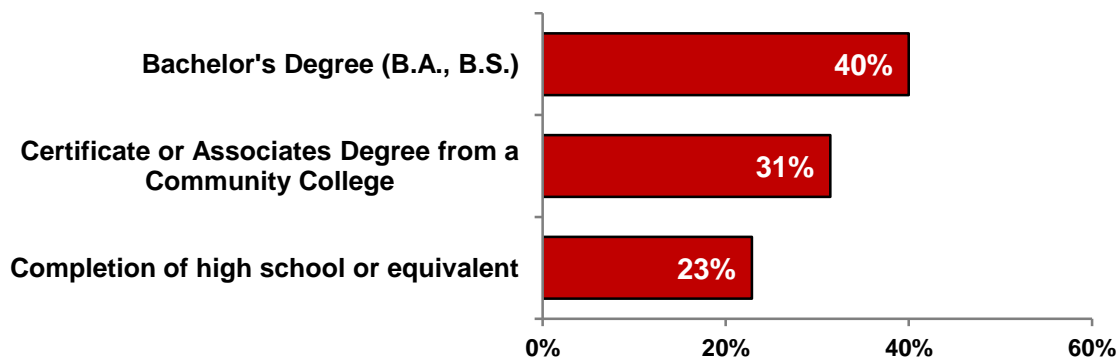
Projected Annual Openings (2013-2018): **354**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Oral and written communication
- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Maintain records, reports, files, listings, or logos
- ✓ Take messages, meeting notes, shorthand, and dictation
- ✓ Delegate appropriate administrative support activities

Workplace Non-Technical Skills

- ✓ Comfort with office technology
- ✓ Customer service skills
- ✓ Teamwork
- ✓ Management (task and people)
- ✓ Ability to follow instructions and stay on task

Typical Deficiencies in Applications

- ✓ Evaluate office operations
- ✓ Delegate appropriate administrative support activities
- ✓ Write business correspondence
- ✓ Prepare technical, managerial, financial, or informational reports

Special Populations

- ✓ Little potential for formerly incarcerated
- ✓ Stronger than average preference for veterans
- ✓ Significant obstacles for people with disabilities
- ✓ Strong preference for older workers

Targeted Recommendations

- ✓ Develop training that includes opportunities for experience
- ✓ Ensure training includes current technology usage
- ✓ Target older workers who are transitioning
- ✓ Work with veterans groups

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*Work Experience in Related Position***FIRST-LINE SUPERVISORS OF MECHANICS, INSTALLERS, AND REPAIRERS**

Overview: There are nearly 4,000 Supervisors of Mechanics, Installers, and Repairers in San Diego County. Many of these work at automotive facilities, construction firms, and real estate management practices. Despite the public data suggesting these employment counts, the research uncovered very few companies in the region that employ these positions, so data in this profile are minimal. However, pay is substantial so more work should be done to understand the requirements and hiring practices for this position.

O*NET Description: Directly supervise and coordinate the activities of mechanics, installers, and repairers.

Median Hourly Earnings in San Diego (2013): **\$32.36**

Employment in San Diego (2013): **3,971**

Projected Annual Openings (2013-2018): **166**

Targeted Recommendations

- ✓ Management experience is critical
- ✓ Focus on non-technical skills, work ethic, and attitude
- ✓ Strong potential for older workers and veterans

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*Work Experience in Related Occupation***REAL ESTATE BROKERS**

Overview: While employment growth for Real Estate Brokers remains low, the number of expected openings is promising. Employers note some difficulty relative to finding experienced, well-trained workers, and see deficiencies in sales and negotiation skills.

The outlook for the formerly incarcerated is grim and veterans receive little preference, but the position is stronger for people with disabilities and older workers. Experience is key, and training should incorporate hands-on learning.

O*NET Description: Operate real estate office, or work for commercial real estate firm, overseeing real estate transactions. Other duties usually include selling real estate or renting properties and arranging loans.

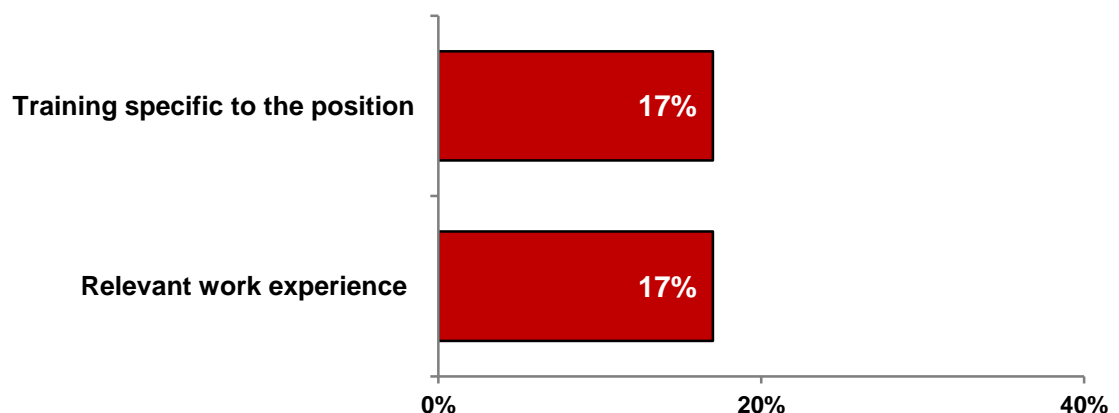
Median Hourly Earnings in San Diego (2013): **\$23.32**

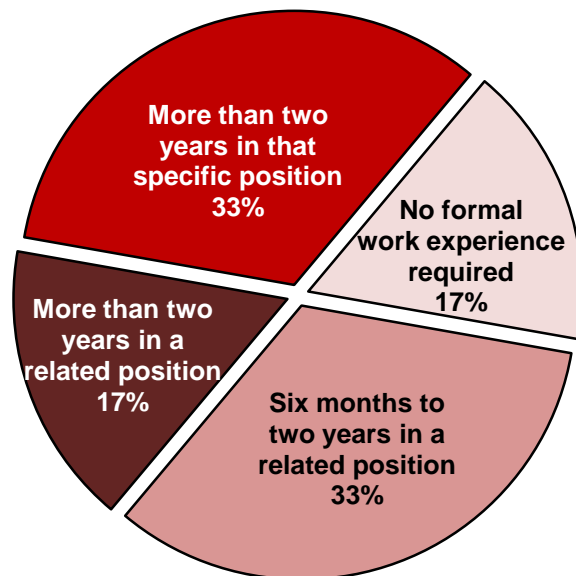
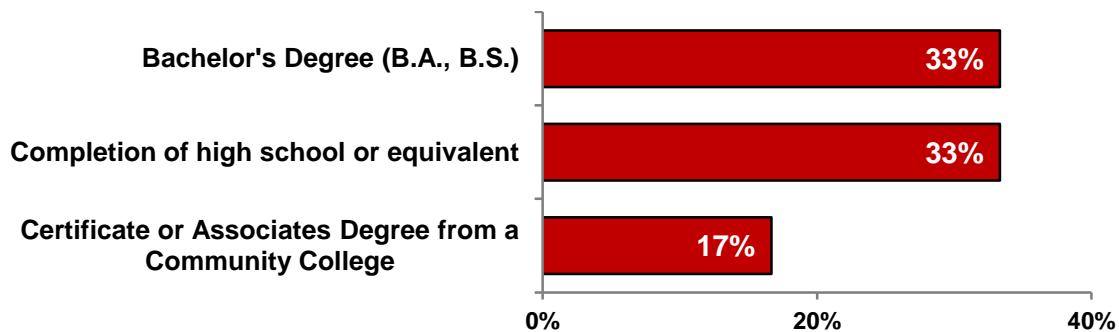
Employment in San Diego (2013): **9,436**

Projected New Jobs (%), 12 Months: **0%**

Projected Annual Openings (2013-2018): **107**

Employer Difficulties:



Experience Expectations:**Educational Requirements****Top Technical Skills**

- ✓ Negotiate business, sales, rental, or lease contracts
- ✓ Advise internal and external clients, customers, and managers on technical matters, problems, and procedures
- ✓ Make presentations to internal and external persons
- ✓ Data Analysis

Workplace Non-Technical Skills

- ✓ Oral communication (speaking skills)

- ✓ Team work (people and customer service skills)
- ✓ Motivation and ability to stay on task

Typical Deficiencies in Applications

- ✓ Negotiate business, sales, rental, or lease contracts
- ✓ Sell products or services

Special Populations

- ✓ Few expected retirements
- ✓ Potential for people with disabilities
- ✓ Little preference for veterans
- ✓ Not promising for formerly incarcerated

Targeted Recommendations

- ✓ Provide non-technical skill development in oral communication and teamwork.
- ✓ Focus on negotiation and sales experiential learning
- ✓ Incorporate mathematics training and supply ample quantitative skills

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*Work Experience in Related Occupation***SUPERVISORS OF OFFICE AND ADMINISTRATIVE SUPPORT WORKERS**

Overview: This position offers many opportunities for San Diegans seeking self-sufficient wage opportunities, however, experience is critical for successful employment. Training in specific office tools and tasks, as well as management and problem solving can strengthen a candidate's prospects with employers in the region.

Formerly incarcerated applicants have a strong opportunity for employment as a supervisor, but generally need to have demonstrated the ability to work in an office environment successfully after incarceration. Like many office jobs, people with disabilities are viewed more negatively, and older, experienced workers are the most preferred.

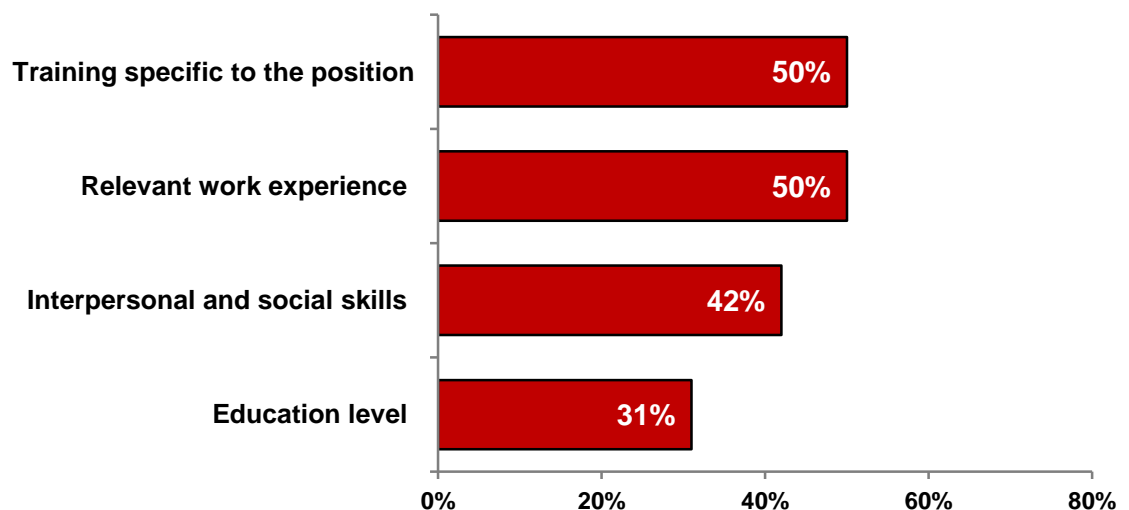
O*NET Description: Directly supervise and coordinate the activities of clerical and administrative support workers.

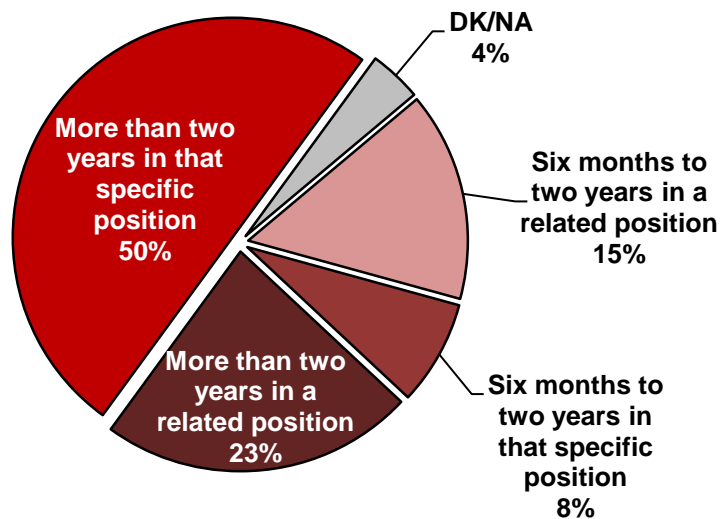
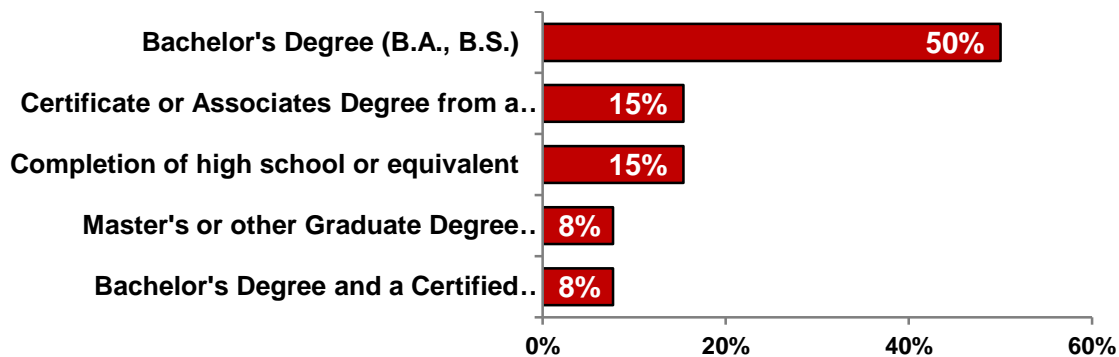
Median Hourly Earnings in San Diego (2013): **\$24.86**

Employment in San Diego (2013): **15,320**

Projected New Jobs (%), 12 Months: **0.6%**

Projected Annual Openings (2013-2018): **585**

Employer Difficulties:

Experience Expectations:**Educational Requirements****Top Technical Skills**

- ✓ Prepare technical, managerial, financial, or informational reports
- ✓ Answer questions from employees, colleagues, customers, or public
- ✓ Maintain records, reports, files, listings, or logs
- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Fill out business, government, or other forms
- ✓ Maintain customer and account records
- ✓ Process payroll documents, records, or checks

- ✓ Perform clerical duties including typing, accepting orders, or sorting mail

Workplace Non-Technical Skills

- ✓ Customer service and people skills
- ✓ Attention to detail and quality control
- ✓ Team work and punctuality
- ✓ Ability to manage and maintain positive attitude

Typical Deficiencies in Applications

- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Maintain records, reports, files, listings, or logs
- ✓ Fill out business, government, or other forms
- ✓ Maintain customer and account records
- ✓ Prepare technical, managerial, financial, or informational reports
- ✓ Process payroll documents, records, or checks
- ✓ Maintain inventory of supplies and office forms
- ✓ Answer questions from employees, colleagues, customers, or public
- ✓ Perform clerical duties including typing, accepting orders, or sorting mail

Special Populations

Advanced competency required in technical and analytical skills

Formerly incarcerated viewed more positively than people with disabilities

Targeted Recommendations

- ✓ Focus on formerly incarcerated
- ✓ Teach management skills and technical proficiency
- ✓ Attitude, teamwork, communication, and workplace skills are critical

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*Moderate-Term On-the-Job-Training (OJT)***INSURANCE SALES AGENTS**

Overview: Insurance Sales Agents play a critical role in the professional and financial services cluster in San Diego, often working independently for larger firms. While special populations face extreme obstacles in these positions, experienced, older workers have strong opportunities. Experience and soft skills are very important to employers of Insurance Sales Agents.

