ECONOMIC & WORKFORCE DEVELOPMENT
through the CALIFORNIA COMMUNITY COLLEGES

BUSINESS AND WORKFORCE
PERFORMANCE IMPROVEMENT INITIATIVE

Industry Analysis Report

San Luis Obispo, Santa Barbara, Ventura Counties and north Los Angeles County

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Center of Excellence, EWD Region 6

Ventura College

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PERFORMANCE IMPROVEMENT INITIATIVE

Strategic Opportunities for Community Colleges in the South Central Region

Public Administration

July 2007

Prepared By:

Center of Excellence, EWD Region 6

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THE BUSINESS AND WORKFORCE PERFORMANCE IMPROVEMENT INITIATIVE IS A GRANT-FUNDED PROJECT THROUGH THE ECONOMIC & WORKFORCE DEVELOPMENT NETWORK OF THE CALIFORNIA COMMUNITY COLLEGES. OUR MISSION IS TO STRENGTHEN CALIFORNIA'S WORKFORCE AND ADVANCE ECONOMIC GROWTH THROUGH EDUCATION, TRAINING AND JOB DEVELOPMENT.

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Government is the second largest employer in the South Central Region – with over 123,400 total jobs today – and employment in government is expected to increase by 5.3% (6,500 jobs) between 2006 and 2012.

Source for Jobs Growth: CC Benefits – Economic Modeling Specialists, Inc. - 6/07

Executive Summary

The Government Sector consists of organizations that function at the federal, state or local levels of government. Rates of employment growth vary among these three levels of government and across the four counties in the South Central Region. An examination of current and projected employment in government sector occupations is warranted for several reasons:

1. Government, including public education, is the largest sector in terms of employment in both the Central Coast and the Southern California economic regions[1]
2. Growth in government employment is projected for all counties in the South Central Region[2]
3. Retirements by "baby boomers" employed in government will necessitate the replacement of large numbers of workers, in addition to the projected growth in employees
4. The wide range of occupations employed in government provides entry-level employment opportunities for community college students and up-grade training possibilities for colleges

In the NAICS coding schema, the ***government sector*** is categorized as **Public Administration**. Public agencies that provide goods and services – such as educational institutions, hospitals, and transportation systems – are classified in ***different*** NAICS sectors. Unless otherwise noted, only agencies categorized as Public Administration are included in this analysis.

Government entities employ large numbers of workers in various occupations. In the four counties of the South Central Region, there are over **123,400** employees in the Public Administration sector. Generally, governmental agencies that appear in the Public Administration sector are those that carry out tasks that are not performed by private-sector establishments.

Growth in government jobs, combined with replacements of retiring workers, portends strategic opportunities for colleges to:

- **Educate students for entry-level employment in government –**
  In addition to specific job-related courses, colleges can also offer a basic skills and a soft skills curriculum to help increase the pipeline of qualified entry-level employees
- **Provide continuing/up-grade training for incumbent government workers –**
  With the pending retirements of large numbers of "baby boomers" from public employment, colleges can assist governmental agencies with their succession planning efforts by providing contract education or for-credit classes to prepare current employees to replace retiring supervisors, managers and other skilled workers

This strategic opportunity report provides data indicating that regional employment growth is projected in the government sector along with the anticipated need to replace a high percentage of workers due to retirements. As such, there will be emerging strategic opportunities for regional colleges to modify/develop curricula that provide specific occupational skills required for jobs in government – e.g., development of an associate degree/certificate in city or county administration.

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[1] California Regional Economies Project – May 2004
[2] CC Benefits – Economic Modeling Specialists, Inc. - 6/07

Introduction

Public Administration within San Luis Obispo, Santa Barbara, Ventura and north Los Angeles counties (i.e., the South Central Region) meets the criteria – established by the Business and Workforce Performance Improvement Initiative (BWPI) – to be considered a strategic opportunity for the region's community colleges. Training opportunities related to the Public Administration sector are highly relevant to community college offerings and they are within the scope of colleges' core competencies. Additionally, the sector's formidable size, coupled with its projected growth and high retirement rate, will necessitate that a large pool of qualified entry-level and mid-level workers be available if public sector employers are to meet their employment needs.

Data presented in this report were obtained from a variety of sources, which are cited via footnotes and in the References section. Three primary research activities were conducted: Human Resources Managers from three large governmental agencies met with COE staff in consultative sessions; seven public agencies responded to a survey of public sector employers and five public entities responded to a survey of Ventura County employers. Analysis of the available quantitative data, along with insight from industry specialists, indicates that the Public Administration sector provides strategic opportunities for regional colleges to increase enrollments through college-credit programs (FTES) and via specialized contract-education training.

Scope of the Report

The Government Sector appears in NAICS under the title of Public Administration, and it consists of agencies of *federal*, *state* or *local* government with NAICS codes in the 92 series. These agencies administer, supervise, and manage public programs within their jurisdictions, and they may also have executive, legislative, or judicial authority over other institutions. In general, governmental agencies that appear in the Public Administration sector are those that carry out tasks that are not performed by private establishments. Several governmental agencies that provide goods and services are classified in other NAICS sectors; for example: Educational Services are in sector 61 and Hospitals are in sub-sector 622. Additionally, it is important to note that while the administration of a governmental program can be in sector 92, the operation of the same program can be in a different sector – e.g., airport administration is NAICS industry code 92612, while airport operation is NAICS industry code 48811. **Unless otherwise noted, only agencies categorized as Public Administration are included in this industry analysis.**

Industry Overview

Government Employment in the Region

Data related to employment in South Central Region governmental entities were obtained through CC Benefits. These data indicate total employment of **123,460** in public administration occupations in **2006**. The number of government jobs in each of the South Central Region counties is:

South Central Region	Government Jobs in 2006
North Los Angeles County	22,855
Ventura County	43,879
Santa Barbara County	35,602
San Luis Obispo County	21,124
Total	123,460

The total number of employees places public administration second in terms of size as a regional employer.

Projected Job Growth within the Four Counties

In **2006**, employment within agencies of federal, state and local governments totaled **123,460** in the South Central Region. Between 2006 and 2012, jobs in the government sector are expected to increase by **6,585** in the four counties that comprise the South Central Region. This equates to a **5.33%** increase in public administration jobs over the six-year period.

Public Administration – Numeric Changes in Employment Between 2006 and 2012

Level of Government	Numeric Changes in Employment Between 2006 and 2012 – By County				
	North Los Angeles	Ventura	Santa Barbara	San Luis Obispo	Total
Federal	- 50	- 101	- 47	- 3	- 201
State	65	101	562	989	1,717
Local	52	2,372	1,561	1,084	5,069
Totals	67	2,372	2,076	2,070	6,585

Source: CC Benefits – Economic Modeling Specialists, Inc. - 6/07

In addition to the growth in jobs, replacements of retiring "baby boomers" will greatly increase the number of workers required to meet government's workforce needs. The general impact of retiring "baby boomers" is addressed in the next section – Government's Real Workforce Challenge: Baby-Boomer Retirements. In specific terms, the projected affect of retirements on regional workforce needs is quantified in the section on page 8, Ten Government Occupations.

