



California Workforce Investment Board

# **Strategic Vision for Implementation of Employment & Training Provisions of the ARRA**

Based on California's Strategic Plan for Title I of the  
Workforce Investment Act of 1998 and the  
Wagner-Peyser Act

July 1, 2009 – June 30, 2010

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## SECTION I: CONTEXT, VISION, & STRATEGY

### ECONOMIC AND LABOR MARKET CONTEXT

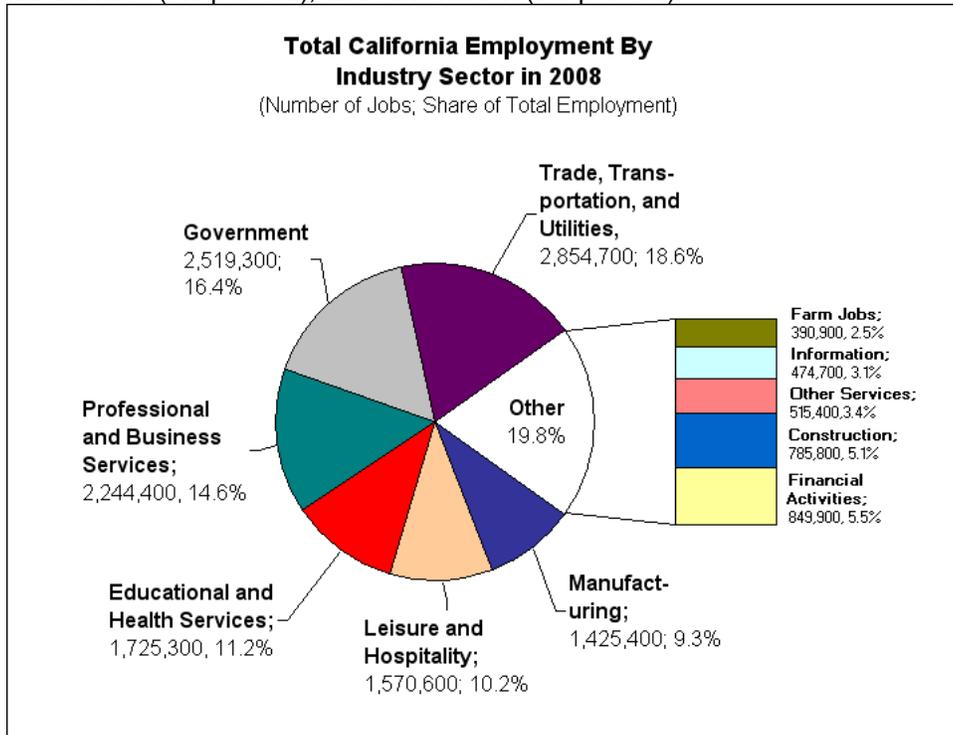
**Question IV: As a foundation for this Plan and to inform the strategic investments and strategies that flow from this Plan, provide a detailed analysis of the State’s economy, the labor pool, and the labor market context.**

*What is the current makeup of the State’s economic base by industry?*

The professionals at the Employment Development Department’s Labor Market Division (LMID) recognize the instability of the economy – both national and in California – therefore, cautions that some of the data may not seem to reflect what is occurring in a particular region at this point in time. Data reported in this document depicts long term projections which may not yet reflect the effects of California’s most recent economic downturn.

California has the largest labor market in the U.S. In 2008, nonfarm payrolls totaled 14,994,100 jobs, comprising 10.9 percent of the nation’s nonfarm jobs. In addition, California had 390,900 jobs in the farm sector (2.5 percent of all California jobs), for a total of 15,385,000 jobs in 2008. In 2008, employment in three California industry sectors totaled more than 2 million jobs: trade, transportation, and utilities (2,854,700); government (2,519,300), and professional and business services (2,244,400). Half of the State’s jobs were located in these three industries in 2008.

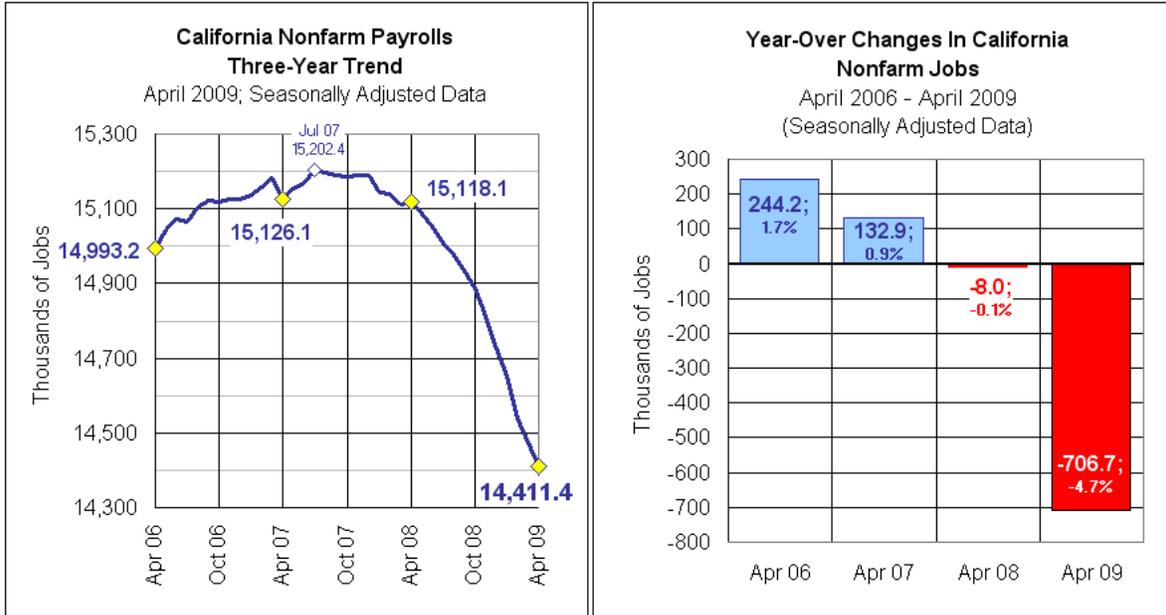
Payrolls in three additional California industries totaled more than 1.4 million jobs in 2008: educational and health services (1,725,300), leisure and hospitality (1,570,600), and manufacturing (1,425,400). Only two of California’s remaining six industry sectors comprised more than 5 percent of total employment in 2008: financial activities (5.5 percent), and construction (5.1 percent).



**HOW HAS THE ECONOMIC DOWNTURN AFFECTED THE STATE’S ECONOMY?**

**Economic Conditions in California<sup>1</sup>**

In the second quarter of 2009, the California economy was gripped by a severe recession characterized by deepening job losses and rapidly rising unemployment. From their peak in July 2007 through April 2009, California nonfarm payrolls fell by 791,000 jobs (5.2 percent). This constituted the largest job loss in number and percent of any economic downturn since World War II.



California’s year-over job losses totaled 706,700 (4.7 percent) in April 2009. More than two-thirds of this loss occurred in the six months ending in April 2009. Whereas losses totaled 231,400 jobs from April 2008 through October 2008, they totaled 475,300 jobs from October 2008 through April 2009.

California’s economic problems originated in the housing and financial sectors, spread into the consumer economy, and subsequently into the rest of the economy. The chart below compares the year-over job changes in California’s housing and finance industries, consumer economy, the rest of the economy.