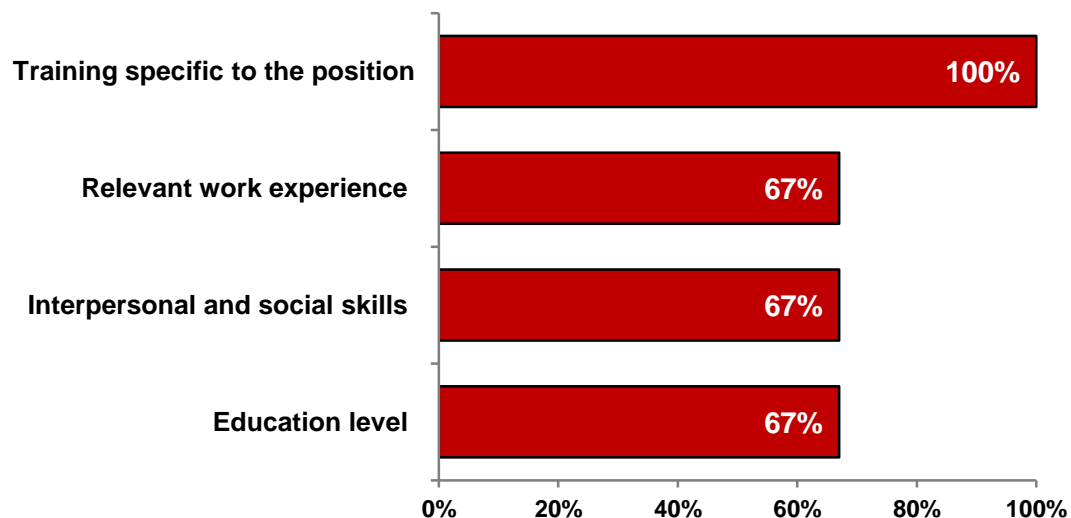
O*NET Description: Sell life, property, casualty, health, automotive, or other types of insurance. May refer clients to independent brokers, work as an independent broker, or be employed by an insurance company.

Median Hourly Earnings in San Diego (2013): **\$24.93**

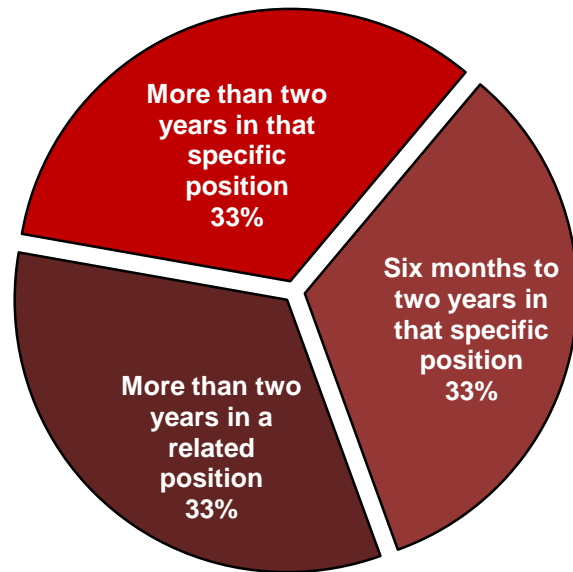
Employment in San Diego (2013): **8,753**

Projected New Jobs (%), 12 Months: **16.3%**

Projected Annual Openings (2013-2018): **362**

Employer Difficulties:

Experience Expectations:



Educational Requirements

- ✓ Bachelor's Degree (67%)

Top Technical Skills

- ✓ Manage promotional, sales, or marketing plans
- ✓ Motivate workers and other people to achieve work goals

Workplace Non-Technical Skills

- ✓ Communication skills
- ✓ Teamwork
- ✓ Attitude and motivation
- ✓ Task management

Typical Deficiencies in Applications

- ✓ Negotiate business, sales, rental, or lease contracts

Special Populations

- ✓ Little promise for special populations

Targeted Recommendations

- ✓ Advanced degrees are required, so focus on applicants with Bachelor's Degree or more
- ✓ Focus on communication and other workplace skills

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*Medium-Term On-the-Job-Training (OJT)***OPERATING ENGINEERS AND OTHER CONSTRUCTION EQUIPMENT CONTRACTORS**

Overview: This occupation is perhaps the most promising occupation for the SDWP and UWSD, however, there are only 100 projected annual openings in the county over the next five years. Unlike many of the other occupations, Operating Engineers and Other Construction Equipment Contractors requires little education (71% of employers report High School or GED as sufficient) and employers are generally more amenable to all of the special populations of interest.

O*NET Description: Operate one or several types of power construction equipment, such as motor graders, bulldozers, scrapers, compressors, pumps, derricks, shovels, tractors, or front-end loaders to excavate, move, and grade earth, erect structures, or pour concrete or other hard surface pavement. May repair and maintain equipment in addition to other duties.

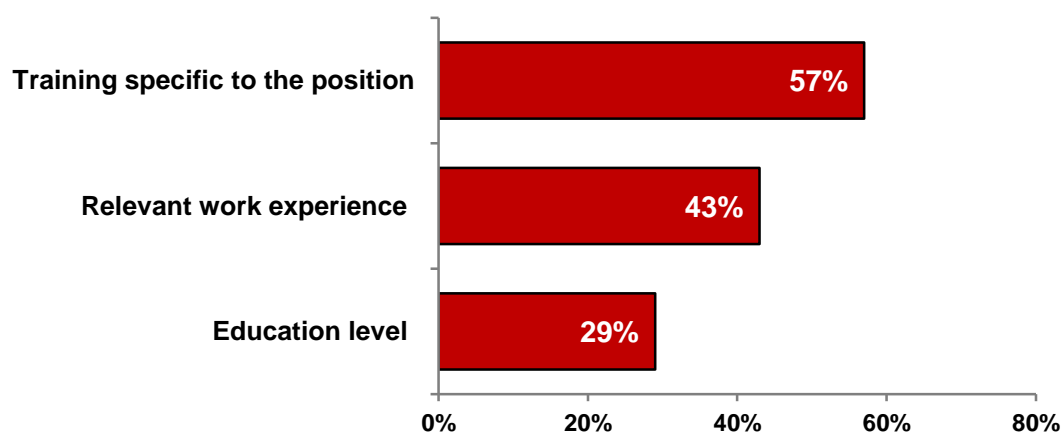
Median Hourly Earnings in San Diego (2013): **\$29.63**

Employment in San Diego (2013): **1,983**

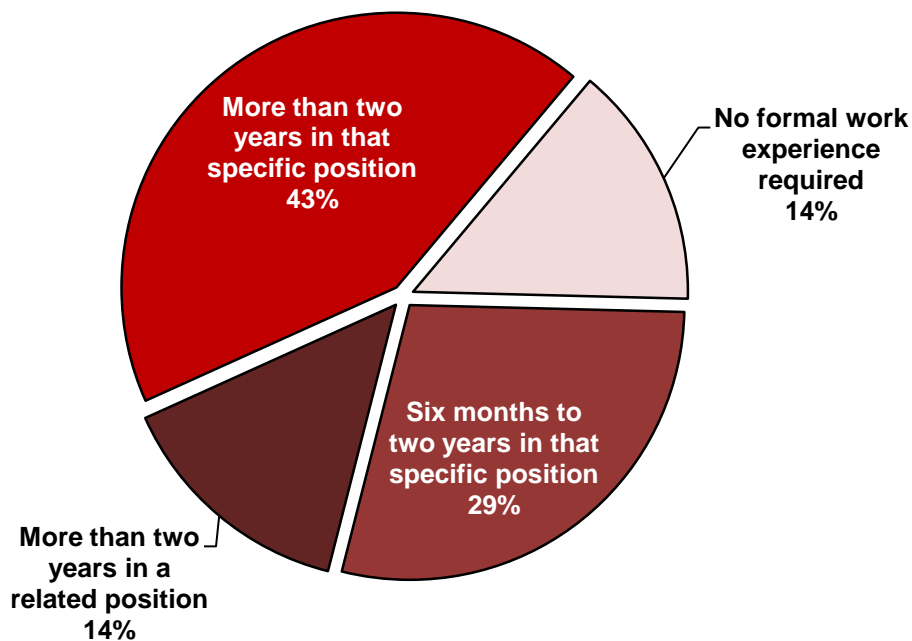
Projected New Jobs (%), 12 Months: **3%**

Projected Annual Openings (2013-2018): **100**

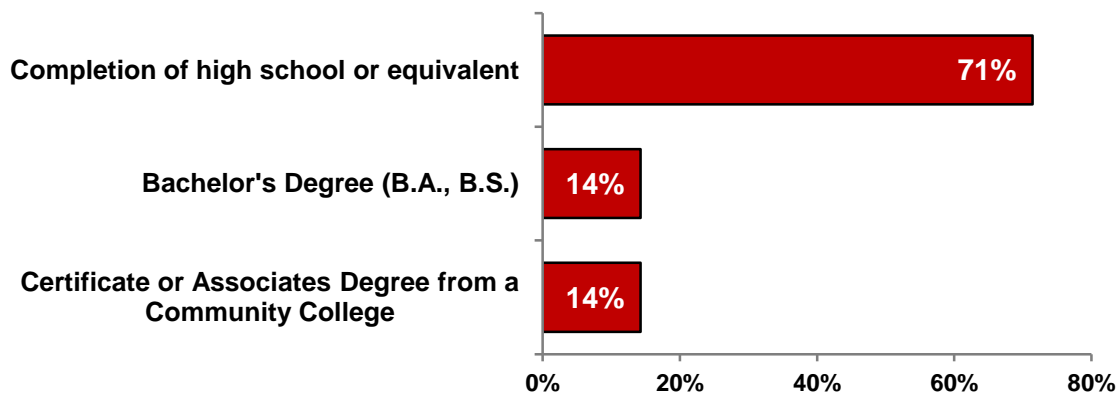
Employer Difficulties:



Experience Expectations:



Educational Requirements



Workplace Non-Technical Skills

- ✓ Work ethic and attitude-related attributes are valuable
- ✓ Ability to follow instructions
- ✓ Attention to detail

Special Populations

- ✓ Promising for formerly incarcerated
- ✓ Opportunities for individuals with non-physical disabilities
- ✓ Higher preferences for veterans

Targeted Recommendations

- ✓ Focus on special populations
- ✓ Include experience in training programs
- ✓ Focus on work ethic and attitude

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*Medium-Term On-the-Job-Training (OJT)***PRODUCTION, PLANNING, AND EXPEDITING CLERKS**

Overview: Production, Planning, and Expediting Clerk positions are in short-term decline in San Diego County, however, there are numerous replacement positions available due to retirements and turnover. These positions, however, tend to not be entry-level, meaning that experience, especially related to the position, is important to employers.

Typical deficiencies include attention to detail and quality control, in addition to communication skills. As a result, employers strongly prefer to hire veterans for their abilities to stay task-oriented.

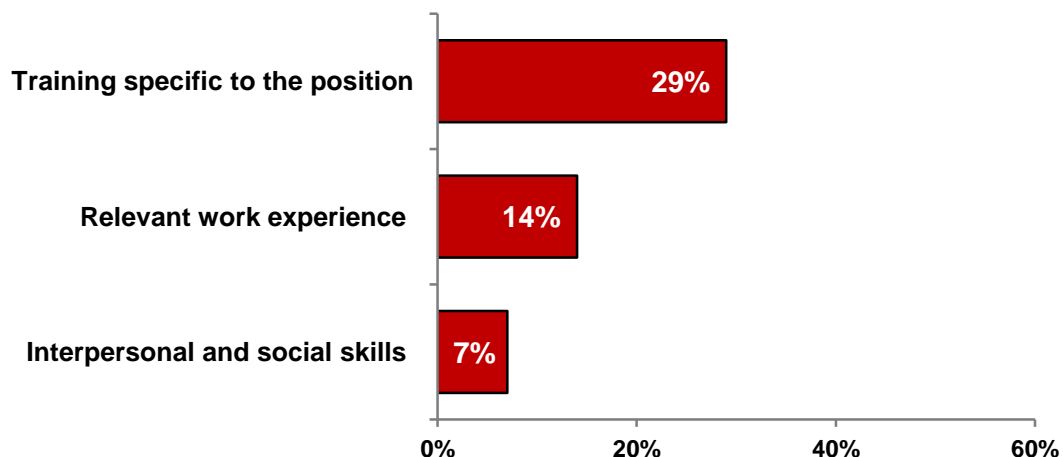
O*NET Description: Coordinate and expedite the flow of work and materials within or between departments of an establishment according to production schedule. Duties include reviewing and distributing production, work, and shipment schedules; conferring with department supervisors to determine progress of work and completion dates; and compiling reports on progress of work, inventory levels, costs, and production problems.