Economic Impact

Governments are a major determinant of the economic climate in the geo-political areas within their respective jurisdictions. Not only do governments set overall economic policy, but they also provide incentives for economic and workforce development through legislation and funding projects (e.g., the President's High Growth Job Training Initiative). Additionally, governmental agencies administer programs, operate facilities, manufacture goods, and provide a vast array of services. As such, all levels of government (federal, state and local) play a crucial role in the economy of the region. Included in the array of government agencies in this region are three military installations: Naval Base Ventura County, which includes NAS Point Mugu and CBC Port Hueneme; Vandenberg Air Force Base; and Edwards Air Force Base. These bases are major employers of civilian workers and base operations contribute significantly to their local economies.

Not only are state and local governments major employers, but the services that they provide (e.g., health and human services, safety and protective services, judicial services and maintenance of infrastructure and utilities) are necessary and fundamental to the basic functioning of the local economy and the welfare of the local population. By helping provide a pipeline of qualified workers to government employers, colleges will be responding to the workforce needs of the largest players in the population-serving sector of the regional economy.

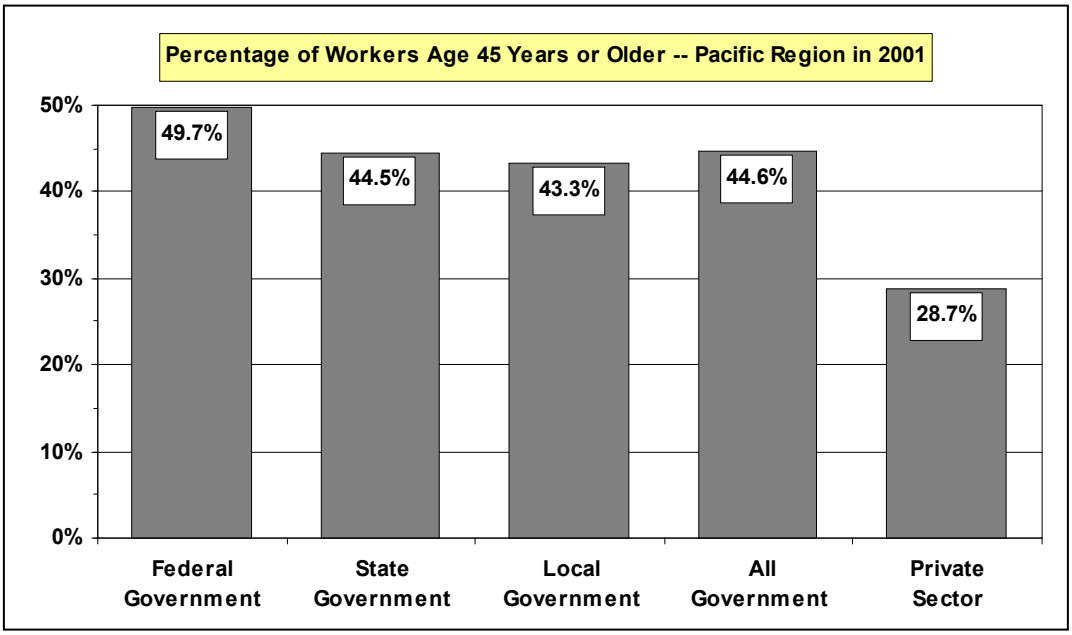
Transferability of Skills

The skills required for Public Administration occupations are readily transferred to occupations in practically all other industries. This is because virtually ***every occupation*** – from custodial and clerical to professional and academic – is **employed** in the ***government sector*.** Colleges, therefore, currently offer most of the educational and training programs applicable to occupations in the public sector.

Government's Real Workforce Challenge: Baby-Boomer Retirements

In addition to the increase in government jobs, the need to replace government workers due to retirements is expected to be quite large over the foreseeable future. The leading edge of the "baby boomer" generation is in the midst of turning 61 this year (2007). Because the percentage of workers that are age **45** or older is significantly ***higher*** in government than in the private sector, the replacement of retiring workers will be a greater challenge in government than in the private sector.

According to "The Aging Government Workforce", in the Pacific Region in 2001, **44.6%** of workers in the government sector were **45** years of age or older, compared to **28.7%** in the private sector. The chart below depicts these percentages by level of government.



The Pacific Region consists of the states of Alaska, California, Hawaii, Oregon and Washington.

Source: Abbey, "The Aging Government Workforce" – July 2002, The Nelson A. Rockefeller Institute of Government

A "looming worker shortage" will present "an unprecedented challenge for both public and private sector employers" according to Bob Lavigna in *Winning the War for Talent*. He writes that "... there are more than **70** million baby boomers approaching retirement age, and only **40** million workers to replace them. These changes will hit government first, and will hit government hard. That's because, on average, public sector workers are older than private sector workers." [3]

Although there will be ***less*** than one-for-one replacements of retiring workers, the sheer number of "baby-boomer" retirements will result in high numbers of hires. (Ongoing advances in all areas of technology will result in improved worker productivity and the elimination of some positions. There will, however, be the concomitant creation of new positions to manage, operate and maintain equipment and software that will be produced as a consequence of new technology.)

Community colleges can play an integral role in helping governmental agencies respond to their impending workforce challenge by educating and training many of the workers who will be needed to replace the large numbers of retiring "baby boomers."

[3] Lavigna, "Winning the War for Talent"; Government Finance Review | February 2005, Page 47

Ten Government Occupations

A wide variety of occupations is employed in the government sector. Some of the occupations that are expected to be in demand in the South Central Region over the next six years are listed below. These ten occupations fall within the scope of education and training provided by colleges in the region.

Estimated Employment in Ten Selected Occupations: Government Agencies in the South Central Region

		Est. Government Employment in the South Central Region				
		A	B	C	D	E
SOC Code	Occupational Titles	2006	2012	Changes	Replace-ments	Replace-ments *plus* Changes 2002 – 2012
43-9061	Office Clerks, General	3,906	3,910	4	1,302	**1,306**
39-9032	Recreation Workers	855	909	54	285	**339**
53-3021	Bus Drivers, Transit / Intercity	774	818	44	258	**302**
43-6011	Exec. Sec. & Admin. Ass't	1,627	1,679	52	542	**594**
43-1011	1st-Line Office Super./ Mngr	959	992	33	320	**353**
43-3031	Bookkeeping / Acct'ng Clerks	712	710	-2	237	**235**
23-2099	Legal Supp. Workers - Others	449	454	5	150	**155**
43-4199	Inform./Record Clerks - Others	1,231	1,077	-154	410	**256**
43-5031	Police / Fire / Amb. Dispatchers	306	332	26	102	**128**
47-4011	Construction & Bldg Inspectors	330	368	38	110	**148**
	Totals	**11,149**	**11,249**	**100**	**3,716**	**3,816**

Source for 2006 and 2012 Employment Data: CC Benefits – Economic Modeling Specialists, Inc. - 5/07

Data in **Column E** represent the ***estimated*** numbers of employees that will be hired between 2006 and 2012 in the South Central Region as a result of employment growth and replacements. Replacements (**Column D**) were calculated based on the conservative assumption that ***one-third*** (⅓) of the workers in 2006 would be replaced due to separations (i.e., retirements, resignations or discharges). The replacement factor of one-third was based on the annual employee turn-over rates reported by the seven respondents to the "Survey of Public Sector Employers." The process used to arrive at the replacement factor is described in Appendix F, page 22.