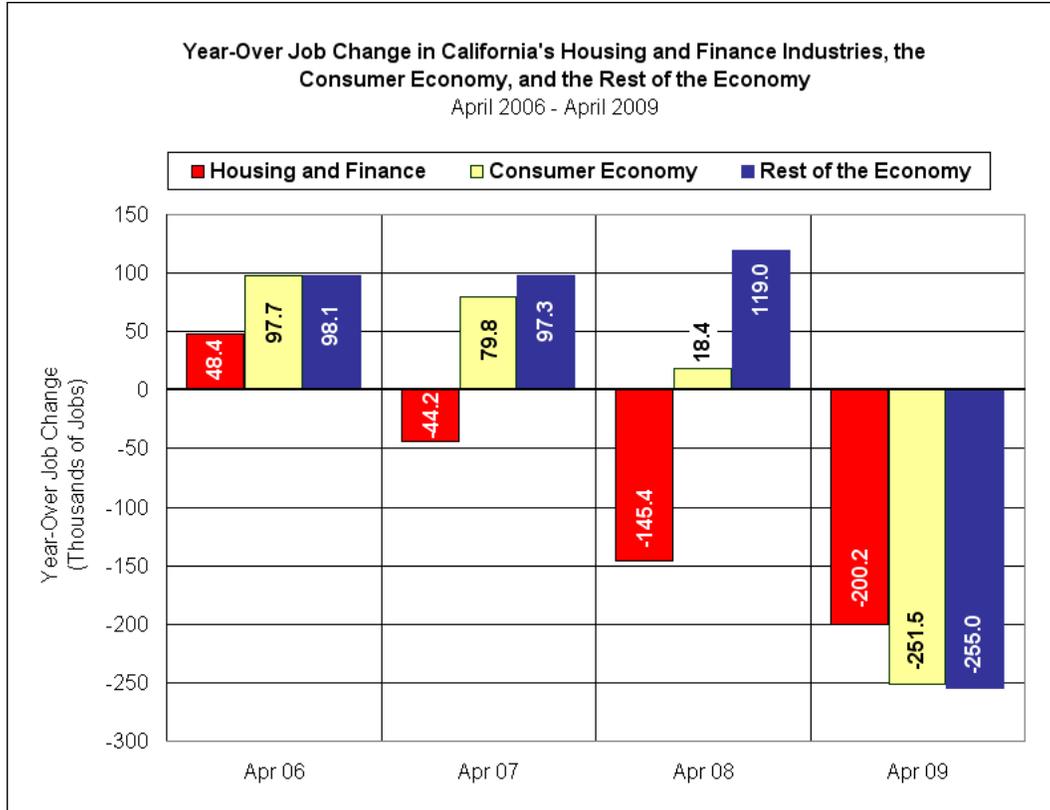
These three categories are defined as follows:

1. Housing and finance includes the construction and financial activities sectors,
2. The consumer economy includes the trade, transportation, and utilities; and leisure and hospitality sectors,

<sup>1</sup> This section summarizes California economic conditions using employment and unemployment data available through April 2009 (preliminary).

3. The rest of the economy includes all other industry sectors.

Even though the housing and finance sector had already begun losing jobs, California’s year-over job gains totaled 244,200 jobs in April 2006, with housing and finance contributing nearly one-fifth of this gain.<sup>2</sup> Year-over job growth slowed to 132,900 in April 2007 as the consequences from the bursting of the housing bubble deepened. This slowdown was primarily attributable to year-over job losses totaling 44,200 jobs in housing and finance. In contrast, year-over job growth in the consumer economy slowed only slightly from the previous year, and was largely unchanged in the rest of the economy.



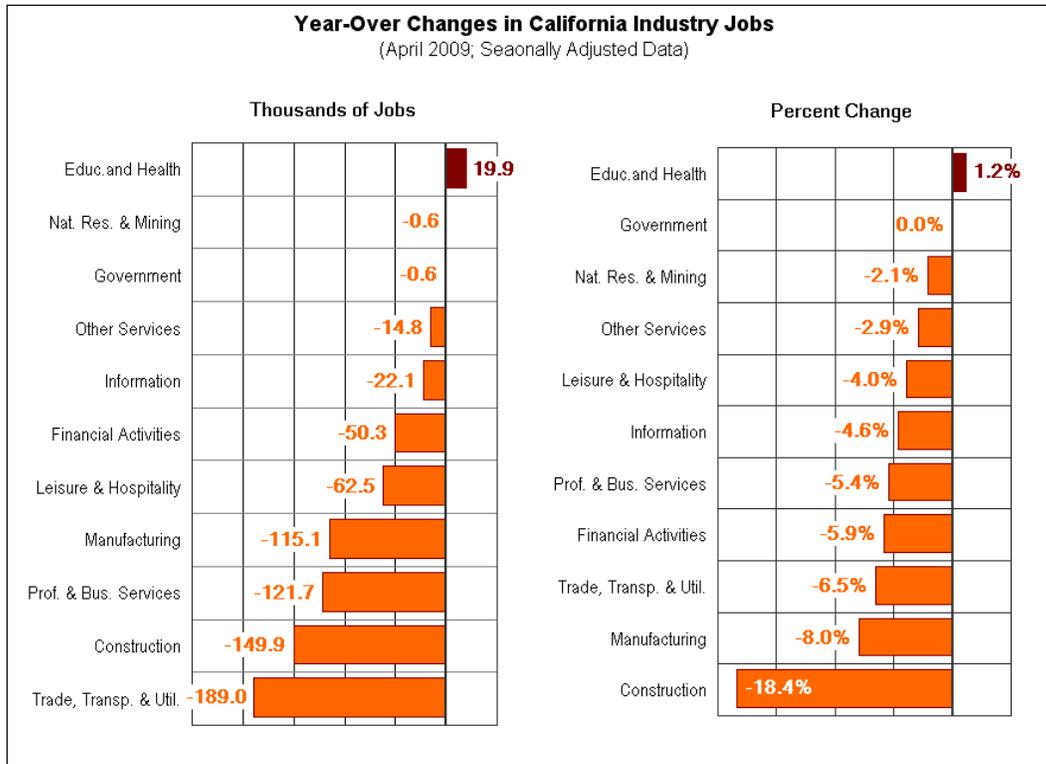
In April 2008, California experienced a year-over nonfarm payroll loss totaling 8,000 jobs. Year-over job losses in housing and finance were more than triple those of April 2007, and year-over job growth in the consumer economy slowed to less than one-quarter of its April 2007 total. In contrast, year-over job growth in the rest of the economy was stronger in April 2008 than in April 2007.

California’s job losses mushroomed to 706,700 over the year-ending in April 2009. While job losses in housing and finance deepened to 200,200, job losses in the consumer economy, and the rest of the

<sup>2</sup> Year-over gains in housing and finance peaked in January 2006 at 108,200 jobs. Despite accounting for a little over 12 percent of total nonfarm jobs, housing and finance accounted for more than 35 percent of California’s 307,400 year-over gain in total nonfarm payroll jobs in January 2006.

economy totaled 251,500 and 255,000 jobs, respectively. The large majority of job losses in the rest of the economy were in the manufacturing and professional and business services sectors.

California's job losses over the last year have been widespread across industry sectors. Educational and health services, which added 19,900 jobs, were the only one of California's 11 major industry sectors to gain jobs over the year ending in April 2009. However, educational and health services' year-over job gain in April 2009 was only about one-quarter that of April 2008.



Trade, transportation, and utilities (189,000) experienced the largest job loss of any industry sector over the year ending in April 2009. These losses were concentrated in retail trade, but transportation, warehousing, and utilities; and wholesale trade both exhibited deepening job losses.