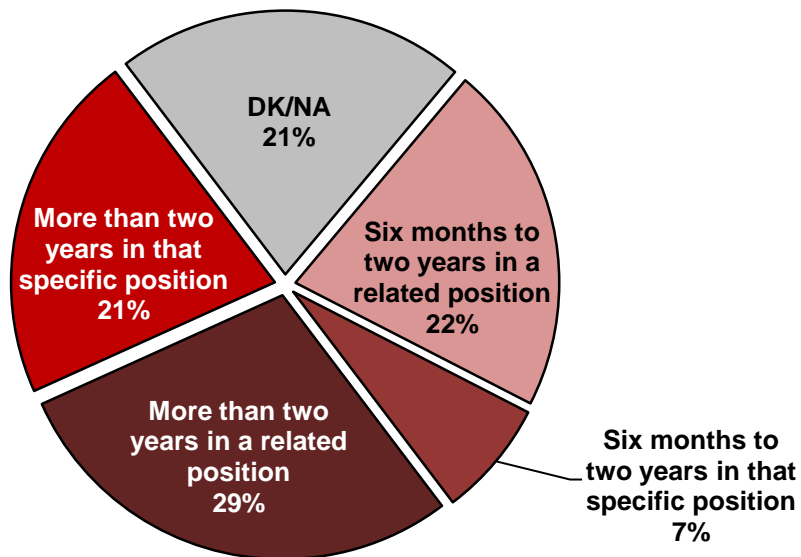
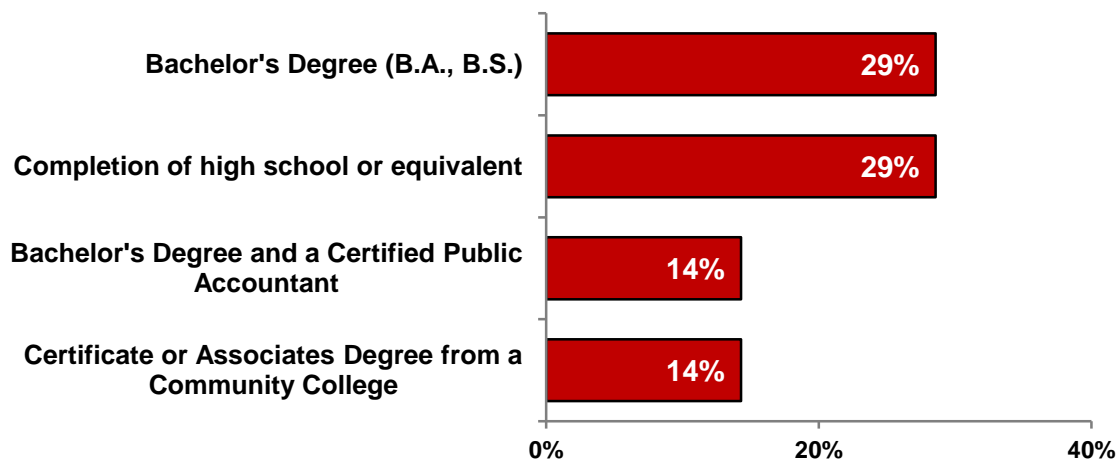
Median Hourly Earnings in San Diego (2013): **\$23.50**

Employment in San Diego (2013): **3,323**

Projected New Jobs (%), 12 Months: **-2.4%**

Projected Annual Openings (2013-2018): **130**

Employer Difficulties:

Experience Expectations:**Educational Requirements****Top Technical Skills**

- ✓ Inspect work products, materials, or work to verify conformance to quality, specifications, damage, or codes
- ✓ Monitor materials or supplies
- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Use oral or written communication techniques

- ✓ Maintain records, reports, files, listings, or logs
- ✓ Manage inventories or supplies

Workplace Non-Technical Skills

- ✓ Management (task and people)
- ✓ Customer service and communication
- ✓ Quality control

Typical Deficiencies in Applications

- ✓ Inspect work products, materials, or work to verify conformance to quality, specifications, damage, or codes
- ✓ Use oral or written communication techniques
- ✓ Provide customer service
- ✓ Measure products or materials

Special Populations

- ✓ Very strong opportunities for veterans
- ✓ Not promising for other special populations

Targeted Recommendations

- ✓ Work with veteran groups on specific training
- ✓ Build experience into training opportunities

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Medium-Term On-the-Job-Training (OJT)**ROOFERS**

Overview: The Roofer occupation includes over 1,700 workers in San Diego, however, few employers reported employing them in the employer survey, leaving a deficiency in the data. Those few employers who did respond noted that experience is critical, and that most prefer six months or more of construction-related experience for new applicants.

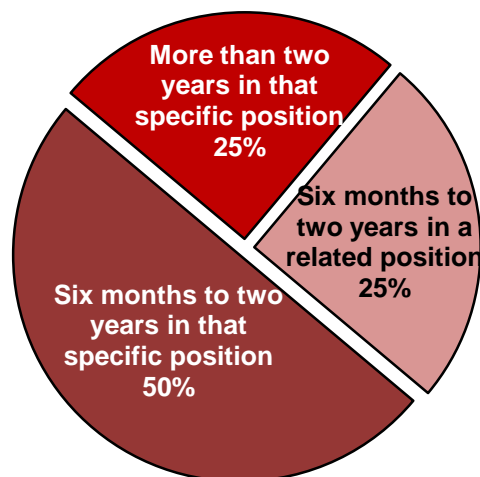
O*NET Description: Cover roofs of structures with shingles, slate, asphalt, aluminum, wood, or related materials. May spray roofs, sidings, and walls with material to bind, seal, insulate, or soundproof sections of structures.

Median Hourly Earnings in San Diego (2013): **\$20.76**

Employment in San Diego (2013): **1,718**

Projected Annual Openings (2013-2018): **101**

Experience Expectations:

**Educational Requirements**

- ✓ Completion of high school or equivalent (75%)

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*Medium-Term On-the-Job-Training (OJT)***SALES REPRESENTATIVES (WHOLESALE AND MANUFACTURING)**

Overview: Sales Representative employment growth is actually declining in the near term, but turnover and retirements add substantial new annual openings over the next five years. Manufacturing and logistics firms employ many of these workers.

Employers are frustrated with applicants' experience and nontechnical skills, and seek highly experienced workers (60% require more than 2 years of experience). Not surprisingly, these employers are more willing to hire an older candidate with experience than any of the other special populations of workers.

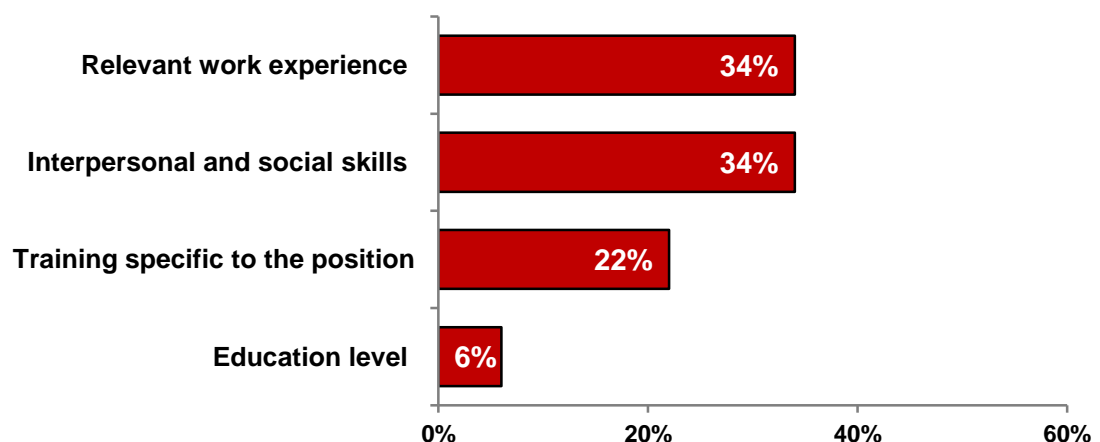
O*NET Description: Sell goods for wholesalers or manufacturers to businesses or groups of individuals. Work requires substantial knowledge of items sold.

Median Hourly Earnings in San Diego (2013): **\$24.20**

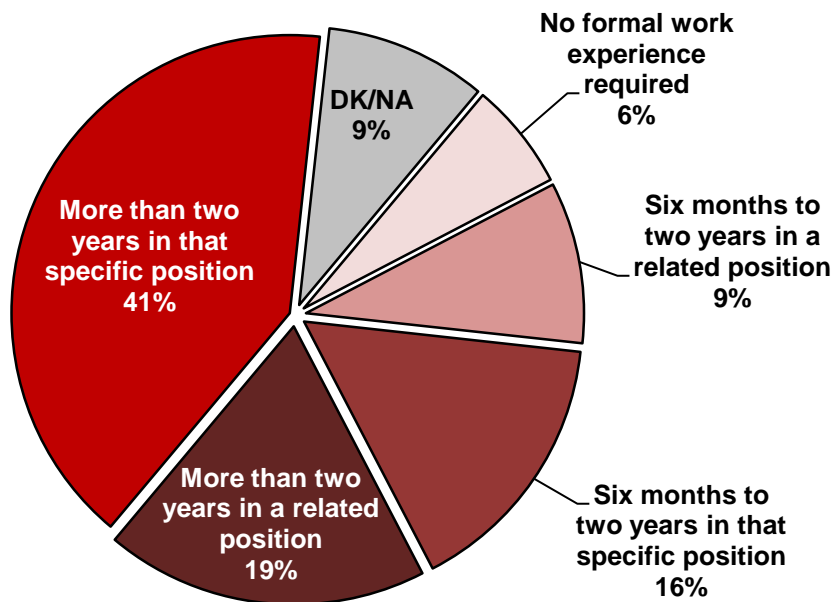
Employment in San Diego (2013): **10,445**

Projected New Jobs (%), 12 Months: **-2%**

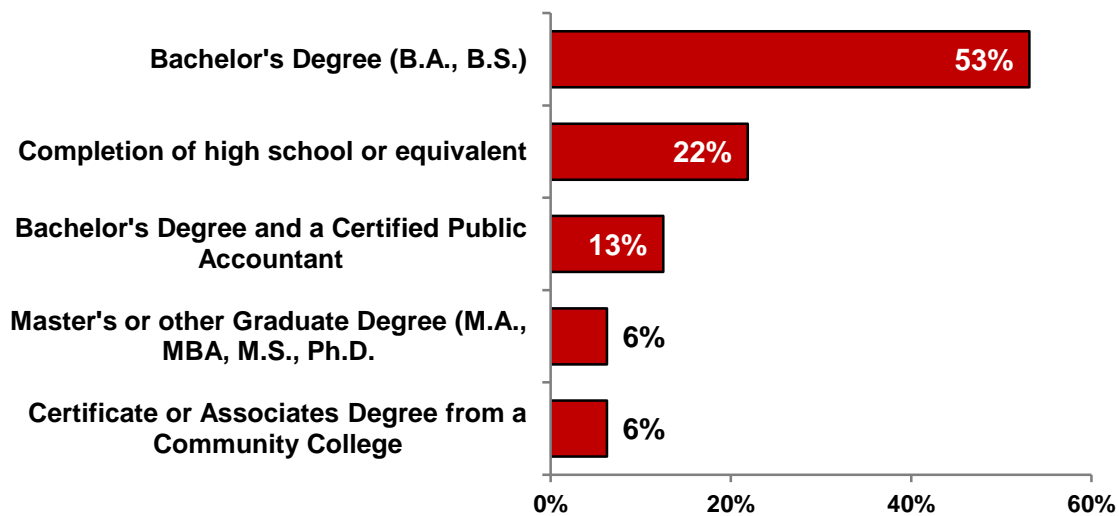
Projected Annual Openings (2013-2018): **385**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Use oral or written communication techniques
- ✓ Negotiate business, sales, rental, or lease contracts
- ✓ Conduct sales presentations

Workplace Non-Technical Skills

- ✓ Oral and written communication skills
- ✓ Motivation and work ethic
- ✓ Management (people and tasks)

Typical Deficiencies in Applications

- ✓ Oral and written communication skills
- ✓ Advise internal and external clients, customers, and managers on technical matters, problems, procedures
- ✓ Analyze sales activities or trends

Special Populations

- ✓ Little promise for special populations
- ✓ Potential for older workers to excel
- ✓ Longer education and experience timelines than expected

Targeted Recommendations

- ✓ Provide non-technical skill development in oral communication and teamwork.
- ✓ Focus on negotiation and sales experiential learning
- ✓ Incorporate technology training (where appropriate) and supply ample quantitative skills
- ✓ Recruit older workers for training

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**BILL AND ACCOUNT COLLECTORS**

Overview: Another pathway entry position, Bill and Account Collectors earn just under the self-sufficiency wage but are on a pathway that allows them access to higher paying careers. Employer difficulty ranks high in several areas for this occupation, suggesting that training and supported experience would be valuable for the region.

Education requirements are also reasonable, with a fairly even split between requiring High School or an Associate Degree or Certificate. While the occupation has lower education requirements, the potential for special populations is not good, with particular bias against the formerly incarcerated.