It is worthwhile noting, that for all ten occupations, it is the "replacement" hires that account for the majority of total estimated hires appearing in Column E. As previously mentioned, the anticipated retirements of "baby boomers" will account for most of the replacement hires.

Regional colleges are positioned to form partnerships with local governmental agencies to better educate students for entry-level jobs, and to provide the continuing/up-grade training necessary to prepare current employees for internal promotional opportunities. Because all of the ten occupations in the table above are also employed in other industry sectors, there will also be a demand by other organizations (in both the public- and private sector) for workers in these jobs.

Industry Training Needs

Relevance to the Colleges

The strategic opportunity outlined in this report fits readily within the educational and training structures of South Central Region colleges. Job requirements vary among the occupations that are expected to be in demand over the next six years. Some of these occupations require limited training (e.g., six months of on-the-job training) and a few require a baccalaureate or a master's degree. But for many of the occupations, community colleges currently have curricula in place that address the specific job requirements (e.g., accounting, bookkeeping, business management, clerical, computer science, recreation, secretarial, and supervision). There is also a need to ensure that students possess basic and soft skills, which are often lacking in entry-level employees.

Respondents to the "Survey of Public Sector Employers" were asked to indicate the role/s that community colleges can play in helping them meet their **workforce training needs**. The following suggestions were provided by the four respondents who answered the question.

- Hold an "open house" for government officials
- Advise us of workshops or training resources
- Establish programs, like Public Administration
- Provide onsite training during the workday
- Conduct one-day workshops
- Provide Customer Service training

Succession Planning

With a higher than average rate of retirements facing the Government Sector (versus the private sector), there is a critical need for succession planning. The way in which succession planning is defined, developed and implemented may vary across governmental agencies. It is likely, however, that many characteristics will be common to all entities. Colleges in the South Central Region, through their contract education or workforce development units, are well positioned to provide assistance in all the following areas of potential need.

- Gap analysis and needs assessment
- Short- and long term professional development planning
- Development and delivery of customized training
- Classes in Accounting, Business and related disciplines/topics

Customer Service is an area of growing importance among all levels of Government. The California Community College System has a comprehensive Customer Service training program that has been adapted to the specific needs of the government sector.

Occupational Skills and Competencies

The strategic opportunity presented in this report includes ten specific occupations. Skills and competencies required by these occupations vary widely; however, ***basic skills*** and ***soft skills*** are general skill sets that should be possessed by candidates for employment in any of these occupations. There are a number of resources available that delineate the knowledge, skills and abilities for success in these particular occupations. They could be utilized in the development and/or modification of curriculum and training programs.

Skills, training levels and 2005 median wages associated with the ten government occupations presented in the previous section are indicated in the following table. Median hourly wages range from $9.67 (recreation workers) to $21.50 (construction and building inspectors). Training levels among occupations vary from short-term OJT to an associate degree. Community colleges can provide ***both*** the basic employability skills needed by applicants for OJT positions **and** the associate degree required for higher-level occupations.

Occupational Skills, Training Levels and Median Wages

Skills, training levels and 2005 national median wages for the ten government occupations are presented in the table below.

SOC Codes	Occupational Titles	The Three Most Important Skills ► Training Level	Median Wage
43-9061	Office Clerks, General	Active listening, Reading comp, Speaking ► Short-Term On-the-Job Training (OJT)	$11.09
39-9032	Recreation Workers	Oral expression, Oral comp, Speech clarity ► Moderate-Term OJT	$9.67
53-3021	Bus Drivers, Transit / Intercity	Active listening Operation monitor, Social percept ► Moderate-Term OJT	$14.91
43-6011	Exec. Sec. & Admin. Ass't	Active listening, Reading comp, Time mngmnt ► Post-secondary Vocational Education	$17.29
43-1011	1st-Line Office Super./ Mngr	Active listening, Speaking, Reading comp ► Moderate-Term OJT	$20.38
43-3031	Bookkeeping / Acct'ng Clerks	Mathematics, Reading comp, Time mngmnt ► Moderate-Term OJT	$14.18
23-2099	Legal Supp. Workers - Others	Varied – Title represents a group of occupations ► Associate Degree	$21.06
43-4199	Inform./Record Clerks - Others	Varied – Title represents a group of occupations ► Short-Term OJT	$16.16
43-5031	Police / Fire / Amb. Dispatchers	Active listening, Speaking, Critical thinking ► Moderate-Term OJT	$14.45
47-4011	Construction & Bldg Inspectors	Reading comp, Active listening, Mathematics ► Work experience	$21.50

Occupational Skills and Median Wages: Obtained from O*NET Online (Department of Labor)
Training Levels: Obtained from EDD–List of Occupations in Government (Labor Market Information Division)

Associate Degree in City or County Administration

Based on responses to the "Survey of Public Sector Employers", there appears to be an interest by public administration officials in an associate degree in city or county administration. Six of the seven respondents to the survey (86%) indicated that they think there is need for an associate degree in city/county administration. In addition to Fund Accounting, Hiring Practices, Procurement Policy/Procedure, and Diversity Issues, respondents indicated that the following topics/areas should be included in a Public Administration curriculum.

- Local Government History and Structure
- Basic Legal Education / Civics Lessons
- Environmental Issues
- Communication Skills
- Land Use and Open Space Management
- Principles and Practices of General Zoning
- Ethics in Government
- Employer / Labor Relations
- General Planning / Urban Planning Issues
- Research and Report Writing
- Community Engagement and Involvement
- Fundamentals of Transportation Planning

Regional colleges are encouraged to contact the governmental entities in their service areas to determine whether there is enough local interest to warrant the development of an associate degree program in city or county administration at their college. Key Findings of the "Survey of Public Sector Employers" appear as Appendix F, page 22.

Industry Validation

To validate the strategic opportunity outlined in this report, **sixteen** public administration managers in the South Central Region were either interviewed or surveyed. Three human resources directors were personally interviewed by COE staff and thirteen public agency managers responded to surveys conducted by the VC Office of Research and Evaluation. These industry contacts, and other validation sources, confirmed the pending impact of "baby boomer" retirements and the need for qualified entry-level workers in government occupations. The results are summarized below.

Interviews with Human Resources Officers

During March/April 2007, human resources officers from the following agencies were interviewed.

- Superior Court of California, County of Ventura
  In 2005, the Court replaced 20% of its FTE employees (77 out of 384) and in 2006 it replaced an additional 13% of its FTE workforce – a 33% replacement rate over a two year period. (Refer to Appendix C for notes on the April 19, 2007 meeting with Lorraine Benavides.)
- City of Ventura
  Advised us that city governments would be adversely impacted by the retirements of "baby boomers"; sees a need for degree/certificate in City Administration or County Administration. (Refer to Appendix D for notes on the April 2, 2007 meeting with Jenny Roney.)
- County of Ventura:
  Predicts slow growth in county jobs; however, sees constant employee turnover. (Refer to Appendix E for notes on the March 28, 2007 meeting with Barry Zimmerman.)