Three additional California industry sectors lost more than 100,000 jobs over the year ending in April 2009: construction (149,900), professional and business services (121,700), and manufacturing (115,100). Leisure and hospitality (62,500), and financial activities (50,300) were the other California industry sectors that lost more than 50,000 jobs over the year ending in April 2009.

On a percentage basis, construction had far and away the largest year-over job losses of any California industry sector in April 2009. Job losses in construction were distributed across construction industries and in both residential and commercial construction.

Nearly two-thirds of the professional and business services sector year-over job losses, 121,700 in total, were in administrative and support and waste services, and more particularly, employment services. However, California's high-wage and high growth professional, scientific and technical services subsector lost 31,000 jobs over the year ending in April 2009, and the subsector exhibited a trend of increasing monthly job losses.

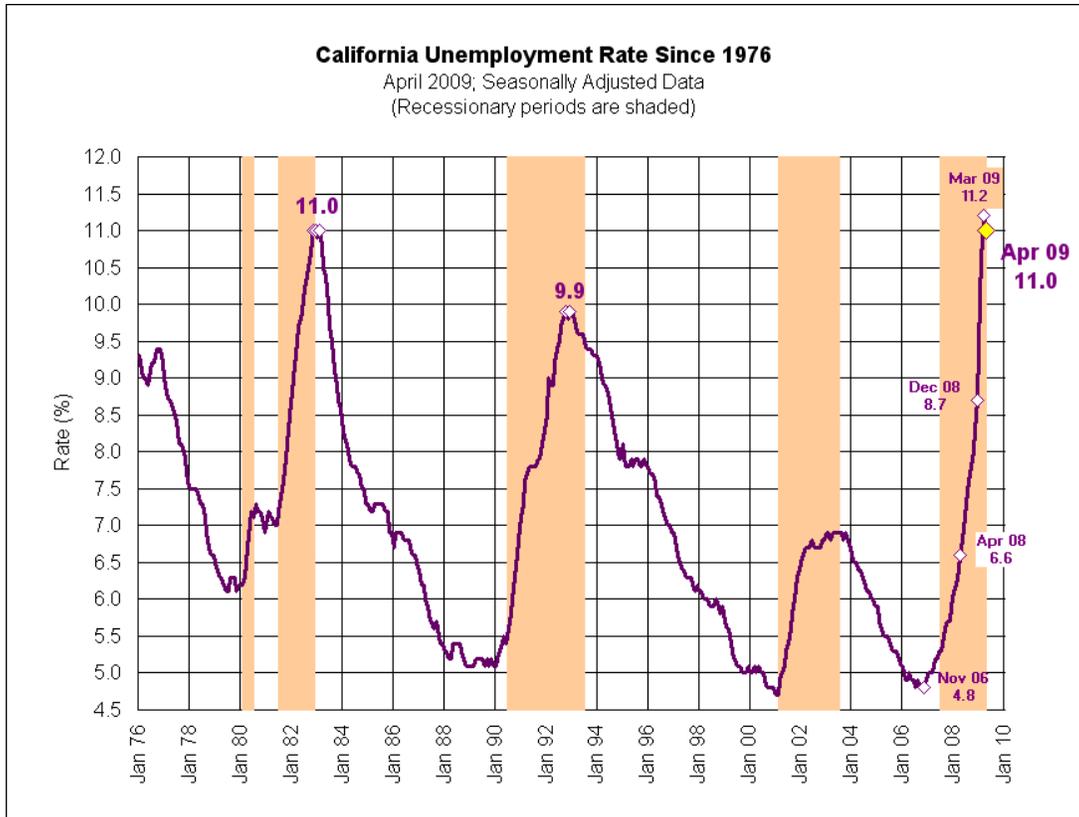
Job losses in manufacturing were widespread across both durable and nondurable goods manufacturing industries. In fact, 20 of the 21 major manufacturing industries experienced a year-over job loss in April 2009. Only petroleum and coal product manufacturing showed a year-over job gain, totaling 200 jobs.

Year-over job losses in financial activities were widespread across most industries. Leisure and hospitality's jobs losses were heavily concentrated in the consumer-oriented accommodation and food services industry subsector.

Although government experienced a small year-over loss of 600 jobs in April 2009, this reflected an 11,500 job gain in federal government jobs in April, led in particular by the hiring of U.S. census workers in preparation for the 2010 Census. Prior to April, there was a trend of deepening government job losses—particularly in local government. Government job losses are expected to mount over the next couple years due to the severe budgetary constraints facing the State and local governments.

### **Unemployment**

Unemployment has risen at a sustained and rapid pace in the current economic downturn. In March 2009, the California unemployment rate rose to 11.2 percent, which was the highest rate on record (i.e., since January 1976).



Although California’s unemployment rate fell to 11.0 percent in April 2009, this was only the first decrease in 31 months. The April 2009 unemployment rate matched the highest unemployment on record prior to March 2009, which occurred in the recession of the early 1980s. California’s unemployment rate rose by 4.4 percentage points over the last year, trailing only March 2009’s year-over increase of 4.8 percentage points as the highest on record. The April 2009 unemployment rate was 6.2 percentage points higher than its most recent low of 4.8 percent in November 2006.

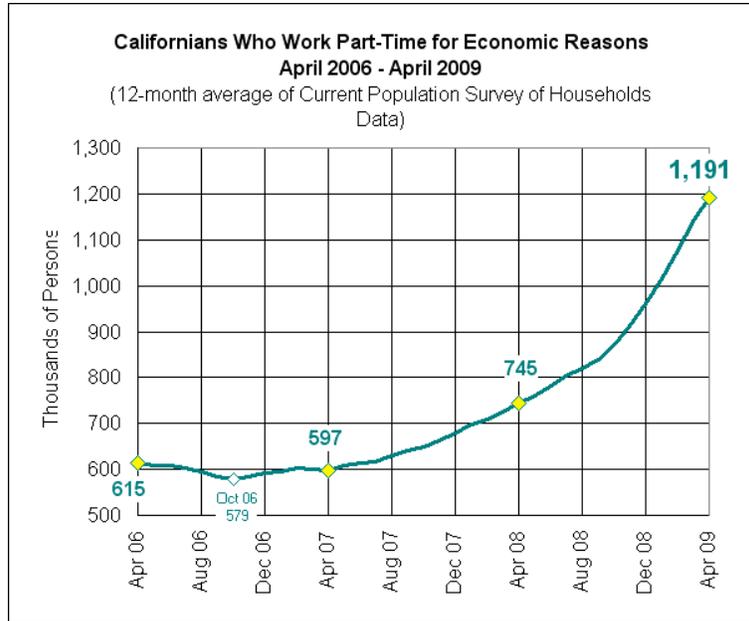
There were 2,057,000 unemployed Californians in April 2009. There were 843,000 (69.4 percent) more unemployed Californians in April 2009 than in April 2008, and 1,198,000 (or 140 percent) more than in November 2006, the recent low.

There were 16,526,000 employed Californians in April 2009. There were 544,000 (3.2 percent) fewer employed Californians in April 2009 than in April 2008, and 571,000 (3.3 percent) less than in July 2007, when employment peaked.

The current economic slump has led to a sharp increase in the number of Californians who work part-time for economic reasons, a category that is also referred to as “involuntary part-time employment” or “underemployment.” These are workers who would like to work full-time hours, but can’t because their hours have been reduced by their employers or because they can’t find work with full-time hours.