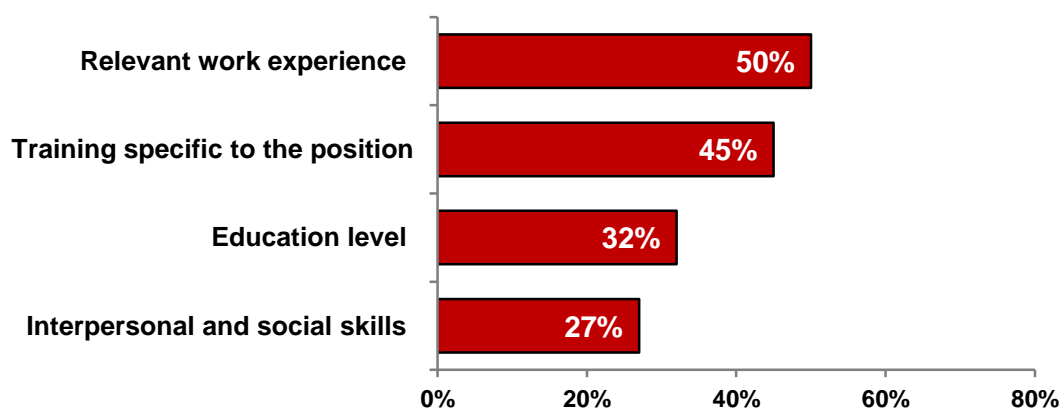
O*NET Description: Locate and notify customers of delinquent accounts by mail, telephone, or personal visit to solicit payment. Duties include receiving payment and posting amount to customer's account; preparing statements to credit department if customer fails to respond; initiating repossession proceedings or service disconnection; and keeping records of collection and status of accounts.

Median Hourly Earnings in San Diego (2013): **\$17.82**

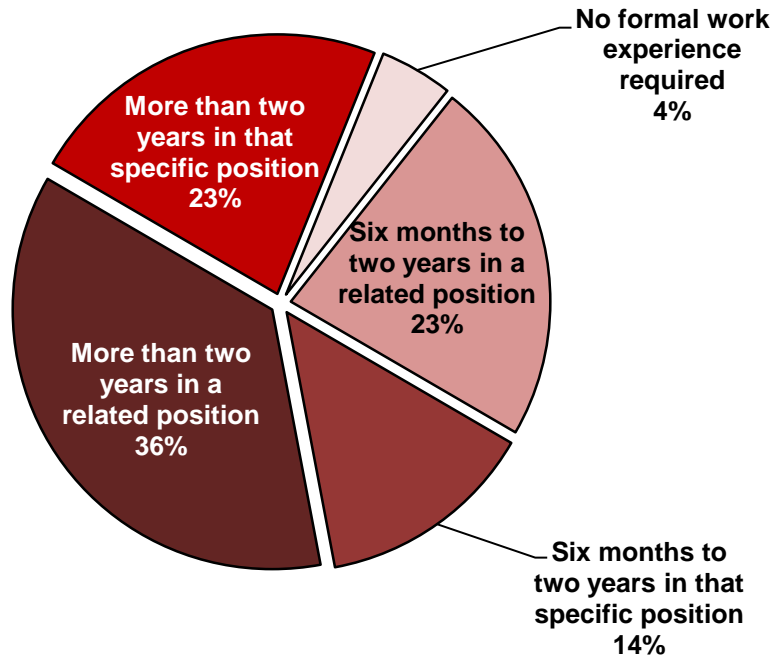
Employment in San Diego (2013): **4,135**

Projected New Jobs (%), 12 Months: **1%**

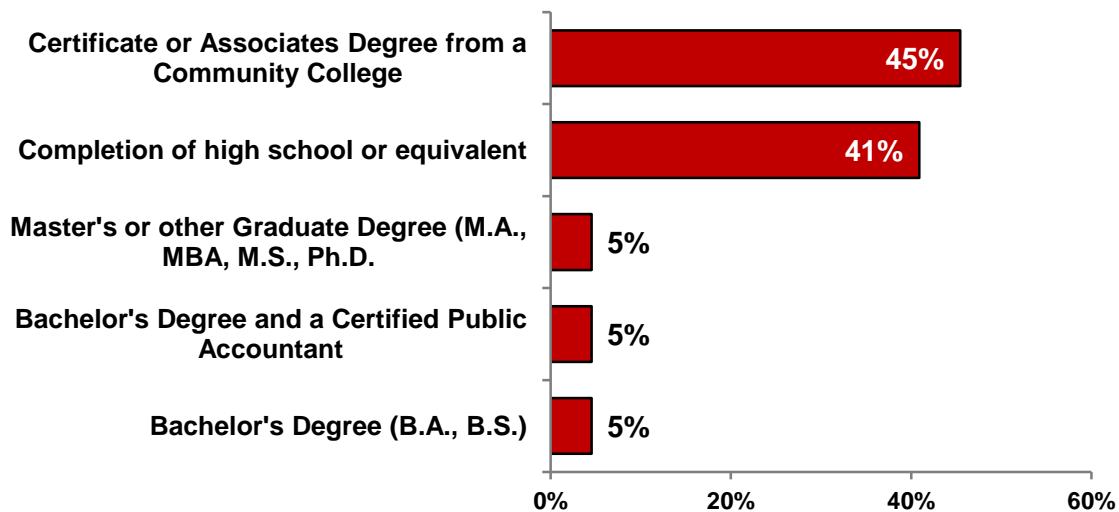
Projected Annual Openings (2013-2018): **104**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Maintain customer and account records
- ✓ Operate computers to enter, calculate, access, and retrieve data

- ✓ Collect deposits, payments, funding, or fees from internal and external parties
- ✓ Confer with customer to review terms of credit or payment plan
- ✓ Prepare billing statements

Workplace Non-Technical Skills

- ✓ Oral communication
- ✓ Quality control and management
- ✓ Attitude and work ethic

Typical Deficiencies in Applicants

- ✓ Confer with customer to review terms of credit or payment plan
- ✓ Maintain records, reports, files, listings, or logs
- ✓ Disburse organizational funding
- ✓ Collect deposits, payments, funding, or fees from internal and external parties

Special Populations

- ✓ Not particularly promising for special populations

Targeted Recommendations

- ✓ Experience is key so provide internships and other experiential learning
- ✓ Focus on communication and quality control in addition to technical skills

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS**

Overview: This occupation is experiencing slow growth, but has high turnover rates, which are projected to result in over 450 openings each year through 2018. The occupational wage is just below the self-sufficiency standard (about \$39,000 per year) but with high upward mobility.

This is an occupation that requires education, with 60% of employers requiring a bachelor degree or more. At the same time, experience is critical, without a single employer reporting that they would hire a person with no previous experience.

O*NET Description: Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.

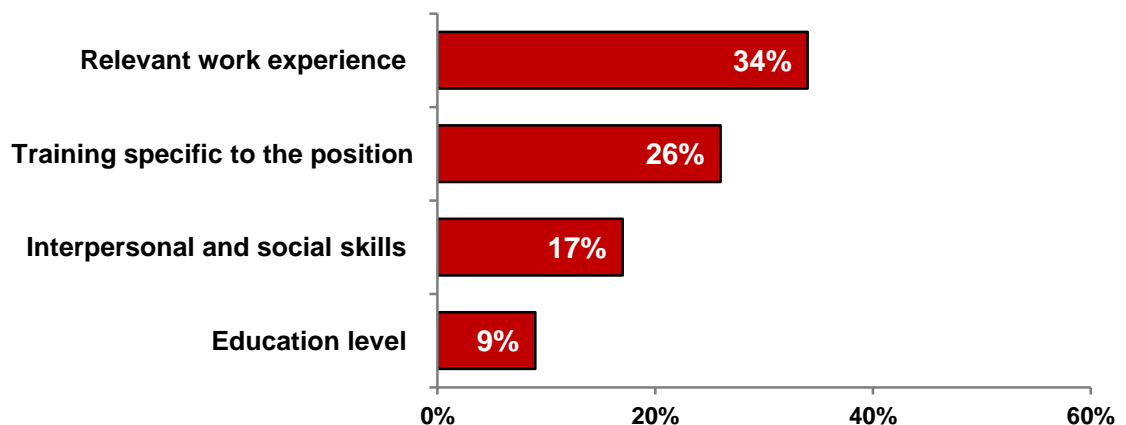
Median Hourly Earnings in San Diego (2013): **\$18.49**

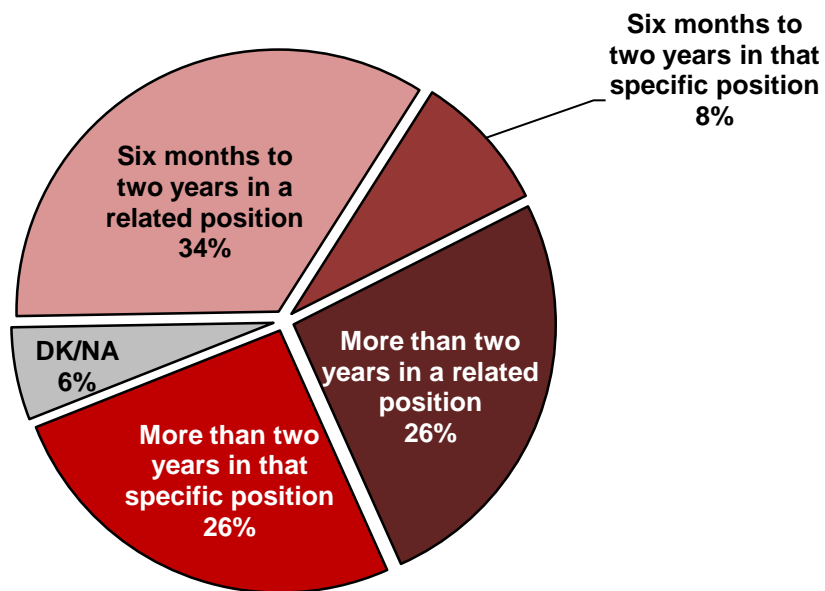
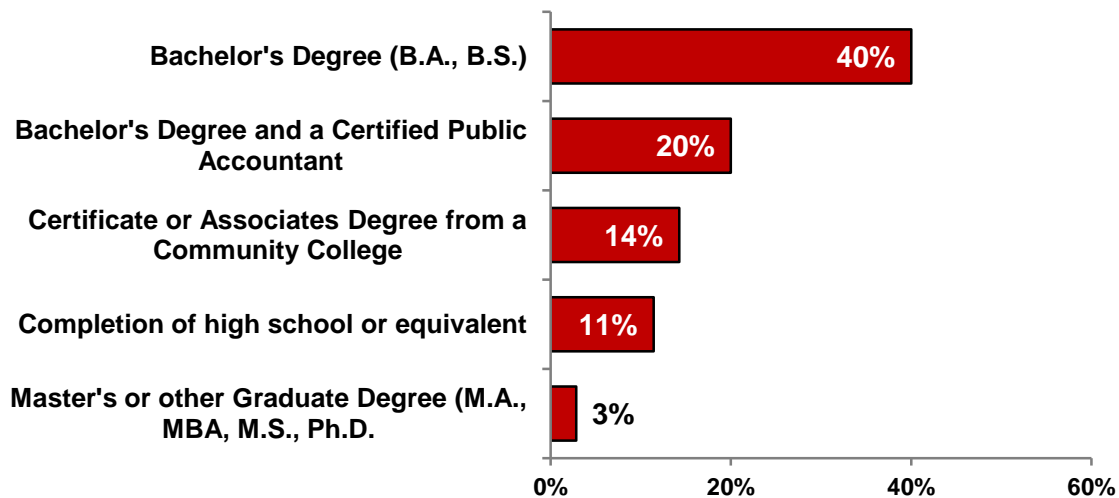
Employment in San Diego (2013): **19,649**

Projected New Jobs (%), 12 Months: **0.1%**

Projected Annual Openings (2013-2018): **469**

Employer Difficulties:



Experience Expectations:**Educational Requirements****Top Technical Skills**

- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Maintain records, reports, files, listings, or logs
- ✓ Process payroll documents, records, or checks
- ✓ Compute financial data

- ✓ Maintain customer and account records
- ✓ Maintain balance sheets
- ✓ Identify financial risks to company
- ✓ Compile data for financial reports
- ✓ Disburse organizational funding

Workplace Non-Technical Skills

- ✓ Punctuality
- ✓ Quality Control

Typical Deficiencies in Applicants

- ✓ Process payroll documents, records, or checks
- ✓ Identify financial risks to company

Special Populations

- ✓ Substantial prejudice against people with disabilities
- ✓ Little veterans' preference

Targeted Recommendations

- ✓ Education is critical so training should include pathways to college credit
- ✓ Focus on quantitative and mathematics skills
- ✓ Quality control, attention to detail, and trustworthiness are key for this occupation

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**FOOD SERVICE MANAGERS**

Overview: This occupation offers solid opportunities for special populations, specifically formerly incarcerated and people with disabilities. It is also a lower-education occupation, meaning that college is often not required. Experience, however, is preferred.

The occupation is a pathway entry position, meaning that it does not quite meet the self-sufficiency wage standard but it has many opportunities for promotion, both within the food industry and beyond.