Survey of Public Sector Employers

The survey, conducted in May/June 2007, focused on Public Administration entities in the South Central Region. **Seven** of the 14 surveyed organizations returned their surveys. The weighted average annual employee **turn-over rate** for all respondents was **6.22%**; respondents employ a total of **3,023** workers. Over the next two years, respondents expect to hire **194** replacement workers in city government or superior court jobs. Six of the seven respondents indicated need for an Associate Degree in City/County Administration. (Refer to Appendix F, Survey's Key Findings.)

Survey of Ventura County Employers

This survey was conducted in April/May 2007 and was focused on office occupations related to Business Information Systems (BIS) and Accounting. Sixty-six of the 382 surveyed organizations returned their surveys – **six** of the respondents are public administration agencies. These six respondents employ a total of **4,606** individuals and their agencies expect to hire **95** workers in BIS or Accounting jobs over the next two years.

Other Validation Sources

The following secondary sources also substantiate the impact of impending retirements.

- City of Palo Alto – Frank Benest, City Manager
  At an April 2004 conference in Oakland, Dr. Benest mentioned that the following occupations had high percentages of workers who were 45 years of age or older in 1998: construction inspectors (61%), administrators (59%), compliance officers (48%), and supervisors (39%).
- Ventura County Star – Jean Ortiz, Staff Writer
  In the article, *Retirement by boomers threatens city staffs–October 3, 2005*, the author writes that: (a) in the City of Thousand Oaks, about 41% of full-time employees are at retirement age (50 years of age or older), and (b) in the City of Simi Valley, almost 45% of the city's full-time employees (excluding police) are 50 years of age or older.

Implications for Community Colleges

Most South Central Region colleges have working relationships with government entities in their services areas. A college's response to the strategic opportunity presented in this report could help the college further develop, or enhance, mutually-beneficial partnerships with one or more governmental agencies. Colleges can assist government by increasing the number of skilled workers in the pipeline, and by providing continuing and up-grade training specifically designed to dovetail with an agency's succession planning program.

Colleges in the region have many standard programs or offerings in place that educate and train students for employment in several of the occupations delineated in this strategic opportunity. Degree and/or certificate programs, which help address public administration employment needs and which are common offerings at most colleges, include the following:

Accounting	Engineering
Bookkeeping	Executive Assistant
Business	Human Services
Clerical	Recreation
Computer Science	Secretarial
Criminal Justice	Supervision

Other educational providers that offer training that is related to occupations in the public sector include adult schools, ROPs, proprietary vocational schools, and employer in-house training.

Conclusion and Recommendations

The strategic opportunity presented in this report relates to:

(a) Educating students for entry-level employment in government, and

(b) Providing continuing/upgrade training for incumbent government workers.

Although growth in government jobs is expected to be modest (about 5%), the need to replace retiring workers will be quite large. Because "baby boomers" represent a high percentage of government employees, their retirements will result in the need to hire new workers to fill many of the positions that they (the "boomers") will have vacated.

Since there is such a wide range of occupations employed in the government sector, there is not a single set of knowledge, skills and abilities that apply to all occupations. Training requirements for government jobs vary from "on-the-job" to post-baccalaureate professional degrees. Colleges have the opportunity to provide training for jobs that require a certificate or an associate degree.

Four specific recommendations based upon the strategic opportunity outlined in this report are:

1. Colleges develop regional advisory bodies to assist in designing curriculum that prepares students for careers in public administration (e.g., a degree in City or County Administration)
2. Colleges partner with key public agencies in their region to identify the "gaps" between current and future industry needs and the colleges' current response framework
3. Colleges design programs and training delivery methods in response to the "gaps" that are identified as a result of the "gap analysis" (recommendation 2)
4. Colleges develop or expand partnerships with high schools or ROPs to help increase the pipeline of skilled workers who are ready for employment in the government sector

In conclusion, it is recommended that colleges keep abreast of the current and future workforce needs of governmental entities in their respective service areas. Colleges have the opportunity to help government meet their projected workforce needs – needs that are expected to be quite large.

References

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State Government
Local Government

Employment by Industry Data – Current Month Employment
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Projections of Employment
Industry Employment Projections – 2002–2012
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League of California Cities (http://www.cacities.org/index.jsp)

List of Cities by Population
(http://www.cacities.org/resource_files/24766.Cities%20by%20population.rtf)

U.S. Census Bureau (http://www.census.gov/)

2002 NAICS Definitions (http://www.census.gov/epcd/www/naics.html)

FactFinder – Geographic Comparison Table
2005 Population Estimates – California – County (http://factfinder.census.gov/)

APPENDIX A: How to Utilize this Report

About Us - Description of BWPI

The Business and Workforce Performance Improvement (BWPI) initiative is focused on building the capacity of the colleges in the area of economic and workforce development to enhance their ability to deliver education and training services to businesses and workers in high growth industries, new technologies, and other clusters of opportunities.

The Centers of Excellence (COE) within BWPI provide information regarding workforce trends, increasing awareness and visibility about the colleges economic and workforce development programs and services, and building partnerships with business and industry.

The difference this will make to the colleges is that it will position them as THE workforce partners of choice to business and industry and ensure that college programs are current and responsive. This will contribute to the overall economic vitality of the communities in which they serve.

How to Use This Industry Scan

The Centers of Excellence within the Business and Workforce Performance Improvement Initiative of the California Community College Economic and Workforce Development Program have undertaken Industry Scanning to provide targeted and valuable information to community colleges on high growth industries and occupations.

This report is intended to assist the decision-making process of California community college administrators and planners in addressing local and regional workforce needs and emerging job opportunities in the workplace as they relate to college programs. The information contained in this report can be used to guide program offerings, strengthen grant applications, and support other economic and workforce development efforts.

This report is designed to provide current industry data that will:

- Define potential strategic opportunities relative to an industry's emerging trends and workforce needs;
- Influence and inform local college program planning and resource development; and
- Promote a future-oriented and market responsive way of thinking among stakeholders.

This Industry Scan included a review of the California Regional Economies Project reports and Employment Development Department (EDD) Labor Market Information (LMID) projections that cover the communities in this region, as well as many other sources as listed.

Important Disclaimer

All representations included in this Environmental Scan product/study have been produced from a secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings. The purpose of the Environmental Scan is to assist the California Community Colleges to respond to emerging market needs for workforce performance improvement. However, the Business and Workforce Performance Improvement Centers of Excellence, COE host college or California Community Colleges Chancellor's Office are not responsible for applications or decisions made by recipient community colleges or their representatives based upon this study including components or recommendations.