According to a 12-month average of Current Population Survey of household’s data, 1,191,000 California workers worked part-time for economic reasons in April 2009. This was an increase of 446,000 persons (63.0 percent) from February 2008. The number of Californians who worked part-time for economic

reasons more than doubled from the recent low of 579,000 in October 2006 through April 2009. Californians who worked part-time for economic reasons made up 7.0 percent of all employed California workers in April 2009, compared to just 3.4 percent of workers in October 2006.



Rising unemployment in California has affected all gender, age, and race/ethnicity groups. However, some demographic groups such as men, individuals age 25 to 44, and Hispanics have been affected disproportionately.

<b>Twelve-Month Moving Average Unemployment Rates by Gender, Age, and Race/Ethnicity</b> (Source: Current Population Survey; 12-Month Average)				
	April-08	April-09	Change	Percent Change
Unemployment rate by:				
All Workers	5.7%	8.6%	2.9%	50.9%
Gender:				
Men	5.8%	9.2%	3.4%	58.6%
Women	5.6%	7.9%	2.3%	41.1%
Age:				
16-19	18.7%	26.8%	8.1%	43.3%
20-24	9.7%	13.9%	4.2%	43.3%
25-34	5.5%	9.0%	3.5%	63.6%
35-44	4.3%	7.2%	2.9%	67.4%
45-54	4.3%	6.3%	2.0%	46.5%
55-64	3.7%	5.6%	1.9%	51.4%
65 and over	5.0%	6.6%	1.6%	32.0%
Race/Ethnicity:				
White	5.5%	8.5%	3.0%	54.5%
Black	9.6%	13.1%	3.5%	36.5%
Hispanic	7.2%	11.4%	4.2%	58.3%

Rising unemployment has also affected workers of all educational backgrounds and occupations. All educational groups experienced rising unemployment over the year ending in April 2009. However, the increase in unemployment disproportionately affected the less educated. The unemployment rate increase among those with a Bachelor's degree or higher was significantly less than that of other educational groups.

<b>Twelve-Month Moving Average Unemployment Rates by Educational Attainment and Major Occupational Groups</b> (Source: Current Population Survey; 12-Month Average)				
	April-08	April-09	Change	Percent Change
Unemployment rate by:				
All Workers	5.7%	8.6%	2.9%	50.9%
Educational Attainment:				
Less than a high school diploma	10.3%	15.7%	5.4%	53.0%
High school graduates, no college	7.5%	11.0%	3.5%	46.1%
Some college, no degree	5.6%	8.4%	2.8%	50.0%
Associate degree	3.6%	6.6%	3.0%	83.3%
Bachelor's degree or higher	2.8%	4.5%	1.7%	60.3%
Major Occupational Group:				
Management, business, and financial occupations	2.6%	4.8%	2.2%	82.9%
Professional and related occupations	2.8%	4.3%	1.5%	53.6%
Service occupations	6.3%	7.7%	1.4%	23.2%
Sales and related occupations	5.3%	8.3%	3.0%	57.4%
Office and administrative support occupations	5.1%	8.9%	3.8%	73.5%
Farming, fishing, and forestry occupations	13.6%	23.5%	9.9%	72.6%
Construction and extraction occupations	10.4%	18.1%	7.7%	73.3%
Installation, maintenance, and repair occupations	4.1%	7.9%	3.8%	92.8%
Production occupations	6.8%	10.5%	3.7%	53.8%
Transportation and material moving occupations	7.1%	11.4%	4.3%	60.6%

California workers in each major occupational group also experienced rising unemployment over the last year. Generally speaking, unemployment rates were lowest among workers in skilled occupations and highest in less skilled occupations. Workers in less skilled occupations also experienced a more rapid rise in unemployment than workers in skilled occupations.

**Mass Layoff Statistics**

Mass Layoff Statistics (MLS) provide additional insight into recent economic trends. These data identify, describe, and track large job cutbacks by individual establishments. A potential mass layoff event occurs when an establishment has 35 initial unemployment compensation claims filed against it within a five-week period. A verified mass layoff event occurs when an employer verifies that 50 or more employees were separated from their jobs for more 30 days.

The California MLS data underscore that the effects of the current economic downturn have been widely felt across major industry sectors and subsectors. Industry data show that there were 5,393 potential mass layoff events in California in 2008, an increase of 24 percent over 2007. The rate of increase in the number of mass layoffs in California in 2008 was twice that of 2007.

<b>Number of Potential Mass Layoff Events in California By Industry, 2006 - 2008</b> (Source: California Employment Development Department, Mass Layoff Statistics Program)						
Industry Sector	Number of Events			Year-Over Change		Two-Year Change
	2006	2007	2008	2006 to 2007	2007 to 2008	2006 to 2008
Agriculture, Forestry, Fishing and Hunting	529	541	563	2.2%	3.9%	6.4%
Mining, Quarrying, and Oil and Gas Extract.	(-)	(-)	(-)	(-)	(-)	(-)
Utilities	6	6	11	0.0%	45.5%	83.3%
Construction	482	558	729	13.6%	23.5%	51.2%
Manufacturing	395	400	600	1.3%	33.3%	51.9%
Wholesale Trade	60	65	106	7.7%	38.7%	76.7%
Retail Trade	326	369	510	11.7%	27.6%	56.4%
Transportation and Warehousing	94	114	175	17.5%	34.9%	86.2%
Information	217	251	328	13.5%	23.5%	51.2%
Finance and Insurance	158	240	210	34.2%	-14.3%	32.9%
Real Estate and Rental and Leasing	27	36	62	25.0%	41.9%	129.6%
Professional, Scientific, and Tech. Services	102	149	223	31.5%	33.2%	118.6%
Management of Companies and Enterprises	(-)	(-)	(-)	(-)	(-)	(-)
Admin. and Support and Waste Management	558	580	743	3.8%	21.9%	33.2%
Educational Services	23	26	36	11.5%	27.8%	56.5%
Health Care and Social Services	101	119	164	15.1%	27.4%	62.4%
Arts, Entertainment and Recreation	98	103	124	4.9%	16.9%	26.5%
Accommodation and Food Services	193	222	309	13.1%	28.2%	60.1%
Other Services	18	24	43	25.0%	44.2%	138.9%
Government	296	313	457	5.4%	31.5%	54.4%
<b>Total</b>	<b>3,683</b>	<b>4,116</b>	<b>5,393</b>	<b>11.8%</b>	<b>23.7%</b>	<b>46.4%</b>

**Notes:**  
 1) The symbol (-) indicates that the data do not meet federal or State disclosure standards.  
 2) A potential mass layoff event occurs when an establishment has at least 35 initial unemployment compensation claims filed against it within a five-week period.

From 2006 through 2008, all California industry sectors and subsectors experienced an increase in the number of potential mass layoff events. The number of mass layoff events in other services; real estate and rental and leasing; and professional, scientific, and technical services more than doubled from 2006 through 2008. Three additional industries experienced an increase in potential mass layoff events of more than 75 percent from 2006 through 2008: transportation and warehousing, utilities, and wholesale trade. In contrast, agriculture, forestry, fishing, and hunting experienced the mildest increase.

The mass layoff events in California from 2006 through 2008 affected workers throughout the labor force. The number of workers affected by mass layoffs nearly tripled from 2006 to 2008. However, their number increased at a faster rate in 2007 than in 2008. The verified mass layoffs events in California over the 2006 to 2008 period affected workers from different demographic groups more or less equally, as seen in the table below.