O*NET Description: Plan, direct, or coordinate activities of an organization or department that serves food and beverages

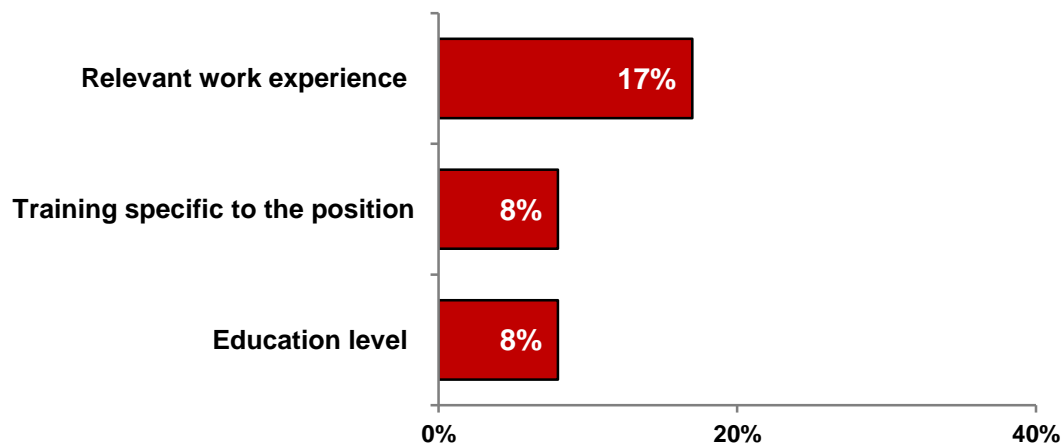
Median Hourly Earnings in San Diego (2013): **\$18.49**

Employment in San Diego (2013): **19,649**

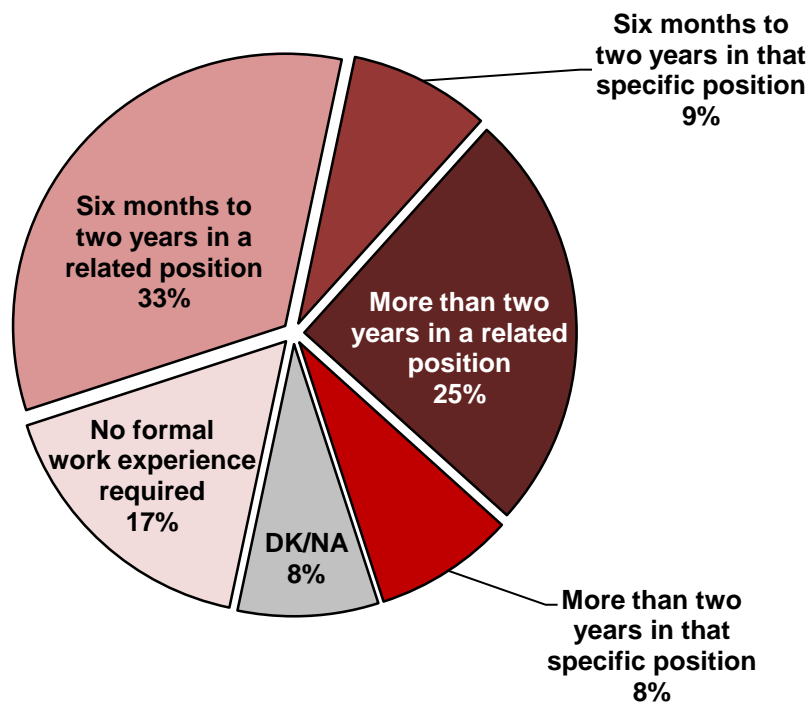
Projected New Jobs (%), 12 Months: **2%**

Projected Annual Openings (2013-2018): **469**

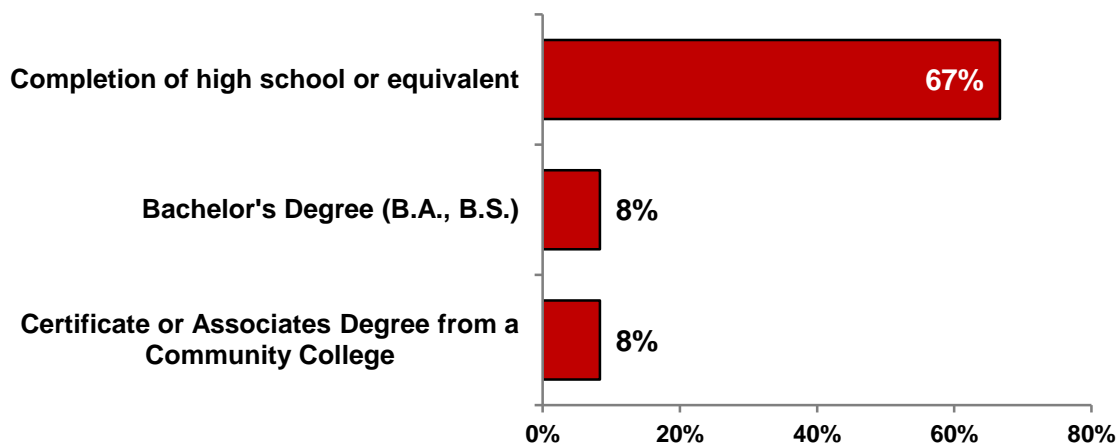
Employer Difficulties:



Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Establish employee performance standards
- ✓ Manage operational finances
- ✓ Oversee execution of organizational or program policies
- ✓ Coordinate banquets, meetings or related events

Workplace Non-Technical Skills

- ✓ Teamwork
- ✓ Work ethic and attitude

Typical Deficiencies in Applicants

- ✓ Discharge workers to meet employment needs
- ✓ Develop nutritional or food programs
- ✓ Use statistics in food research
- ✓ Oversee execution of organizational or program policies

Special Populations

- ✓ Strong opportunities for formerly incarcerated
- ✓ Willingness to hire people with disabilities
- ✓ Few retirements or age issues

Targeted Recommendations

- ✓ Develop pathway prisoner reentry programs
- ✓ Promote individuals with disabilities for food service positions
- ✓ Focus on quantitative skills, experiential learning, and work ethic and attitude

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**INSPECTORS, TESTERS, SORTERS, SAMPLERS, AND WEIGHERS**

Overview: This occupation is promising due to its lower education requirements, potential for employment by people in special populations, and reasonably high number of projected annual openings. Despite being a pathway entry position paying less than the self-sufficiency wage standard, employers note difficulty finding applicants with training specific to the position and relevant work experience.

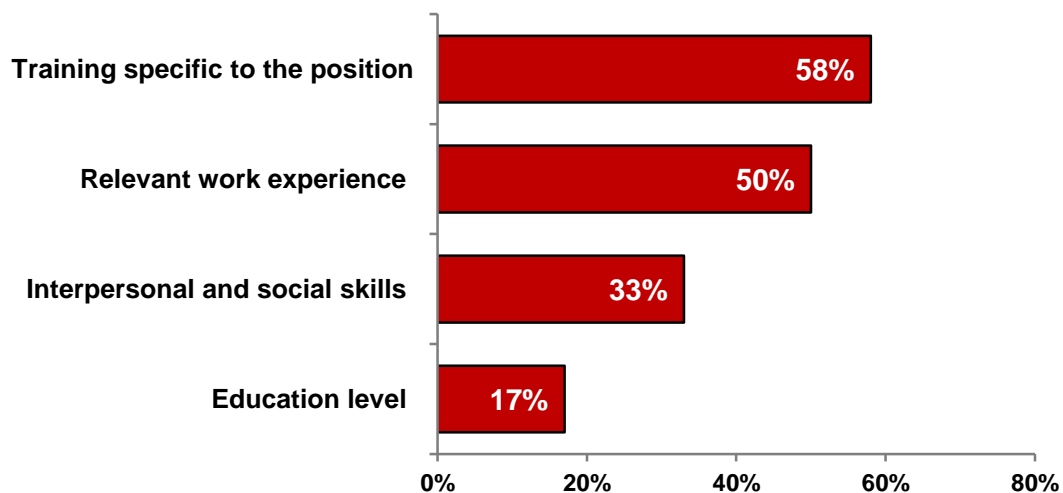
O*NET Description: Inspect, test, sort, sample, or weigh nonagricultural raw materials or processed, machined, fabricated, or assembled parts or products for defects, wear, and deviations from specifications. May use precision measuring instruments and complex test equipment.

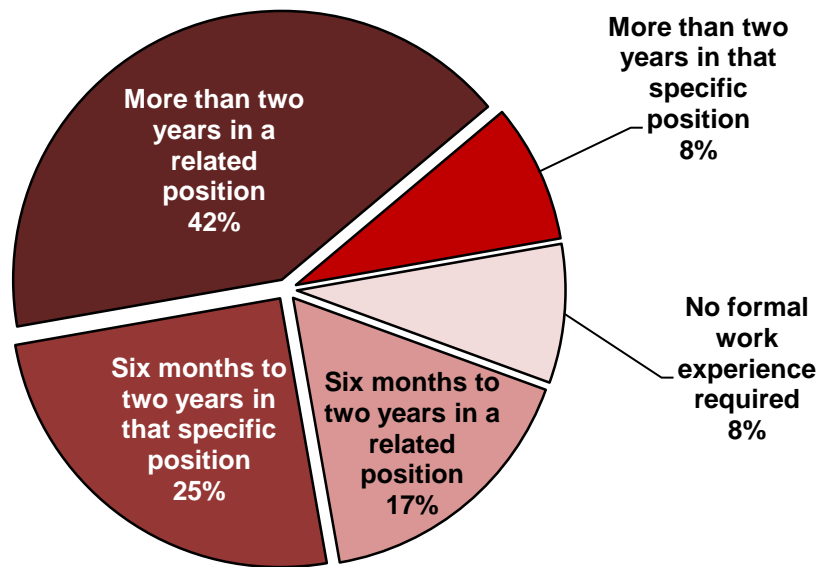
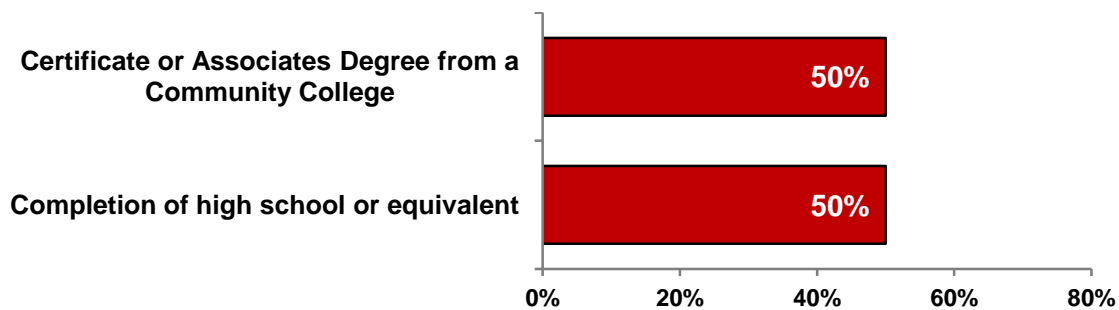
Median Hourly Earnings in San Diego (2013): **\$17.80**

Employment in San Diego (2013): **5,379**

Projected New Jobs (%), 12 Months: **1.3%**

Projected Annual Openings (2013-2018): **229**

Employer Difficulties:

Experience Expectations:**Educational Requirements****Top Technical Skills**

- ✓ Inspect work products, materials, or work to verify conformance to quality, specifications, damage, or codes
- ✓ Maintain consistent production quality
- ✓ Measure products or materials
- ✓ Read work order, instructions, formulas, or processing charts

- ✓ Perform varied measurements, including precision measurements

Workplace Non-Technical Skills

- ✓ Follow instructions well
- ✓ Communication skills (oral and written)

Typical Deficiencies in Applicants

- ✓ Maintain production or work records
- ✓ Adjust production equipment/machinery setup
- ✓ Read work order, instructions, formulas, or processing charts
- ✓ Perform varied measurements, including precision measurements
- ✓ Maintain consistent production quality

Special Populations

- ✓ Promising for formerly incarcerated
- ✓ Opportunities for people with disabilities
- ✓ Not ideal for older workers
- ✓ Smaller than average preference for veterans

Targeted Recommendations

- ✓ Develop prisoner reentry programs focused on technical skills
- ✓ Focus on detail-oriented skill training
- ✓ Provide strong workforce readiness training and modules on effective communication

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**INSURANCE CLAIMS AND POLICY PROCESSING CLERKS**

Overview: Like many of the other occupations that require slightly less education, Insurance Claims and Policy Processing Clerks pay below the self-sufficient wage standard. With the proper experience, however, they do lead to higher paying and sustainable careers.

O*NET Description: Process new insurance policies, modifications to existing policies, and claims forms. Obtain information from policyholders to verify the accuracy and completeness of information on claims forms, applications and related documents, and company records. Update existing policies and company records to reflect changes requested by policyholders and insurance company representatives.