APPENDIX B: Government Employment in the South Central Region

Table A. Government Sector Employment in 2006

Level of Government	Employment in 2006 – By County				
	North Los Angeles	Ventura	Santa Barbara	San Luis Obispo	Total
Federal	3,115	6,326	2,930	244	12,615
State	3,013	1,192	6,999	8,931	20,135
Local	16,727	36,361	25,673	11,949	90,710
Totals	22,855	43,879	35,602	21,124	123,460

Source: CC Benefits – Economic Modeling Specialists, Inc. - 6/07

Table B. Government Sector Projected Employment in 2012

Level of Government	Projected Employment in 2012 – By County				
	North Los Angeles	Ventura	Santa Barbara	San Luis Obispo	Total
Federal	3,065	6,225	2,883	241	12,414
State	3,078	1,293	7,561	9,920	21,852
Local	16,779	38,733	27,234	13,033	95,779
Totals	22,922	46,251	37,678	23,194	130,045

Source: CC Benefits – Economic Modeling Specialists, Inc. - 6/07

APPENDIX C: Notes on Meeting – Superior Court, County of Ventura

Date: April 19, 2007
Contact: Lorraine Benavides, Director, Human Resources
Organization: Superior Court of California, County of Ventura
COE Participants: Sharon Dwyer, COE Director
Michael Callahan, Research and Evaluation Officer

Julie Doss (HR Training Supervisor) and **Susan Boyd** (HR Associate) also attended the meeting.

OCCUPATIONS

The **Superior Court of California, County of Ventura** (the Court) employs about **395** individuals, including **28** judges, **4** commissioners, and **10** student aides. The Court expects to increase employment by about **17** workers (see table below), which will result in total employment of over **400**.

Court occupations, with levels of employment on **March 24, 2005**, are indicated in the table below. Using the **Level of Importance** scale, Lorraine categorized the importance of each occupation from a job growth/job replacement perspective. Lorraine also indicated that the Court anticipates increasing its total employment level by **17** employees – the numbers of these additional workers, by specific occupations, are shown in the table's Anticipated Increase column.

Level of Importance: **A** = Very High / Incumbents are ready to retire **B** = High **C** = Moderate
D = Not important (No or low replacements) **N/A** = Not Applicable

Level	SOC Code	Occupation	March 2005	Anticipated Increase
C		Accountant	5	**1**
C		Analyst – Budget, Court, Database	7	
C		Attorney	14	
A		CEO, AEO, DEO	5	
B		Child Care Coordinator	4	
B		Collection Officer	23	
B		Court Processing Assistant	117	**5**
A		Court Reporter	32	
A		Executive Assistant, Administrative Office Assistant	2	**1**
C		Fiscal Technician	9	
C		Human Resources – Generalist/Associate	6	**1**
B		Information Systems – Analyst, Office Systems Coord., LAN/Web	12	**1**
B		Interpreter	5	**2**
A		Judicial Assistant/Judicial. Secretary	66	**2**
A		Manager	15	
		Mediator	12	**4**
A		Program Supervisor	18	
		Total	352	**17**

Other important or **emerging** occupational areas, not listed above, are:

Business Process Manager **Staff Development Coordinator / Operations Trainer**

American Sign Language (ASL) Interpreter The ***two*** Interpreter hires in table are ASL Interpreters

APPENDIX C: Notes on Meeting – Superior Court, County of Ventura (Continued)

COMMUNICATIONS WITHIN THE COURT

An Employee Professional Development Survey, conducted by Ventura College in 2005, revealed that ***communications*** between Court management and Court employees were not effective / satisfactory. Since then, Court HR has been building trust with employees through expanded communications processes and procedures. Court employees will now bring issues to the attention of HR, rather than not informing HR of actual/potential problems. As a result, HR has instituted disciplinary procedures. Additionally, Court HR has established a positive relationship with the union.

SUCCESSION PLANNING

The Court has been involved in developing and implementing **succession planning** programs and related activities for the last three years. During the past **two years**, the aggregate employee turnover rate has been **33%** (**20%** in 2005 and **13%** in 2006).

As part of the succession planning effort, the Court **Human Resources Department** has established:

An Employee Mentorship and Coaching Program
A Job Shadowing Program
A Supervisors Certificate Program – Offered through Ventura College and for which there is a tuition reimbursement schedule
– 10% of all non-supervisory employees have expressed an interest in the program

In the latest round of interviews for supervisory positions, **Judicial Assistants** were the employee group that had the highest representation in the interview process. Also, of the 15 Court employees who applied for supervisor positions, 13 passed the written test. This is in contrast to two years ago when only two of the 10 internal applicants passed the written test.

PUBLIC ADMINSTRATION – ASSOCIATE DEGREE OR CERTIFICATE

Lorraine sees the need for an Associate Degree or Certificate in Public Administration. Applicants with an AA/Certificate in Public Administration would receive extra points during the interview process.

PROFESSIONAL COLLEAGUES

Lorraine provided the names and phone numbers of her counterparts at the other SCR Courts.

County	Name	Telephone	E-mail Address
San Luis Obispo	Gay Clark	(805) 781–5146	_____
Santa Barbara	Stephanie Robbins	(805) 568–2945	_____
Los Angeles	Marisa Lopez	(213) 974–6334	_____

Additional professional colleagues are:

Karen Thorson – Director of Center for Judicial Education and Research (CJER) in San Francisco
CJER is attached the California Supreme Court
She is interested in establishing an AA Degree in Public Administration.

Ernie Fuentes – Director of Human Resources for Administration of the Office of the Courts (AOC)

APPENDIX D: Notes on Meeting – City of Ventura

Date: April 2, 2007
Contact: Jenny Roney, Human Resources Director
Organization: City of Ventura
COE Participants: Sharon Dwyer, COE Director
Michael Callahan, Research and Evaluation Officer

OCCUPATIONS

The **City of Ventura** has a population of about **106,000** individuals. City government is composed of **10** departments and about **650** regular employees, with **60 managers** and **75 supervisors**, plus **9** managers/supervisors in the ***police*** department and **7** managers/supervisors in the ***fire*** department.

Selected government occupations are indicated in the table. Using the **Level of Importance** scale, Jenny categorized the importance of each occupation from a job growth/job replacement perspective.

Level of Importance: **A** = Very High **B** = High **C** = Moderate
D = Not important (No or low replacements) **N/A** = Not Applicable

Importance	Notes	SOC Code	Government Occupations
C		43-9061	Office Clerks, General
		13-1199	Bus. Operations Spec–All Other
N/A		21-xxxx	Social Workers and Counselors
A		11-xxxx	Managers & Administrators
B		43-6010	Secretaries & Admin Assistants
A		43-1011	Office Supervisors or Managers
A		15-1051	Computer System Analysts
C		43-3031	Bookkeeping/Accounting Clerks
N/A		13-1041	Compliance Officers
B		13-1111	Management Analysts

Other important or **emerging** occupational areas, not listed above, are:

Community Services

Positions that combine certain activities/tasks that are usually provided separately by either the **police** department or the **recreation** department – e.g., act as liaison with schools to develop partnerships and after-school activities for at-risk youth

Environmental Specialists

Positions that are concerned with addressing environmental issues and the compliance with county, state and federal environmental regulations – e.g., storm drainage and issues associated with being a coastal city
Position duties may include being a liaison with citizens groups/individual city residents

Urban Planning

Positions that would be involved in planning activities that relate to: (a) development, (b) re-development, and (c) re-vitalization

APPENDIX D: Notes on Meeting – City of Ventura (Continued)

SUCCESSION PLANNING

The City has no formal succession planning effort; however, managers talk about how/ways to prepare the next generation. Jenny considers "preparation of the next generation" to be a form of succession planning. The City does not offer any paid internships, which Jenny would like them to do. Jenny thinks that succession planning is an important aspect of being able to continue to provide adequate public services. Additionally, as long-term employees (so-called "knowledge repositories") reach retirement age, their knowledge needs to be transmitted to potential successors.