<b>Demographic Characteristics of Californians Affected by Verified Mass Layoffs, 2006-2008</b> (Source: California Employment Development Department, Mass Layoff Statistics Program)						
	<b>Number of Affected Workers</b>			<b>Year-Over Change</b>		<b>Two-Year Change</b>
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2006 to 2007</b>	<b>2007 to 2008</b>	<b>2006 to 2008</b>
<b>All Workers</b>	<b>128,800</b>	<b>237,363</b>	<b>371,357</b>	<b>84%</b>	<b>56%</b>	<b>188.3%</b>
<b>Gender</b>						
Male	75,191	145,360	228,490	48%	36%	67%
Female	53,609	92,003	142,867	42%	36%	62%
<b>Age</b>						
Under 30	33,149	61,349	100,569	46%	39%	67%
30 to 44	45,173	86,363	129,625	48%	33%	65%
45 to 54	30,869	55,750	85,187	45%	35%	64%
55 and over	19,503	33,771	55,671	42%	39%	65%
<b>Race/Ethnicity</b>						
White/Non-Hispanic	50,831	94,642	140,152	46%	32%	64%
Black/Non-Hispanic	12,211	21,021	33,241	42%	37%	63%
Hispanic origin	46,572	90,145	141,700	48%	36%	67%
American Indian or Alaskan Native	1,056	1,957	2,923	46%	33%	64%
Asian or Pacific Islander	6,391	11,835	19,965	46%	41%	68%
<b>Notes:</b>						
1) This table summarizes the demographic characteristics of workers who filed unemployment claims against employers that were involved in a verified mass layoffs. A verified mass layoff event occurs whenever 50 or more employees are laid off for more than 30 days.						
2) Workers who were not classified by demographic characteristic are not shown in this table.						

## **WHAT ARE THE CURRENT AND ANTICIPATED EFFECTS ON EMPLOYMENT BY SECTOR?**

### **Outlook**

With severe job losses and rapidly rising unemployment continuing, the outlook for the California economy, and particularly its labor markets, remained uncertain at the beginning of the second quarter of 2009. The emerging consensus is that job losses are expected to continue into first or second quarter of 2010, but gradually diminish in magnitude over time. The pace of job growth is expected to gradually strengthen through the first half of 2011. In turn, the unemployment rate is expected to remain high through the end of 2011, and not fall below double digits until sometime in 2012. Consumers are not expected to drive economic growth as they did in the last expansion, but are instead expected to increase savings and spend more modestly.

Job losses in California's hard hit construction industry are expected to begin abating in the second half of 2009 and into 2010 as the State's housing markets finally hit bottom and began to recover gradually. On the positive side, State and federal stimulus spending for infrastructure is expected to bolster construction employment, particularly in heavy construction. In addition, stimulus monies for energy conservation are expected to boost employment in certain specialty trade contracting industries. However, commercial construction is expected to remain weak through much of 2010.

Educational and health services are expected to continue to be a source of strong job growth into the foreseeable future due to demographic factors such as the aging baby boom population. State and federal investments in education and health care are expected to further bolster job growth. This expectation is tempered by the fact that California's state revenue projections for 2009-10 continue to fall below the 2008-09 levels, deepening the fiscal difficulties facing the state.

Over the longer term, it is important to note that the current economic downturn, although severe, is a cyclical event. California's comparative economic advantage, primarily its entrepreneurial and innovative spirit and highly skilled and educated workforce, remains strong but must be nurtured and expanded over the long run. Also, California appears to be particularly well positioned to take advantage of increased federal investment in fuel efficiency and green technologies.

## **WHAT ARE THE CURRENT AND PROJECTED DEMOGRAPHICS OF THE AVAILABLE LABOR POOL?**

### **Demographic Overview**

California is the nation's most populous state, with the California Department of Finance estimating 38.3 million state residents as of January 1, 2009. California no longer has one ethnic group comprising a majority of its population. The 2000 census reported that 47 percent of residents were white, 33 percent Hispanic, 11 percent Asian, and 6.5 percent black. Not surprisingly, California also has the nation's largest labor force and working-age population. In April 2009, the EDD reported a working-age population (civilian, non-institutional, persons age 16 years and over) of 28.1 million, of which 18.5 million were in the labor force – 16.9 million employed and 1.6 million unemployed (all figures are 12-month moving averages, not seasonally-adjusted). This translates into a labor force participation rate of just under 66 percent.

### **Age, Ethnicity, and Educational Characteristics of the California Labor Pool**

The demographic composition of California's labor pool differs in two main respects from the nation as a whole. First, it is slightly younger and second, it has a substantially larger percentage of Hispanics. These two differences are projected to continue into the next decade. California also has a highly skilled labor force, but one that contains a large number of foreign born and non-English speaking residents.

#### **Age**

In April 2009, 37.3 percent of the California labor force was 34 years old or younger, compared to 35.3 percent for the entire nation. Conversely, 39.5 percent of the California labor force was 45 years of age and older, compared to 42.3 percent for the nation (all April 2009 figures are not seasonally-adjusted). However, while slightly younger, California's labor force will still experience the national phenomenon of an aging labor force. California's working-age population is projected to grow by 4.1 million, from approximately 29.5 million in 2008 to 33.6 million in 2018 (see Table 1). Only 247,000 of this 4.1 million increase (or 6 percent) is from people aged 16-24, while almost 3 million of the 4.1 million (or 72 percent) is from people aged 55 years and older. Labor force participation rates are generally highest in the 25-54 years age category, usually around 80 percent, whereas the rates are much lower for the youngest and oldest workers, around 40 percent for those ages 16-24 and 30 percent for those 55 years and older.

#### **Ethnicity**

California's highly diverse population is reflected in its labor force, especially compared to the nation as a whole. For example, Hispanics comprised 34.5 percent of the California labor force in April 2009, compared to 14.5 percent for the nation. Broken out by the most prevalent ethnicity and race, the California labor force was 43.8 percent white, 34.5 percent Hispanic, 12.2 percent Asian, and 6.1 percent black. For the nation, it was 67.0 percent white, 14.5 percent Hispanic, 11.5 percent black, and 4.6 percent Asian (all April 2009 figures are not seasonally-adjusted). In 2018, the projected California working-age population will have an even greater representation of Hispanic persons, with 37.3 percent

projected to be Hispanic, a little less than the 41.1 percent figure for Whites. The Asian working-age population is forecast to be 12.9 percent and the Black population 5.5 percent (see Table 1).

**Table 1**

<b>DEMOGRAPHICS OF CALIFORNIA LABOR POOL</b>				
<b>WORKING-AGE POPULATION (AGE 16 &amp; OVER)</b>				
<b>2008 AND 2018</b>				
<b>Demographic</b>	<b>Number of Persons-2008</b>	<b>Percentage of Persons</b>	<b>Number of Persons-2018</b>	<b>Percentage of Persons</b>
<i>Ethnicity/Race</i>				
White	13,741,806	46.6%	13,825,604	41.1%
Hispanic	9,526,152	32.3%	12,527,316	37.3%
Asian	3,664,014	12.4%	4,348,481	12.9%
Black	1,769,651	6.0%	1,860,422	5.5%
All Others	761,641	2.6%	1,043,453	3.1%
<b>Total</b>	<b>29,463,264</b>	<b>100%</b>	<b>33,605,276</b>	<b>100%</b>
<i>Age</i>				
16-24	5,163,617	17.5%	5,410,375	16.1%
25-54	16,155,407	54.8%	17,075,274	50.8%
55 and older	8,144,240	27.6%	11,119,627	33.1%
<b>Total</b>	<b>29,463,264</b>	<b>100%</b>	<b>33,605,276</b>	<b>100%</b>

SOURCE: California Department of Finance. Percentages do not always equal 100 percent because of rounding.