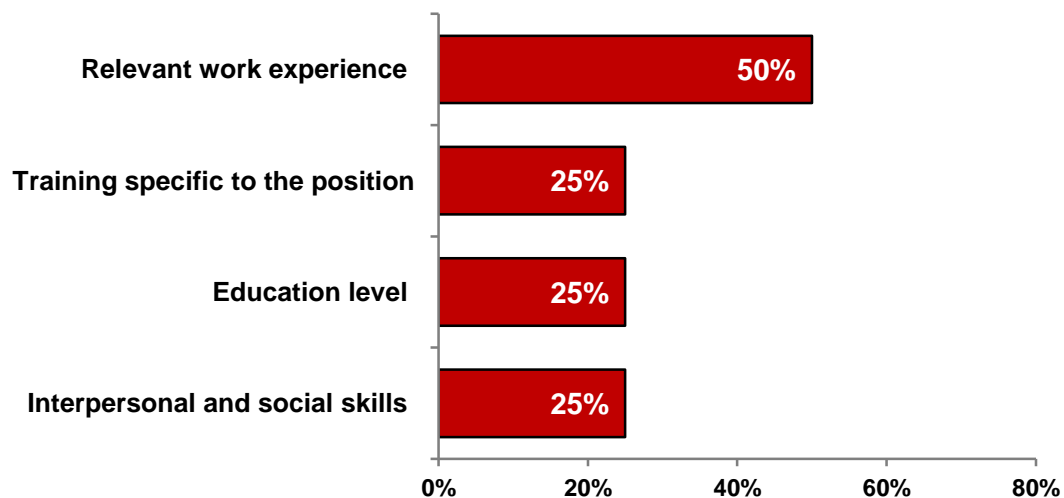
Median Hourly Earnings in San Diego (2013): **\$16.73**

Employment in San Diego (2013): **2,617**

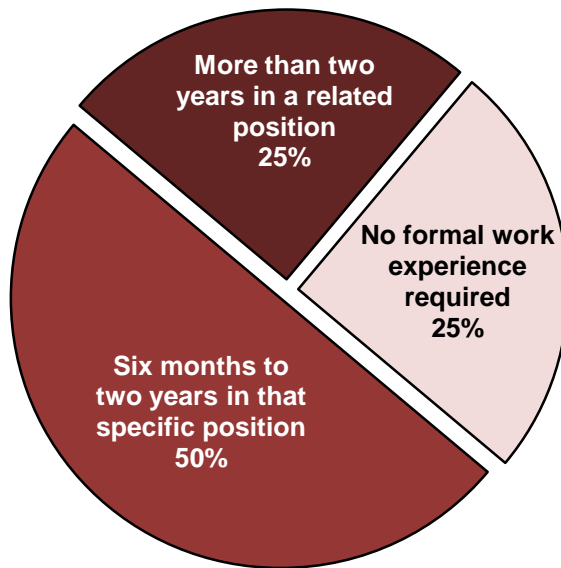
Projected New Jobs (%), 12 Months: **3%**

Projected Annual Openings (2013-2018): **102**

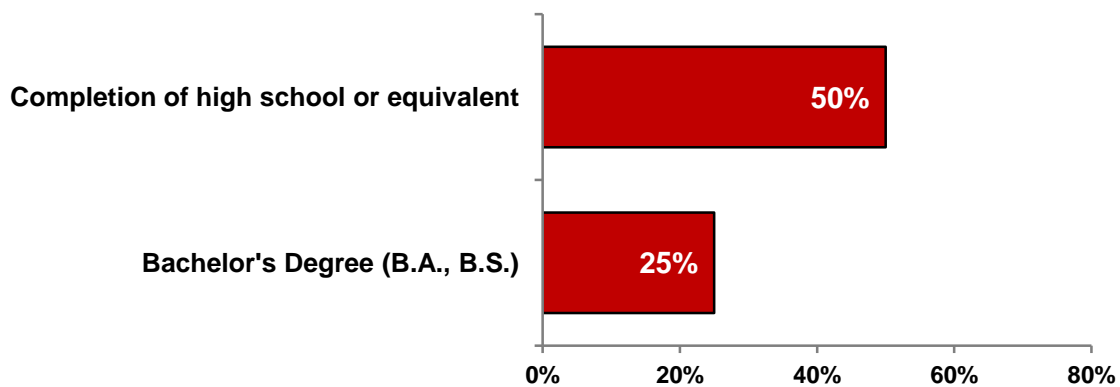
Employer Difficulties:



Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Examine documents for completeness, accuracy, or conformance to standards
- ✓ Maintain records, reports, files, listings, or logs
- ✓ Use oral or written communication techniques

Workplace Non-Technical Skills

- ✓ Quality control
- ✓ Oral and written communication
- ✓ Motivation and ability to stay on task

Typical Deficiencies in Applicants

- ✓ Oral and written communication skills

Special Populations

- ✓ Limited potential for special populations
- ✓ Older workers viewed positively
- ✓ Little chance for people with disabilities
- ✓ No veterans' preference

Targeted Recommendations

- ✓ Develop detail-oriented training that highlights communication skills
- ✓ Focus on older workers in career transition.

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**MAINTENANCE AND REPAIR WORKERS**

Overview: Maintenance and Repair Workers do not require significant education or training, but employers do prefer experience. Like many of the other occupations that do not meet sufficiency wage standards, this position still requires significant experience.

Employers are not reporting significant difficulty in finding workers to fill their positions. While the physical nature of the position was reported as being a limitation to people with physical disabilities (despite a general willingness to hire them), it is somewhat surprising that older workers and the formerly incarcerated are viewed positively, but veterans receive only a slight preference.

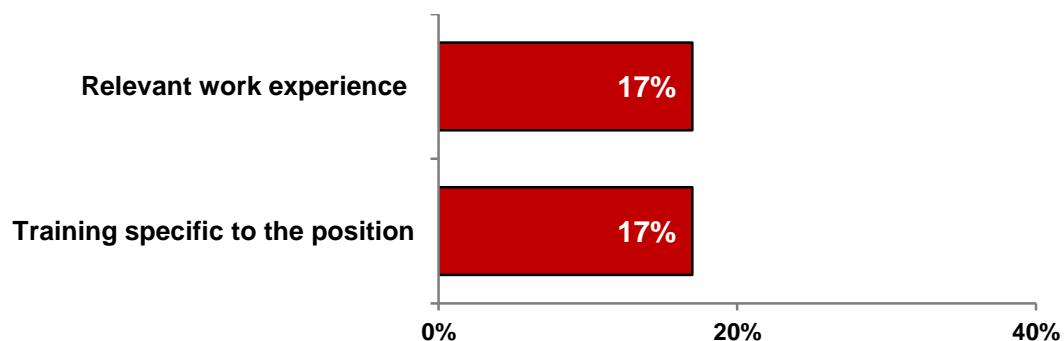
O*NET Description: Perform work involving the skills of two or more maintenance or craft occupations to keep machines, mechanical equipment, or the structure of an establishment in repair. Duties may involve pipe fitting; boiler making; insulating; welding; machining; carpentry; repairing electrical or mechanical equipment; installing, aligning, and balancing new equipment; and repairing buildings, floors, or stairs.

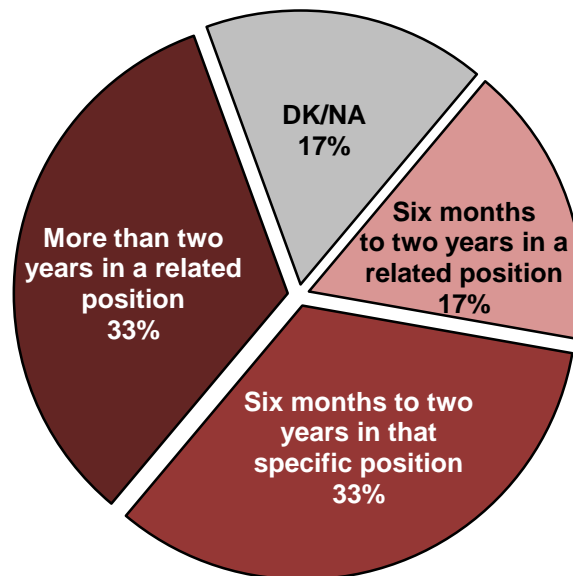
Median Hourly Earnings in San Diego (2013): **\$16.46**

Employment in San Diego (2013): **13,008**

Projected New Jobs (%), 12 Months: **2.8%**

Projected Annual Openings (2013-2018): **403**

Employer Difficulties:

Experience Expectations:**Educational Requirements**

- ✓ Completion of high school or equivalent (67%)

Top Technical Skills

- ✓ Perform safety inspections
- ✓ Read work order, instructions, formulas, or processing charts

Workplace Non-Technical Skills

- ✓ Attitude and work ethic

Typical Deficiencies in Applicants

- ✓ Install industrial machinery or related heavy equipment

Special Populations

- ✓ Strong potential for older workers and formerly incarcerated
- ✓ Generally willingness to hire people with disabilities if they can do the work
- ✓ Very slight preference for veterans

Targeted Recommendations

- ✓ Work with special populations to develop pathway programs
- ✓ Focus on technical skills and hands on experience
- ✓ Teach management skills to ensure continued career success

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**MEDICAL SECRETARIES**

Overview: Medical Secretaries is an occupational group that reflects the challenges of self-sufficiency in San Diego. While the occupation is clearly important to the region and should, theoretically, offer both easier entry-level requirements and upward mobility, the research suggests that in fact neither is true.

Employers seek medical experience and are generally frustrated by the level of training and experience that candidates possess. A slight majority prefer college-level training, and a substantial number reported deficiencies among applicants in communication skills. At the same time, few could offer true examples of promotion to higher wage jobs or continued success in the field.

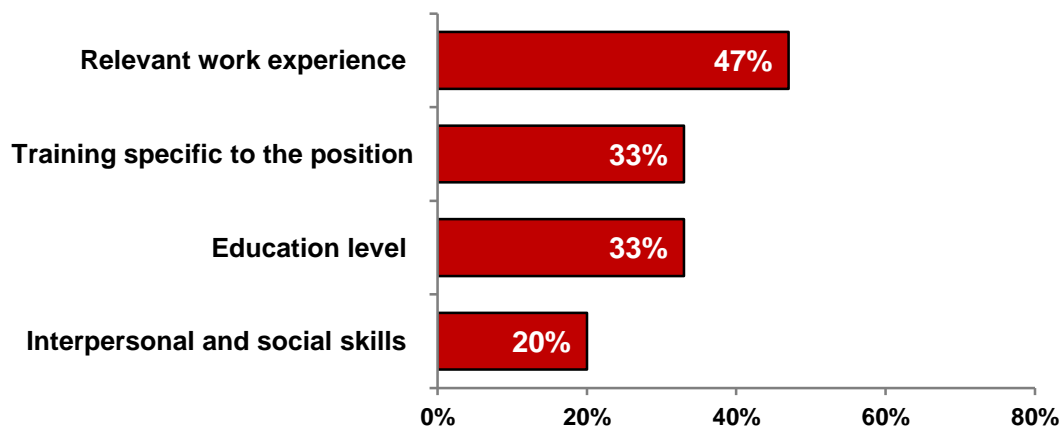
O*NET Description: Perform secretarial duties using specific knowledge of medical terminology and hospital, clinic, or laboratory procedures. Duties may include scheduling appointments, billing patients, and compiling and recording medical charts, reports, and correspondence.

Median Hourly Earnings in San Diego (2013): **\$16.43**

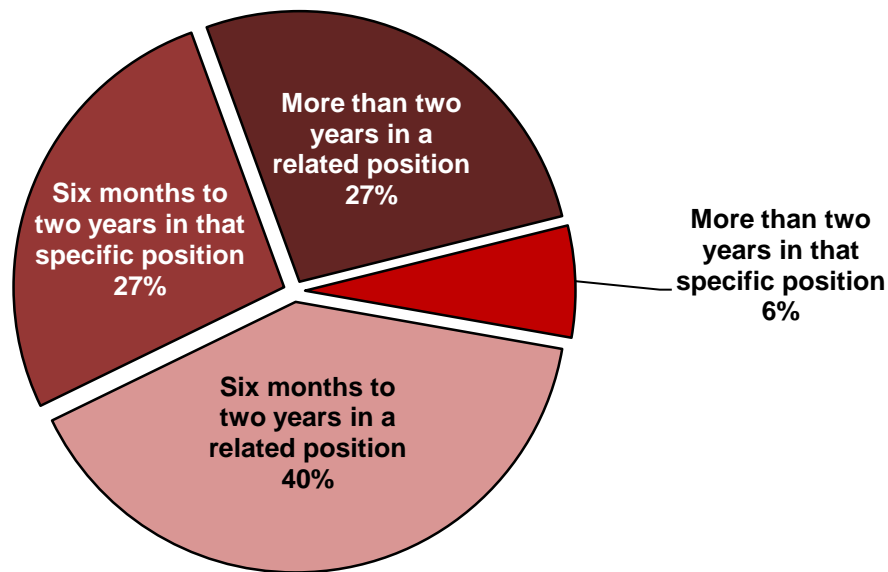
Employment in San Diego (2013): **9,100**

Projected New Jobs (%), 12 Months: **1%**

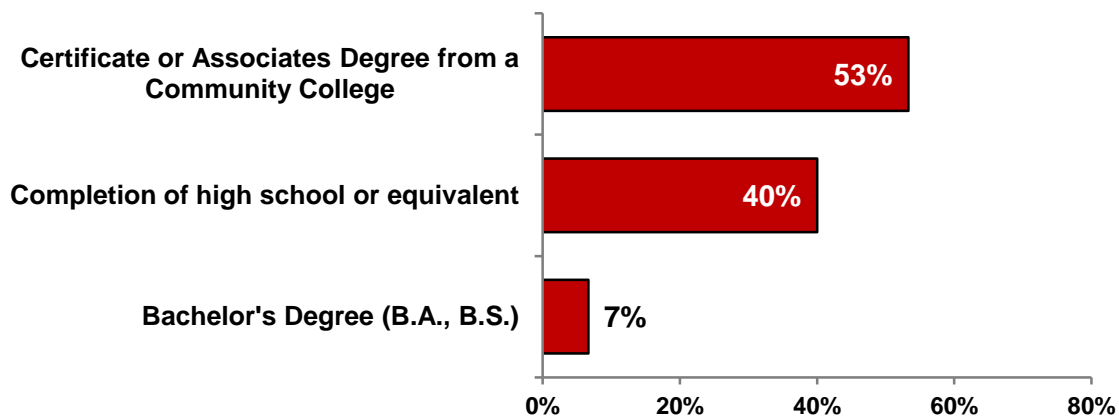
Projected Annual Openings (2013-2018): **330**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Maintain confidentiality of data and information according to procedures

Workplace Non-Technical Skills

- ✓ Quality control
- ✓ Time and task management
- ✓ Ability to follow instructions

- ✓ Written and oral communication skills
- ✓ Punctuality, attitude, and motivation

Typical Deficiencies in Applicants

- ✓ Oral and written communication skills

Special Populations

- ✓ Opportunities for formerly incarcerated in limited circumstances
- ✓ Few opportunities for other special populations
- ✓ Little veterans' preference

Targeted Recommendations

- ✓ Focus on office skills
- ✓ Develop workplace readiness skill training to emphasize quality control and task management
- ✓ Offer contextualized learning with experiential opportunities

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Medium-Term On-the-Job-Training (OJT) – PATHWAY JOB**PAINTERS, CONSTRUCTION AND MAINTENANCE**

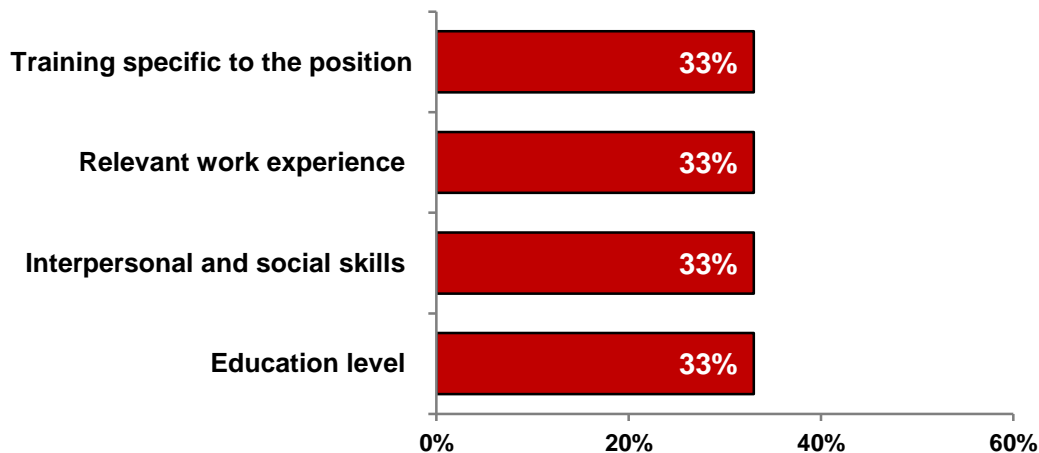
Overview: Relatively few employers of Painters in Construction and Maintenance could be found to participate in the research effort. This pathway career is a reasonable entry-level job to get a start in construction, though prospects are dimmer than expected and wages are quite below the self-sufficiency standard. In addition, while experience seems to be important, training and education are not critical components to success in the occupation.