PUBLIC ADMINSTRATION – ASSOCIATE DEGREE OR CERTIFICATE

Jenny sees the need for an Associate Degree or Certificate in Public Administration; however, she suggested that the degree/certificate be titled **City Administration** or **County Administration**. This degree title (a) would distinguish it from the more general and amorphous public administration degree, (b) would provide for a more descriptive and focused curriculum, and (c) would be more meaningful to middle school/high school/community college students who are exploring initial job or career pathways.

PROFESSIONAL COLLEAGUES

Jenny provided the names and phone numbers of colleagues at some of the larger cities in the SCR.

Name	City / County	Position	Phone Number or E-mail Address
Connie Hickman	Thousand Oaks	HR Director	449-2140
Lyn Hutton	Oxnard	Assistant to Rachel Shaw, HR Director	385-7947
Nona Young	Simi	HR Director	583-6700
Susan Paul	SB County	HR Director	568-5817
Barbara Barker	City of SB	HR Director	bbarker@santabarbaracity.ca.gov
Monica Irons	City of SLO	HR Director	781-7252
Jennifer Curtis	Santa Clarita	HR Director	661-255-4908
Garrett Rickert	Palmdale	Assistant HR Director	661-267-5400
Terry Crosby	Lancaster	Admin Ass't for City Manager	661-723-6007

EPILOGUE

The City of Ventura is contracting with Ventura College to provide training for city employees – VC will essentially become the City's Training Department.

APPENDIX E: Notes on Meeting – County of Ventura

Date: March 28, 2007
Contact: Barry Zimmerman, Chief Deputy Executive Officer
Organization: County of Ventura
COE Participants: Sharon Dwyer, COE Director
Michael Callahan, Research and Evaluation Officer

OCCUPATIONS

Ventura County Government is composed of **29** departments and employs **7,300** regular employees and **8,300** total employees. **One-third** (**1/3**) of County employees will qualify for retirement within the year; all of them are projected to retire in 5–10 years. **One-third (1/3)** of all County employees will be eligible for retirement within the next five years; **one third (1/3)** are in the mid-point of their County careers; **one third (1/3)** are entry-level workers. In **2005**, the County hired **1,600** individuals. Last year (2006), the County received 36,000 job applications, of which 9,000 of the applicants were qualified for the positions for which they applied.

Selected government occupations are indicated in the table. Using the **Level of Importance** scale, Barry categorized the importance of each occupation from a job growth/job replacement perspective.

Level of Importance: **A** = Very High **B** = High
C = Moderate **D** = Not important (No or low replacements)

Importance	Notes	SOC Code	Government Occupations
D		43-9061	Office Clerks, General
D		13-1199	Bus. Operations Spec–All Other
C		21-xxxx	Social Workers and Counselors
A	Highest roll-over rate	11-xxxx	Managers & Administrators
C – D		43-6010	Secretaries & Admin Assistants
B		43-1011	Office Supervisors or Managers
B		15-1051	Computer System Analysts
C		43-3031	Bookkeeping/Accounting Clerks
D		13-1041	Compliance Officers
B – C		13-1111	Management Analysts

Other occupations that will likely need replacement workers are:

Medical Billers and Coders **Nurses** **Deputy Sheriffs**.

SUCCESSION PLANNING

Barry chairs the succession planning committee, which is currently dormant. County demographics relative to attrition and the need for succession planning are not as alarming as some perceive. Some employment shifts occur quite naturally within specific departments (e.g. Sheriff's Department is looking at a retirement bubble; it is directly related to the opening of a new jail facility 25 years ago and a resulting surge of new hires).

There is a great occupational/job diversity within departments – County needs transitional positions.

No consultants have been used to assist the County with succession planning issues/challenges.

APPENDIX E: Notes on Meeting – County of Ventura (Continued)

Barry approach to 'career development' is from a county-wide perspective – to advance in a career at the County, an employee will have to work in different departments, as opposed to moving-up vertically within one department.

Succession planning is difficult to implement at top level positions because the County operates within a civil service framework, which requires open recruiting and prohibits formal 'grooming' or mentoring of employees in order to prepare for higher level positions. Also, because of the County's 'defined benefit' pension system, it is disadvantageous for an employee to reduce his/her workweek during the last few years of his/her employment (i.e., to 'step-out' of employment in an incremental manner).

'Stepping-out' creates a transition period which allows the retiring employee (predecessor) to help the new employee (successor) learn subtle aspects of the job. There is a need for programs that will assist employees and the County in planning for retirements.

The use of 'at-will' employees is one way to circumvent civil service regulations – Barry and the COE are 'at-will' employees. (Under the ***at-will principle***, both the employer and the employee are free to terminate the employment relationship at any time and for any reason.) Management hires tend to run **two-thirds (2/3)** from inside, **one-third (1/3)** from outside.

PUBLIC ADMINSTRATION – ASSOCIATE DEGREE OR CERTIFICATE

Barry does **not** see the need for an AS or Certificate in Public Administration. Except for executive and senior management positions, County jobs are based on ***functional skills***. Since the 29 County departments have different missions and purposes, there are few unifying concepts and knowledge, skills and abilities that cross-over departments. The Public Administration degree or certificate would require that there be generally applicable concepts and KSAs. Budget, Finance, and Personnel are relatively homogeneous areas in which there could be focused curricula.

Barry believes that assistant, or paraprofessional, positions are needed. He said that the County is going to set up an 'internal training program' which will offer trainings that relate directly to County job skills and attributes.

EPILOGUE

Barry sees slow growth in Ventura County Government jobs; however, there will be constant turn-over. If an employee remains in County employment for 7–8 years, he/she will probably make a career of County employment. Barry does not think that there are any unmet training needs at the County that the colleges can meet.

Current AA/AS Degrees and Certificates of Achievement provide the basic knowledge/skills/abilities that qualified entry-level employees are required to possess. Other courses, such as those in the Building Inspection sequence, provide additional/upgrade training for employed workers. Also, Ventura College offers a Criminal Justice AS Degree and a P.O.S.T. (Peace Officers Standards and Training) course (18 units). The CJ and P.O.S.T. curriculum provide students with a pathway to employment in law enforcement (police departments and the sheriff's office).

APPENDIX F: Survey of Public Sector Employers – Key Findings

Time Frame The survey was conducted in **May** and **June 2007**

Survey Region Counties of San Luis Obispo, Santa Barbara, Ventura, & north Los Angeles County

Survey Focus Public Administration segment of the Public Sector

There are two versions of the survey which differ only in the ***occupations*** that are listed on each version. A sample of each of the two surveys is attached.