## Education

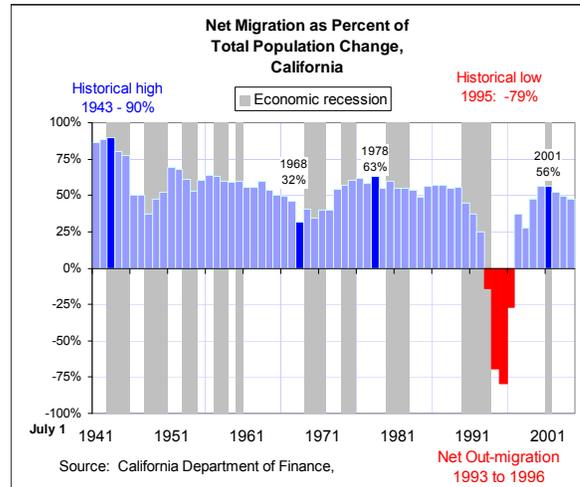
The California labor force is highly skilled. Based on results from the 2005-2007 American Community Survey (ACS), one-third (33.4 percent) of employed Californians 25 to 64 years old had a bachelor's degree or higher and another 29.3 percent had some college or an associate's degree. On the other hand, there were a large number of California adults with little education (15.9 percent of workers 25 to 64 years had not received a high school diploma or GED). The employment opportunities of many adults may also be limited by poor English skills. The 2007 ACS reported that 20 percent of all Californians speak English less than "very well." It should be noted that educational attainment levels vary widely throughout the state and strategies to improve educational attainment levels must be developed based on the characteristics of a particular region.

## Effects of "in migration" or "out migration" on the labor pool

California experiences migrant flows that impact the labor pool. From 1975 to 2004, net migration (in-migration less out-migration) exceeded 200,000 persons per year in 23 out of the 30 years. Net migration accounted for more than half of the State's population growth in 17 of the 30 years and for at least a quarter of the total change in 26 of these 30. However, net migration has slowed since 2005 due to increased domestic out-migration.

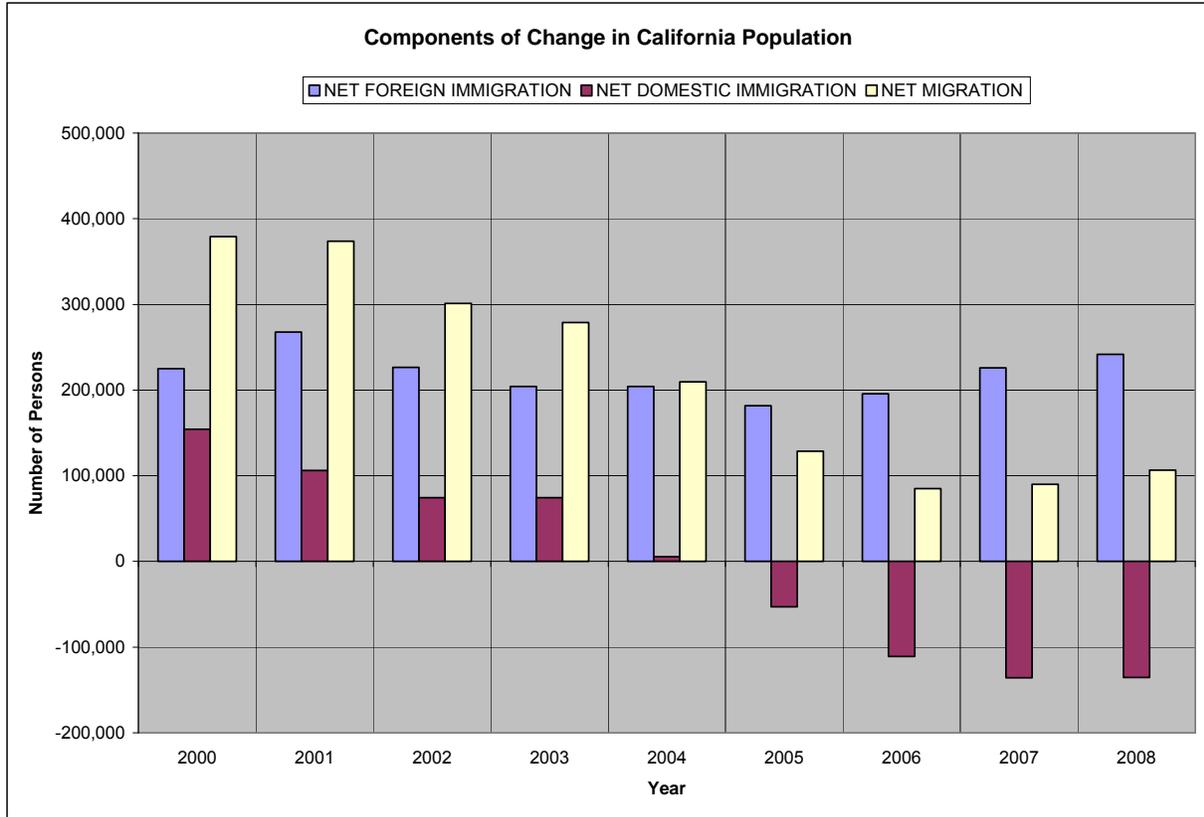
Historically, net in-migration has contributed to half of the State's labor force growth. Net in-migration (in-migration less out-migration) has been an engine of California labor force growth since the settlers and gold miners of the 1800s.

As recently as 2004 (July 1, 2003 to July 1, 2004) net in-migration contributed 210,000 new California residents. This was 41 percent of the total population increase of 510,000. This estimate includes all legal and unauthorized foreign immigrants, residents who left the State to live abroad, and the balance of people moving to and from California within the United States. However, California's rate of net in-migration has slowed in recent years due to domestic out-migration. In 2008 (July 1, 2007 to July 1, 2008), net in-migration contributed 107,000 new California residents. This was 24.5 percent of the total population increase of 436,000.



Net migration<sup>3</sup> accounted for the majority of California population increases throughout its history. The above graph depicts State population change from 1941 to 2004. Net migration was the majority source of population change in 42 of these 64 years.

<sup>3</sup> As opposed to natural increase, births less deaths.



Source: California Department of Finance.

Traditionally, international and domestic net migrations to the State have been positive, with international net migration the larger of the two. However, domestic net migration, which varies more year-by-year according to economic conditions, turned negative in recent years.

From July 2007 to July 2008, net immigration, the sum of movements between California, other states, and foreign countries, contributed 107,000 persons, or 24.5 percent of the overall population growth. Whereas net international immigration contributed 242,000 new Californians, domestic net out-migration totaled 135,000.

As the chart above illustrates, net international immigration has been relatively stable, hovering around 200,000 persons in most years since 2000. In contrast, domestic migration has varied considerably, from a net out-migration of 135,000 to net in-migration of 154,000.

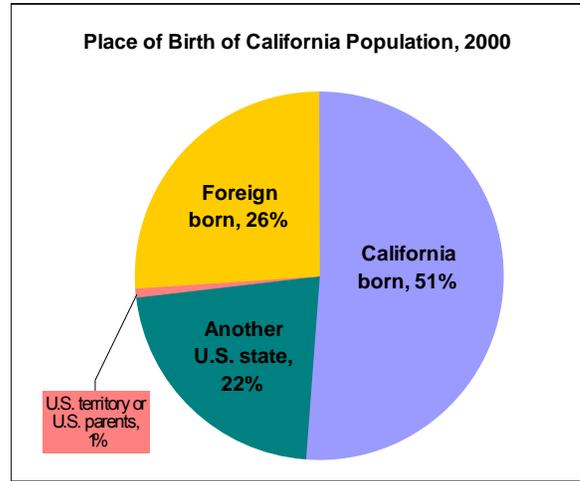
California experienced seven years of domestic net out-migration from 1992 through 1998, following the 1990-93 recession. That recession was more severe and protracted in California than in any other state in the nation. California's high costs of living, and more particularly, its high housing costs, were a key contributing factor to the domestic out-migration in 2005 and 2006. And given the current recession, which formally began in December 2007, we should expect to see continuing high levels of domestic out-migration in the foreseeable future.