O*NET Description: Paint walls, equipment, buildings, bridges, and other structural surfaces, using brushes, rollers, and spray guns. May remove old paint to prepare surface prior to painting. May mix colors or oils to obtain desired color or consistency.

Median Hourly Earnings in San Diego (2013): **\$16.69**

Employment in San Diego (2013): **6,194**

Projected Annual Openings (2013-2018): **365**

Employer Difficulties:**Educational Requirements**

- ✓ Completion of high school or equivalent (67%)

Short-Term On-the-Job-Training (OJT) – PATHWAY JOB**CONSTRUCTION LABORERS**

Overview: Construction Laborers earn close to the lowest wage of all occupations selected for this study, but are included because so many construction jobs require previous experience. These positions are excellently suited to difficult to serve and special populations due to their relatively low barriers to entry. There are many opportunities available and very strong growth projected in the near-term.

O*NET Description: Perform tasks involving physical labor at construction sites. May operate hand and power tools of all types: air hammers, earth tampers, cement mixers, small mechanical hoists, surveying and measuring equipment, and a variety of other equipment and instruments. May clean and prepare sites, dig trenches, set braces to support the sides of excavations, erect scaffolding, and clean up rubble, debris and other waste materials. May assist other craft workers.

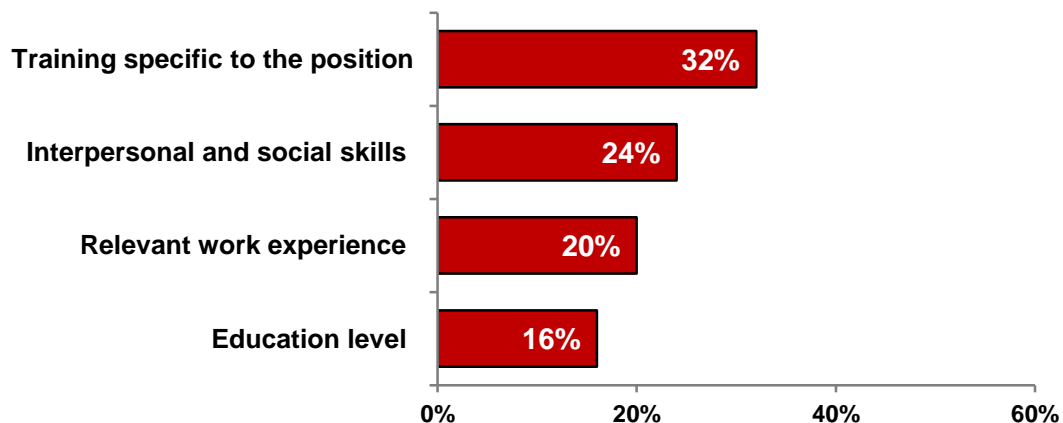
Median Hourly Earnings in San Diego (2013): **\$15.27**

Employment in San Diego (2013): **12,175**

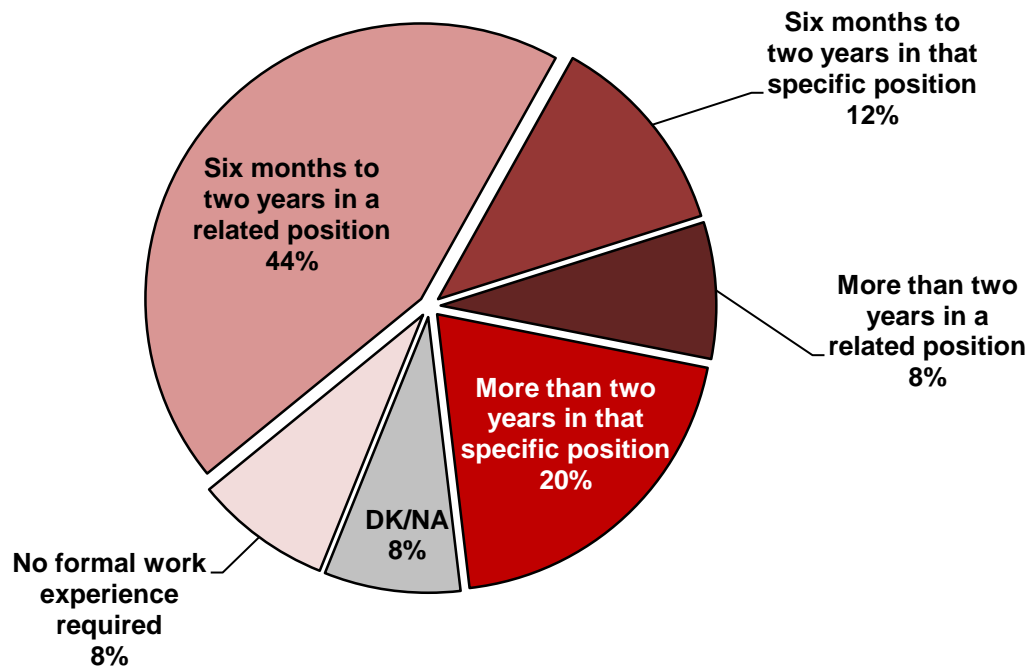
Projected New Jobs (%), 12 Months: **11.6%**

Projected Annual Openings (2013-2018): **288**

Employer Difficulties:



Experience Expectations:



Educational Requirements

- ✓ Completion of high school or equivalent (80%)

Top Technical Skills

- ✓ Repair structures in construction, repair, or manufacturing setting
- ✓ Use measuring devices to determine dimensions or characteristics
- ✓ Evaluate construction quality

Workplace Non-Technical Skills

- ✓ Ability to follow instructions and stay on task
- ✓ Be punctual

Typical Deficiencies in Applicants

- ✓ Understand construction specifications
- ✓ Repair structures in construction, repair, or manufacturing setting

Special Populations

- ✓ Strong opportunities for people with disabilities, as long as they can perform the physical labor
- ✓ Highlighted preferences for veterans
- ✓ Challenging for older workers

Targeted Recommendations

- ✓ Training requirements are low; focus on experience
- ✓ Partner with veteran organizations

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Short-Term On-the-Job-Training (OJT) – PATHWAY JOB**CUSTOMER SERVICE REPRESENTATIVES**

Overview: Customer Service Representatives is perhaps the best occupation for workforce development identified in this report. While the wage is lower than the self-sufficiency standard, customer service, communication, and problem solving skills developed in the position have application across numerous occupations and industries.

There are large numbers of projected openings through 2018, and employers are most frustrated by interpersonal and social skills, training, and experience, though nearly one in four employers do not require experience for their entry-level workers.

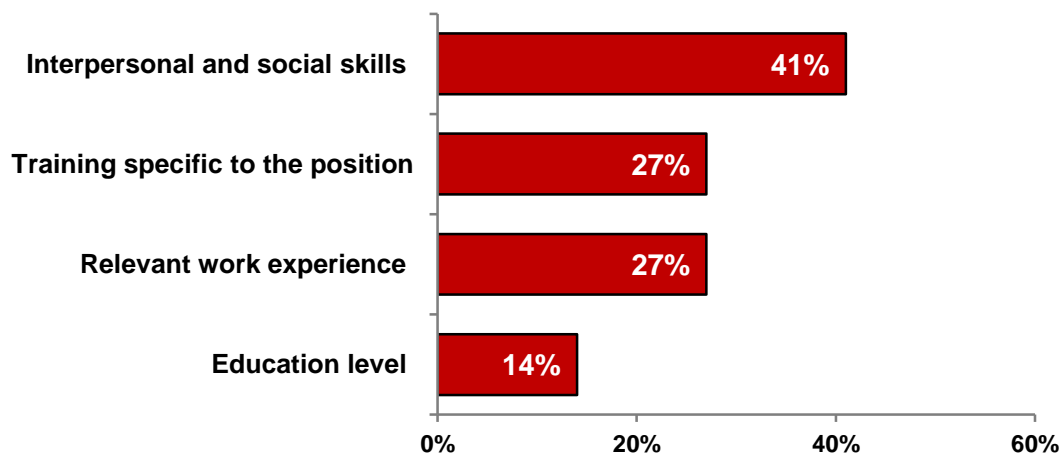
O*NET Description: Interact with customers to provide information in response to inquiries about products and services and to handle and resolve complaints.

Median Hourly Earnings in San Diego (2013): **\$17.04**

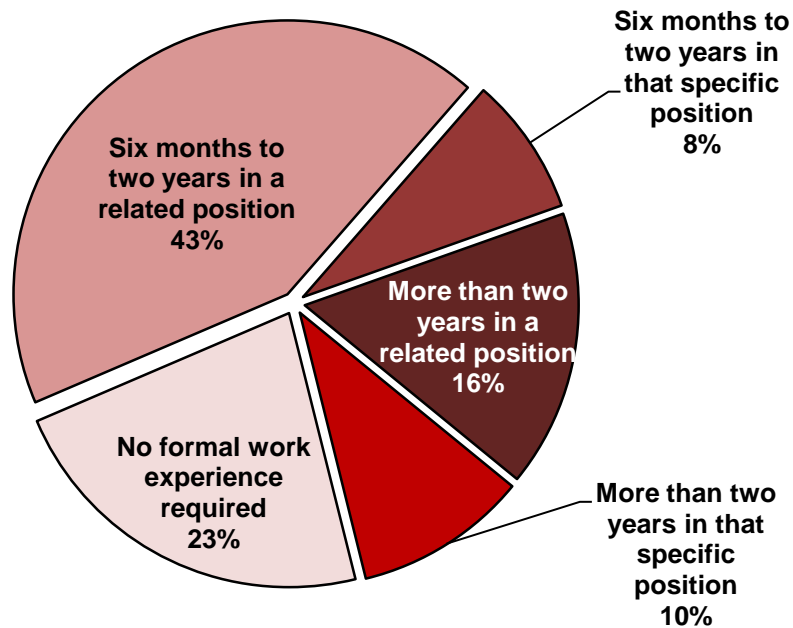
Employment in San Diego (2013): **21,233**

Projected New Jobs (%), 12 Months: **3.7%**

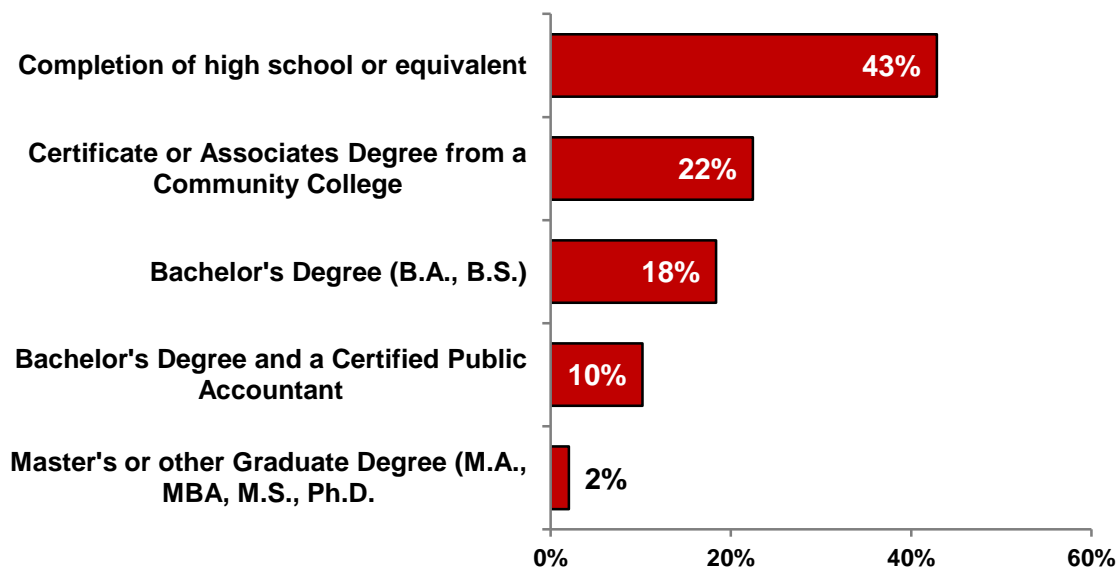
Projected Annual Openings (2013-2018): **839**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Communicate with customers, employees, or contractors to disseminate information
- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Answer questions from employees, colleagues, customers, or public
- ✓ Maintain customer and account records
- ✓ Maintain records, reports, files, listings, or logs

Workplace Non-Technical Skills

- ✓ Oral communication
- ✓ Written communication
- ✓ Customer service skills
- ✓ Ability to use technology

Typical Deficiencies in Applicants

- ✓ Communicate with customers, employees, or contractors to disseminate information
- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Maintain customer and account records
- ✓ Sign contracts with customers or clients

Special Populations

- ✓ Little promise for special populations
- ✓ Turnover (non-retirement) remains a challenge

Targeted Recommendations

- ✓ Develop training focused on customer service and communication
- ✓ Create partnerships for internships and other work-based learning

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Short-Term On-the-Job-Training (OJT) – PATHWAY JOB**HEAVY AND TRACTOR-TRAILER TRUCK DRIVERS**

Overview: San Diego firms employ a significant number of Heavy and Tractor Trailer Truck Drivers, however, these employers were reluctant to participate in the survey phase of the research, limiting the available data for this position.