Survey Version (Employer Group)	Surveyed Number	Surveyed Percent	Number of Respondents	Response Rate
County and City Government	11	79%	5	45%
Superior Court of California	3	21%	2	67%
Totals / Overall Response Rate	14	100%	7	50%

Response Rate The overall response rate is **50%** – **7** out of the **14** surveyed organizations

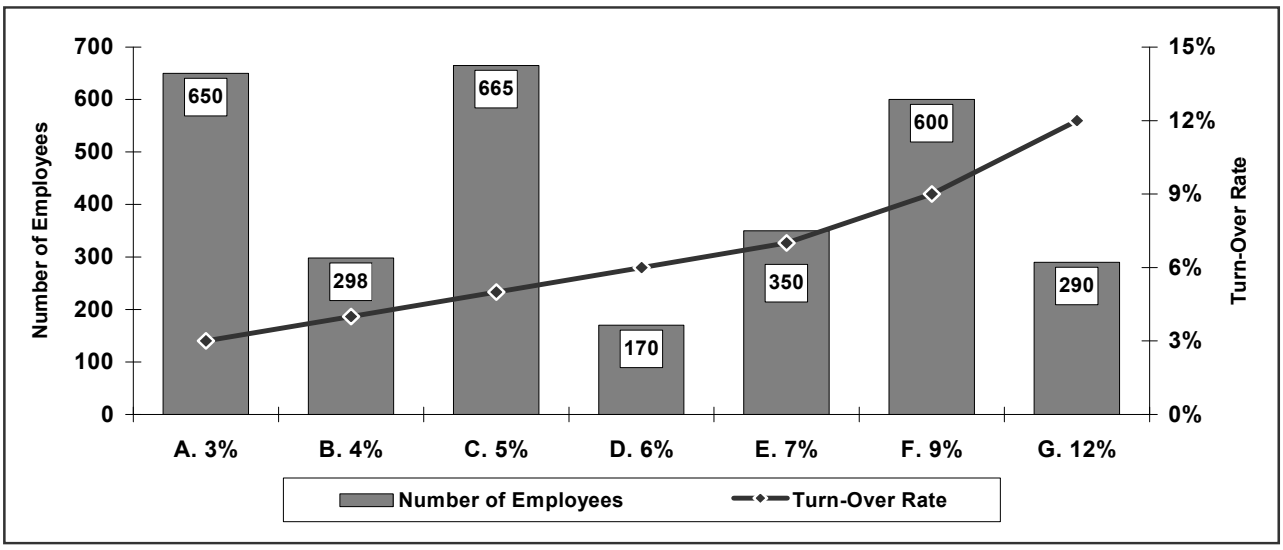
Employees Survey respondents employ a total of **3,023** individuals

The number and percentage of employees for each employer group are as follows.

Survey Version (Employer Group)	Respondents	Employees	Percentage
County and City Government	5	2,563	85%
Superior Court of California	2	460	15%
Totals	7	3,023	100%

Turn-Over Rates The weighted average annual employee turn-over rate for all respondents is **6.22%**

The factor used to ***weigh*** each respondent's annual turn-over rate was the respondent's "number of employees" divided by 3,023 (total employees of all respondents). In the chart, numbers of employees and annual turn-over rates are depicted for the **seven** respondents. The organization with the highest annual turn-over rate (**12%**) employs **290** workers and the organization with the lowest annual turn-over rate (**3%**) employs **650** individuals.



APPENDIX F: Survey of Public Sector Employers – Key Findings (Continued)

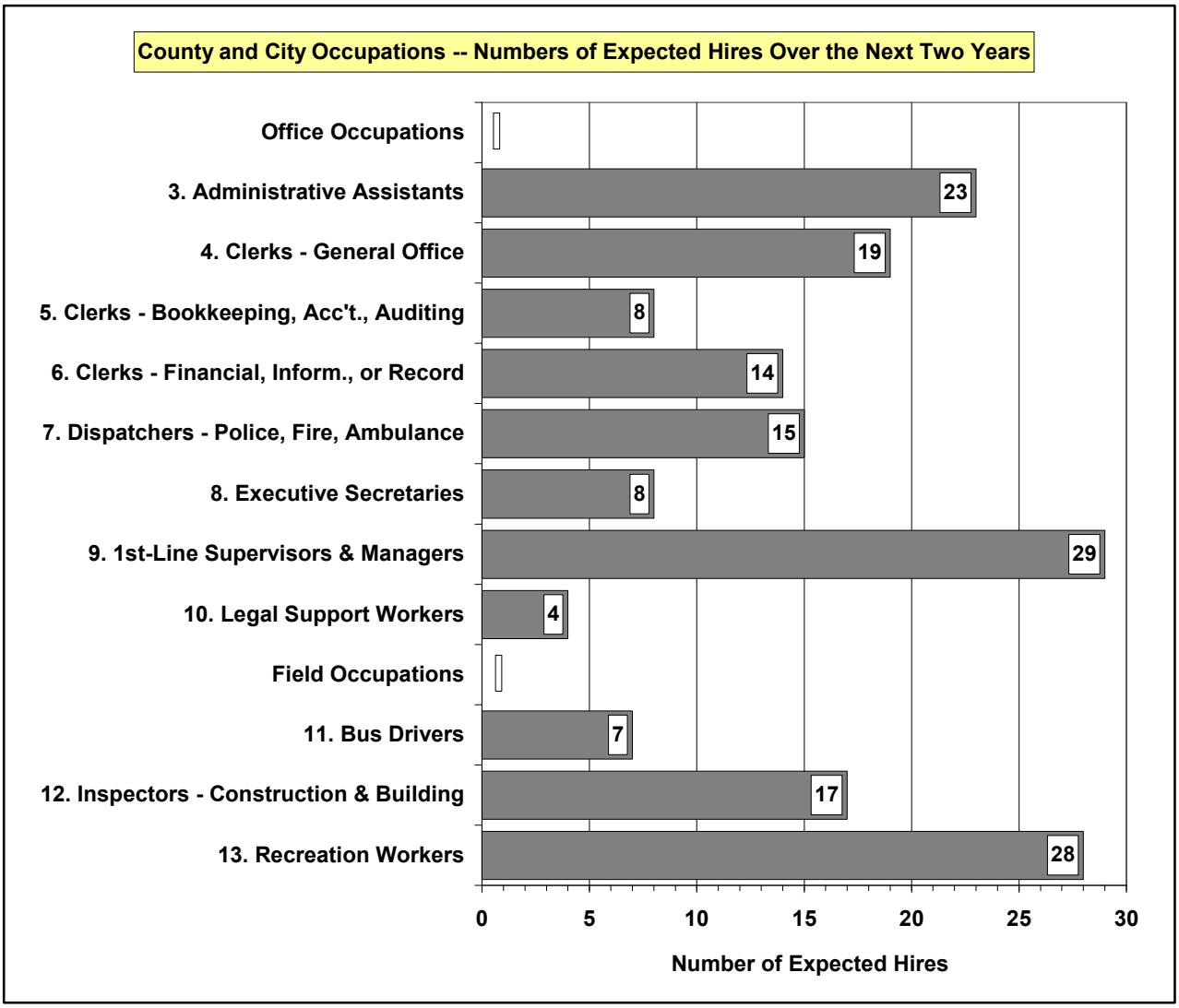
Expected Hires Over the next two years, respondents expect to hire **194** workers

The **seven** employers that returned surveys expect to hire **194** workers in the **22** jobs that are listed on ***both*** versions of the survey. Expected hires by employers in the County and City Government group represent **89%** of all expected hires.