**Compared to the existing population, migrants are more likely to be in the ages of high labor force participation.**

In April 2009, over one-quarter of Californians who lived here in the preceding year were 55 years and older – an age when labor force participation is very low. Just under two-thirds of this population was ages 20 to 54 years. On the other hand, 72 percent of Californians who moved from other countries were ages 20 to 54 years. This age group made up a similarly large share of Californians who had moved from another state in the last year.

**As a result of high annual in-migration, almost half of the California population was born outside the state.**

Migration is a flow concept. The cumulative effect of the large numbers of migrants is seen in data relating to the entire population – a stock concept. As the chart at right illustrates, as of the 2000 Census, 22 percent of California residents had been born in another state and 26 percent had been born in another country.



**California is a diverse state where the in-migration and out-migration of the labor force varies from area to area.**

Forty-seven of California’s 58 counties experienced population growth from 2007 to 2008. International in-migration contributed to population growth in all 58 counties. By contrast, 34 of California’s 58 counties experienced net domestic out-migration. Both coastal, highly urban counties and interior, rural regions lost domestic migrants. However, Los Angeles County somewhat distorts the results, accounting for 74 percent of all domestic out-migration (100,000 out of 136,000 persons). Conversely, Los Angeles County accounted for 34 percent of all foreign in-migration (82,000 out of 242,000). Because of differences in local area labor markets, Local Boards should address the needs of their migrant populations individually.

**Implications/Issues**

A number of implications/issues arise when examining California’s available labor pool both now and over the next decade. These relate both to age and ethnicity. While California will likely have a younger labor pool than other states in the next decade, it will still have to deal with an aging labor force, and the challenges that that fact produces. More specifically, how does California replace aging workers? Some possible answers are to: 1) ask or provide incentives for older workers to work longer, 2) target training of younger workers to industries especially threatened by an aging labor force, 3) encourage more immigration from other states, and 4) mobilize and develop underemployed or undereducated Californians to replace the aging workforce.

Regarding ethnicity, California’s diverse population presents both challenges and opportunities. Its diverse population reflects the fact that many people throughout the world see California as a “land of opportunity,” one that welcomes outsiders and offers them chances to succeed that are difficult to match elsewhere. Therefore, California starts out with a natural recruitment advantage that can be tapped if needed. On the other hand, there are challenges that a diverse labor force uniquely presents. For

example, foreign immigrants often lack English-language skills, which can initially limit their opportunities. Moreover, they sometimes have difficulty acclimating to new work environments.

What steps does the State need to take to address these challenges? Two easy to suggest, but not always easy to implement, answers are to: 1) offer more English-as-a-Second Language courses, and 2) develop and employ managers, supervisors, and trainers who are culturally attuned or sensitive to their diverse labor force.

**DESCRIBE ANY SKILLS GAPS THAT CALIFORNIA EMPLOYERS MAY EXPERIENCE BASED ON SKILLS HELD BY CURRENT AND EXPECTED DISLOCATED WORKERS.**

Despite economic changes, the foundation skills needed by most occupations in the 2009 growth industries—for example, health care and social assistance, and educational services—are skills many workers already possess.

**Top Skills Required in Growth Industries**

<b>Health Care and Social Assistance</b>	<b>Educational Services</b>
Reading Comprehension	Active Listening
Active Listening	Reading Comprehension
Instructing	Speaking
Speaking	Critical Thinking
Social Perceptiveness	Social Perceptiveness
Writing	Instructing
Critical Thinking	Learning Strategies
Coordination	Writing
Learning Strategies	Monitoring
Time Management	Active Learning
Active Learning	Coordination
Monitoring	Time Management
Service Orientation	Service Orientation
Judgment and Decision Making	Persuasion
Persuasion	Complex Problem Identification

Source: EDD/Labor Market Information Division. Ranked in order of importance.

These same skills also dominate the skills required for occupations showing the highest unemployment levels between February 2008 and February 2009. (See Attachment G)

- *Active listening* – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- *Coordination* – Adjusting actions in relation to others' actions.
- *Critical thinking* – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- *Instructing* – Teaching others how to do something.
- *Learning strategies* - Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
- *Judgment and decision-making* – Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- *Mathematics* – Using mathematics to solve problems.
- *Reading comprehension* – Understanding written sentences and paragraphs in work-related documents.
- *Social perceptiveness* -- Being aware of others' reactions and understanding why they react as they do.
- *Speaking* – Talking to others to convey information effectively (in most instances, the ability to communicate in English is explicitly stated or inferred).
- *Time management* – Managing one's own time and the time of others.

Being more specific, the health care industry offers an occupational spectrum few industries match, from dishwasher to plumber to medical records technicians. While many positions require advanced degrees, workers from diverse occupations and industries possess foundation skills for a successful transition to health care services. Individuals enhancing their present skills with additional training may find their skills foundation already well laid. Opportunities exist in health care for all levels of education. See [Health Care Industry Careers--Room to Learn and Grow](#).

<b>Education and Training Range</b>	
<b>Health Care and Social Assistance Workers</b>	
<b>California 2006</b>	
<u>Training Levels</u>	<u>Number of Workers</u>
Short-term on-the-job training	248,700
Moderate on-the-job training	158,700
Long-term on-the-job training	8,400
Work experience	38,000

Post-secondary vocational training	154,200
Associate degree	249,000
Bachelor's degree	89,100
Work experience plus a Bachelor's degree or higher	39,300
Master's degree	52,300
Doctoral degree	4,500
LLD/MD degree	24,800

Source: EDD/Labor Market Information Division.

Skills gap identification calls for specificity—occupation to occupation and worker to occupation. Individuals offer skills developed over their composite work history, education, and training. Occupational information available from the EDD's Labor Market Information Division and the U.S. Department of Labor assists assessment and identification of skills gaps for both individuals and employers.

### **The Constantly Churning Labor Market**

It should also be pointed out that even economies in recession create job opportunities. Job search workshop leaders often remind job seekers to look beyond the headlined unemployment statistics because each person needs only to find a single job. Even in times of high unemployment, like the times we are experiencing now, the labor market constantly churns. Workers leave jobs for personal reasons, better opportunities, health, or retirement, leaving a void that needs to be filled.

Labor market churning is evidenced by contrasting Attachment I, *Top Five Skills of High Unemployment Occupations, February 2008-February 2009*, with Attachment H, *Comparison of Growing Occupations in California, 2006-2016*. Nine of the same occupations appear in both tables; one table reflecting high layoffs in the past year, and the other high employment opportunities projected in the 2006-2016 ten-year period.

### **Industry and Occupational Employment Projections**

Describing skills gaps facing California employers also requires a detailed discussion of which industries and occupations are currently experiencing growth or decline, as well as which ones are projected to grow or decline. The following pages present both short-term and long-term industry and occupational projections.

**What industries and occupations are projected to grow and/or decline in the short term and over the next decade?**

The LMID currently produces California short-term (two-year) projections annually and ten-year projections for California and local areas biennially. In 2008, LMID produced California 2007-2009 and 2006-2016 industry and employment projections.