Employers do tend to prefer veterans, and while they do not have issues with hiring formerly incarcerated, there are often limitations on recently released individuals' travel restrictions.

O*NET Description: Drive a tractor-trailer combination or a truck with a capacity of at least 26,000 pounds Gross Vehicle Weight (GVW). May be required to unload truck. Requires commercial drivers' license.

Median Hourly Earnings in San Diego (2013): **\$17.83**

Employment in San Diego (2013): **9,236**

Projected Annual Openings (2013-2018): **361**

Targeted Recommendations

- ✓ Work with veterans groups to develop pathways from similar positions in military
- ✓ Offer CDL training

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Short-Term On-the-Job-Training (OJT) – PATHWAY JOB**INDUSTRIAL TRUCK AND TRACTOR OPERATORS**

Overview: While there are nearly 3,000 Industrial Truck and Tractor Operators in San Diego, their employers were reluctant to participate in the survey phase of the research, limiting the available data for this position. Despite the large number of workers, annual openings are few and it is difficult to determine additional pathways to higher wage careers at this time.

O*NET Description: Operate industrial trucks or tractors equipped to move materials around a warehouse, storage yard, factory, construction site, or similar location.

Median Hourly Earnings in San Diego (2013): **\$16.43**

Employment in San Diego (2013): **2,842**

Projected Annual Openings (2013-2018): **107**

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Short-Term On-the-Job-Training (OJT) – PATHWAY JOB**LIGHT TRUCK OR DELIVERY SERVICE DRIVERS**

Overview: Light Truck or Delivery Service Drivers earn the lowest wage of all selected occupations; however, it is included due to its very low barriers to entry and potential for higher wage future employment.

Work experience is helpful but not required, and the position is well suited to the special populations of workers included in this study.

O*NET Description: Drive a light vehicle, such as a truck or van, with a capacity of less than 26,000 pounds Gross Vehicle Weight (GVW), primarily to deliver or pick up merchandise or to deliver packages. May load and unload vehicle.

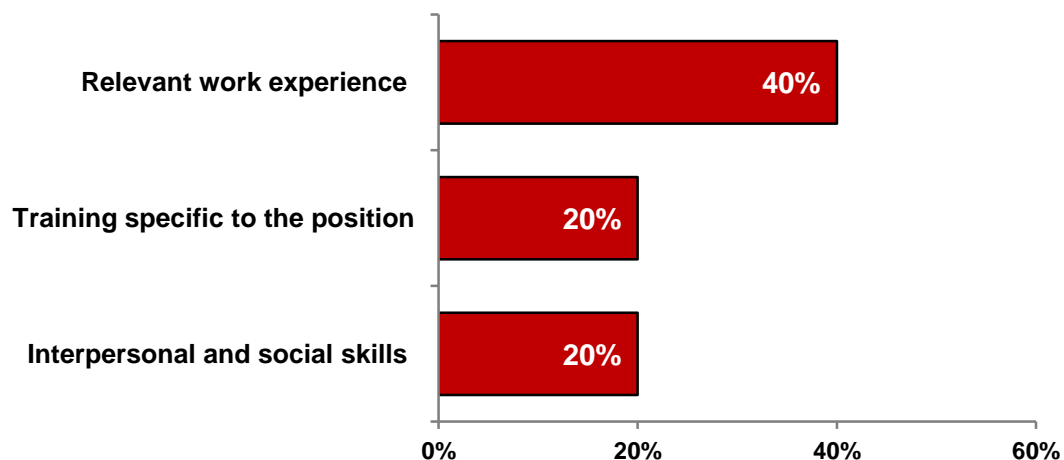
Median Hourly Earnings in San Diego (2013): **\$15.01**

Employment in San Diego (2013): **7,424**

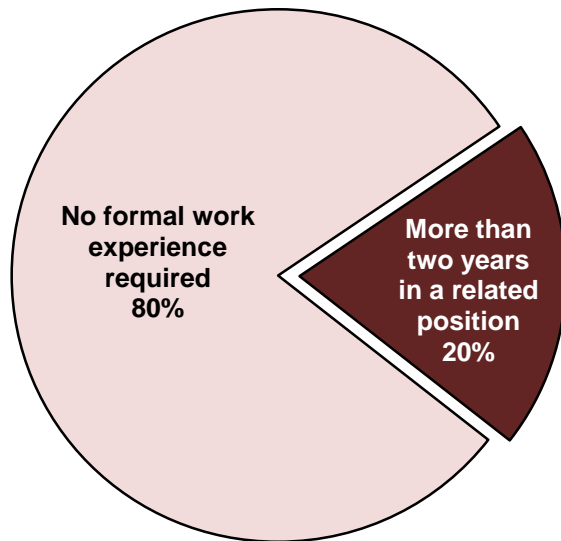
Projected New Jobs (%), 12 Months: **0%**

Projected Annual Openings (2013-2018): **219**

Employer Difficulties:



Experience Expectations:



Educational Requirements

- ✓ Completion of high school or equivalent (80%)

Top Technical Skills

- ✓ Follow traffic laws
- ✓ Transport passengers or cargo
- ✓ Maintain cargo or passenger vehicle
- ✓ Perform safety inspections
- ✓ Follow established traffic or transportation procedures

Workplace Non-Technical Skills

- ✓ Ability to follow instructions
- ✓ Punctuality

Typical Deficiencies in Applicants

- ✓ Maintain driver log according to I.C.C. regulations
- ✓ Follow traffic laws
- ✓ Transport passengers or cargo

Special Populations

- ✓ Strong opportunities for all special populations (assuming driver with a disability can make accommodations)

Targeted Recommendations

- ✓ Focus on truck driving for special populations
- ✓ Understand geographic limitations with some formerly incarcerated trainees to ensure employability
- ✓ Identify pathway jobs to a higher wage career

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Short-Term On-the-Job-Training (OJT) – PATHWAY JOB**SECRETARIES AND ADMINISTRATIVE ASSISTANTS**

Overview: Secretaries and Administrative Assistants represent a large number of workers in San Diego. Growth is flat, but it is projected to require over 300 annual replacement jobs through 2018. Secretaries and Administrative Assistant openings are not particularly well suited to any of the special populations that were researched.

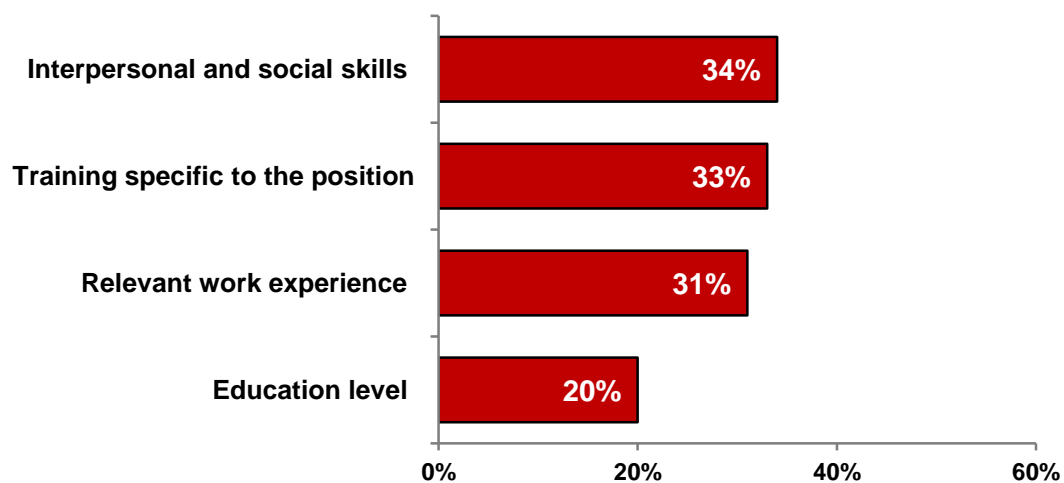
O*NET Description: Perform routine clerical and administrative functions such as drafting correspondence, scheduling appointments, organizing and maintaining paper and electronic files, or providing information to callers.

Median Hourly Earnings in San Diego (2013): **\$17.63**

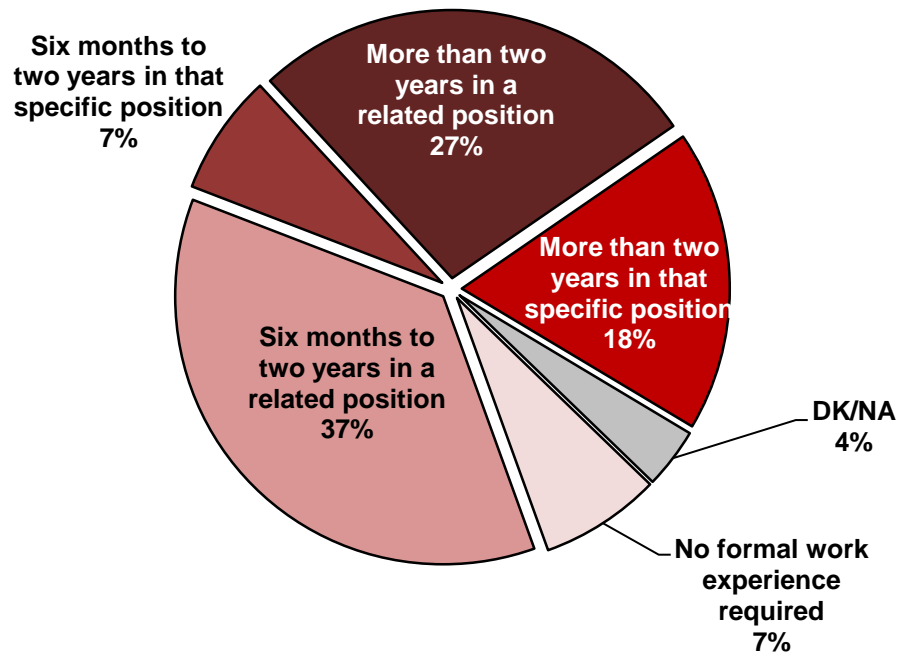
Employment in San Diego (2013): **17,856**

Projected New Jobs (%), 12 Months: **0.1%**

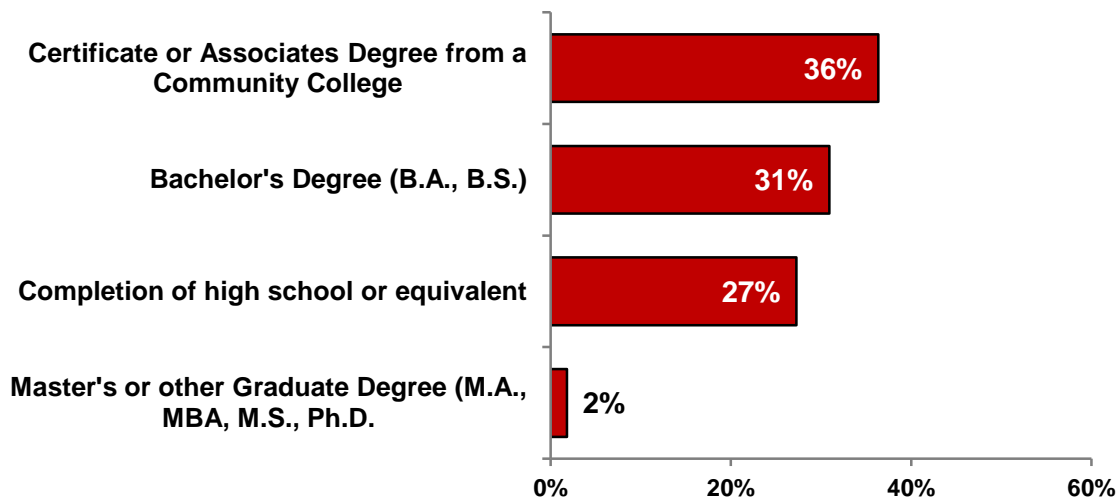
Projected Annual Openings (2013-2018): **309**

Employer Difficulties:

Experience Expectations:



Educational Requirements



Top Technical Skills

- ✓ Use oral or written communication techniques
- ✓ Maintain records, reports, files, listings, or logs

- ✓ Prepare technical, managerial, financial, or informational reports
- ✓ Operate computers to enter, calculate, access, and retrieve data
- ✓ Take messages, meeting notes, shorthand and dictation

Workplace Non-Technical Skills

- ✓ Ability to use technology
- ✓ Oral communication
- ✓ People skills
- ✓ Ability to follow instructions
- ✓ Quality control

Typical Deficiencies in Applicants

- ✓ Delegate appropriate administrative support activities
- ✓ Use oral or written communication techniques
- ✓ Prepare technical, managerial, financial, or informational reports

Special Populations

- ✓ Little preference for veterans
- ✓ Not promising for people with disabilities
- ✓ Some retirements looming

Targeted Recommendations

- ✓ Experience should be included as part of any program
- ✓ Focus on quality control and people skills
- ✓ Technology proficiency is a must

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