In the Superior Court group, the only occupation that ***exceeded* two** expected hires was **Court Processing Assistant**, for which **eleven** hires are expected.

Survey Version (Employer Group)	Estimated Hires	Percentage
County and City Government	172	89%
Superior Court of California	22	11%
Totals	194	100%

Hiring expectations for occupations listed on the County and City version of the survey are depicted graphically in the chart below.



APPENDIX F: Survey of Public Sector Employers – Key Findings (Continued)

College Programs

- **Associate Degree in City or County Administration**

  Six of the **seven** survey respondents (86%) indicated that they think there is need for an **Associate Degree in City/County Administration**. In addition to Fund Accounting, Hiring Practices, Procurement Policy/Procedure, and Diversity Issues, respondents indicated that the following topics/areas should also be included in a Public Administration curriculum.

Local Government History and Structure	Ethics in Government
Basic Legal Education / Civics Lessons	Employer / Labor Relations
Environmental Issues	General Planning / Urban Planning Issues
Communication Skills	Research and Report Writing
Land Use and Open Space Management	Community Engagement and Involvement
Principles & Practices of General Zoning	Fundamentals, Transportation Planning

- **Workforce Training Needs**

  The last question on both surveys asked respondents what role/s the community colleges can play in helping them meet their **workforce training needs**. Responses to this question include the following suggestions. (The question was answered by **four** respondents.)

Hold an "open house" for government officials	Provide onsite training during the workday
Advise us of workshops or training resources	Conduct one-day workshops
Establish programs, like Public Administration	Provide Customer Service training

Surveyed Organizations

Fourteen (**14**) public administration organizations were mailed surveys in **May 2007**. The County and City Government version was mailed to **eleven** entities and the Superior Court version was sent to **three** courts. The tables below list the surveyed organizations and indicate those that responded to the survey request.

County or City Government	Contact Person		Title	Responded
City of Lancaster	Mr. Roberto	Hidalgo	Human Resources Analyst	Yes
City of Palmdale	Mr. Garrett	Rickert	Ass't. Director, Human Resources	
City of San Luis Obispo	Ms. Monica	Irons	Human Resources Director	Yes
City of Santa Barbara	Ms. Barbara	Barker	Human Resources Director	
City of Santa Clarita	Ms. Jennifer	Curtis	Human Resources Director	
City of Simi Valley	Ms. Nona	Young	Human Resources Director	Yes
City of Thousand Oaks	Ms. Connie	Hickman	Human Resources Director	Yes
City of Ventura	Ms. Jenny	Roney	Human Resources Director	Yes
County of Los Angeles	Mr. Michael	Henry	Director of Personnel	
County of San Luis Obispo	Mr. David	Edge	County Administrator	
County of Santa Barbara	Ms. Susan	Paul	Human Resources Director	

Note: The County of Ventura and the City of Oxnard were not sent surveys as both organizations had responded to a previous survey.

Superior Court	Contact Person		Title	Responded
County of Los Angeles	Ms. Marisa	Lopez	Director, Human Resources	
County of San Luis Obispo	Ms. Gay	Clark	Director, Human Resources	Yes
County of Santa Barbara	Ms. Stephanie	Robbins	Director, Human Resources	Yes

Note: The Human Resources Director of the Ventura County Superior Court was interviewed in April 2007 and, therefore, was not asked to participate in this survey.

APPENDIX F: Survey of Public Sector Employers – Key Findings (Continued)

City and County Government Version of the Survey

1. _____ Please enter the **total number** of employees at your organization.

2. _____% Please enter the approximate yearly employee **turn-over rate** for your organization.

HIRING PROJECTIONS

Community colleges can provide education and training for many occupations employed within the public sector. For each occupation listed below, please check-off (✓) the box that indicates the number of individuals that your agency expects to hire over the next **two** years. If we have **omitted** any **occupations** in which your organization will be hiring four/more workers, please **write-in** those occupations.

Occupational Areas Occupational Titles	Expected Hires Over the Next 2 Years		
	1 to 3	4 to 6	7 or more
● Office Occupations			
3. Administrative Assistants			
4. Clerks – General Office			
5. Clerks – Bookkeeping, Accounting and Auditing			
6. Clerks – Financial, Information or Record			
7. Dispatchers – Police, Fire and Ambulance			
8. Executive Secretaries			
9. First-Line Supervisors and Managers			
10. Legal Support Workers			
● Field Occupations			
11. Bus Drivers, Transit and Intercity			
12. Inspectors – Construction and Building			
13. Recreation Workers			
● Other Occupations – Please write-in on the lines below.			
14.			
15.			
16.			

COMMUNITY COLLEGE PROGRAMS

Although regional colleges offer degrees/certificates in many areas, such as Business & Human Services, there are no programs in Public Administration. It was suggested that a program in City/County Administration be developed.

17. Do you think that there is a need for an associate degree program in **City** or **County Administration**?

a. _____ Yes **b.** _____ No **c.** _____ No Opinion/Unsure

18. If you answered **yes** to **Question 16**, what are the topics/areas that should be included in the program, in addition to the following: Fund Accounting; Procurement Policy/Procedure; Hiring Practices; Diversity Issues?

_____

19. What role/s can community colleges play in helping you meet your **workforce training needs**?

_____

APPENDIX F: Survey of Public Sector Employers – Key Findings (Continued)

Superior Court Version of the Survey

1. _____ Please enter the **total number** of employees at your organization.

2. _____% Please enter the approximate yearly employee **turn-over rate** for your organization.

HIRING PROJECTIONS

Community colleges can provide education and training for many occupations employed within the public sector. For each occupation listed below, please check-off (✓) the box that indicates the number of individuals that your agency expects to hire over the next **two** years. If we have **omitted** any **occupations** in which your organization will be hiring four/more workers, please **write-in** those occupations.

Occupational Titles	Expected Hires Over the Next 2 Years		
	1 to 3	4 to 6	7 or more
3. Accounting or Bookkeeping Clerks			
4. Administrative Office Assistants			
5. Child Care Coordinators			
6. Collection Officers			
7. Court Processing Assistant			
8. Court Reporters			
9. Executive Assistants			
10. Fiscal Technicians			
11. Human Resources Generalists/Associates			
12. Judicial Assistants / Judicial Secretaries			
13. Program Supervisors			
Other Occupations – Please write-in on the lines below.			
14.			
15.			
16.			

COMMUNITY COLLEGE PROGRAMS

Although regional colleges offer degrees/certificates in many areas, such as Business & Human Services, there are no programs in Public Administration.

17. Do you think that there is a need for an associate degree program in **Public Administration**?

a. _____ Yes **b.** _____ No **c.** _____ No Opinion/Unsure

18. If you answered **yes** to **Question 16**, what are the topics/areas that should be included in the program, in addition to the following: Fund Accounting; Procurement Policy/Procedure; Hiring Practices; Diversity Issues?

_____

19. What role/s can community colleges play in helping you meet your **workforce training needs**?

_____