## **A. California 2007-2009 Projections**

### **Industry**

For the short-term projection period, EDD forecasted nonfarm employment to reach approximately 15.3 million jobs by 2009. About 75 percent of nonfarm job growth was forecasted to occur in Professional and Business Services, Education and Health Services, and Leisure and Hospitality. Based on the various effects on the economy in evidence at the time, jobs losses were forecasted in Construction, Financial Activities, Manufacturing, and Retail Trade. (See Attachment B, *California 2007-2009 Industry Projections, Industry Sector Growth/Decline*.)

### **Occupations**

The top 50 occupations with the most job openings are expected to contribute about 63 percent of all job openings during the forecast period. Forty four occupations are forecasted to have more job openings from replacements than from employment growth. Net replacements measure the number of workers needed to replace those that have left the labor force or have changed occupations. An aging workforce combined with slow economic growth is shifting openings from new jobs to replacements. Even occupations with no growth, such as Cashiers and General Managers, are forecasted to have thousands of job openings due to replacement needs.

*The 20 Occupations with the Most Openings.* Each occupation is expected to generate over 9,000 job openings. Fifteen of the twenty occupations require short-term on-the-job training with median hourly wages ranging from \$8.36 to \$13.17. Entry level occupations include Cashiers, Retail Salespersons, Waiters and Waitresses, and Counter Attendants. Higher skilled and higher paying occupations such as Registered Nurses, Teachers, and Managers are also forecasted to have a substantial number of job openings. (See Attachment C, *California 2007-2009 Occupational Projections, Top Twenty Occupations with the Most Openings*.)

## **B. California 2006-2016 Projections**

### **Industry**

Over the longer term, EDD forecasts California's nonfarm employment to grow at an average annual rate of about 1.5 percent to reach 17.4 million by 2016. Attachment D, *California 2006-2016 Industry Projections, Industry Sector Growth/Decline* shows the long term distribution of new jobs across industries. About 87 percent of all new nonfarm jobs are expected to occur in the following industry sectors:

- Professional and Business Services
- Government (includes public education)
- Health Care and Social Assistance
- Accommodation and Food Services
- Retail Trade

- Construction
- Wholesale Trade
- Educational Services (Private)

Professional, Scientific and Technical Services is the fastest growing sector and is expected to gain over 293,000 jobs, representing an annual growth rate of almost 2.9 percent, well over the annual average growth rate for all nonfarm jobs. The largest component within this sector is the Computer Systems Design and Related Services industry, which is anticipating growth of over 87,000 new jobs or about 4.7 percent per year based on annual averages.

Health Care and Social Assistance is expected to grow at about 2.3 percent annually as this sector expands, in large part due to the increased demand for these services from an aging population. Health-related industries with the fastest annual growth rates include home health care services (4.5 percent), community care facilities for the elderly (4 percent), offices of other health practitioners (3.6 percent), and outpatient care centers (3.5 percent). Anticipated federal funding to preserve and improve affordable healthcare may add to this sector's growth.

Within the Government sector, Local Government is expected to add the most new jobs, about 323,000, largely driven by gains in Local Education employment as the California population expands, resulting in increased demand for public education.

The Construction industry experienced exceptional growth from 1996-2006, averaging approximately 8 percent annual growth rate during the building boom. The 2006-2016 forecast calls for more modest growth as the mortgage crisis and economic slump continue to adversely affect the housing market and construction employment. However, California's share of the federal stimulus package may bolster construction employment growth as funds are received to improve highways, roads, and bridges, and perform modernization and weatherization repairs. In addition, the infrastructure bonds recently approved by California voters are expected to infuse funds into the construction industry, in particular the Heavy and Civil Engineering Construction sector.

Manufacturing, one of California's largest industry sectors (1.5 million jobs), is expected to continue to decline during the outlook period after a steady string of job losses that began most recently in 2000 and has continued through 2006. Declining manufacturing industries include apparel, computer and electronic products, printing and related support activities, and plastic and rubber product production.

## **Occupations**

Many employment opportunities exist in California for workers, regardless of their level of education and training. In California two out of every five jobs only require short-term on-the-job training. Conversely, one out of every five jobs require a bachelor's degree or higher. Attachment H, *California 2006-2016 Occupation Projections, Average Annual Job Openings by Education and Training Level*, provides the number of California's job openings by education and training level.

The top 50 occupations with the most job openings will generate over half of all job openings in California during the forecast period. These 50 occupations are expected to generate over 3.3 million total job openings consisting of 1.3 million openings from new jobs and 2 million openings due to net replacements. Net replacements measure the number of workers needed to replace those that have left the labor force or have changed occupations.

The top ten occupations with the most job openings will provide over 1.4 million job opportunities. Job opportunities in lower-skilled occupations include Retail Salespersons, Cashiers, and Waiters and Waitresses. Higher-skilled occupations such as Registered Nurses and Elementary School Teachers are also forecasted to have a substantial number of openings. Attachment E, *California 2006-2016 Occupation Projections, Top Ten Occupations with the Most Job Openings*, illustrates the total job opportunities generated by new jobs and replacement needs for each occupation.

The top 50 fastest growing occupations are each expected to grow at a rate of 24 percent or more over the ten-year period. These occupations are concentrated in the healthcare, education, and computer related fields. Examples of wages and training levels for these occupations include:

- Over \$15.00 an hour for Dental Assistants and Pharmacy Technicians requiring moderate-term on-the-job training,
- Over \$37.00 an hour for Registered Nurses and Dental Hygienists requiring an associate's degree,
- Over \$40.00 an hour for Physician Assistants and Computer Software Engineers requiring a bachelor's degree, and
- Over \$58,000 per year for Elementary School, Middle School, and Special Education Teachers requiring a bachelor's degree.

The ten fastest growing occupations are growing at rates ranging from 32.8 to 58.8 percent over the ten-year period and represent 172,000 total job opportunities. Half of these occupations require a bachelor's degree or higher. Occupations that do not require a college degree include Home Health Aides, Dental Assistants and Medical Assistants. Attachment F, *California 2006-2016 Occupation Projections, Ten Fastest Growing Occupations*, displays the occupations by growth rate.

**In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade?**

The U.S. Bureau of Labor Statistics (BLS) facilitates occupational analysis as it classifies occupations in three ways:

By an occupational code (the Standard Occupational Code) – The occupational code links an occupation with other similar occupations;

- By the industry (the North American Industry Classification System code) – The industry code points to the industry or industries that employ workers in the occupation; and
- By the education/training level typically required for each occupation (one of 11 levels).

These 11 training levels allow for general comparisons of occupational skill requirements across occupations and industries. This analysis uses occupational growth trends for the occupations with higher training levels as a proxy for a demand for skilled workers. The 11 training levels, from most- to least-skilled, are:

- First professional degree,
- Doctoral degree,

- Master's degree,
- Bachelor's degree or higher plus work experience,
- Bachelor's degree,
- Associate degree,
- Post-secondary vocational training,
- Work experience in a related occupation,
- Long-term On-the-Job Training [OJT] (12 months or more),
- Moderate-term OJT (one to 12 months), and
- Short-term OJT (one month or less).

Selecting a training level to serve as the bottom-most proxy for skilled workers is a judgment call; California proposes to define the skilled floor at the “long-term OJT” level. This brings in skilled crafts and trades workers such as carpenters, who often serve an apprenticeship, as well as law enforcement personnel who attend extensive peace officer standards training.

Attachment H, *Comparison of Growing Occupations in California, 2006-2016*, provides a detailed listing of the projected top growing occupations sorted by training level, and includes forecasted numerical growth and growth rate across all industries. An analysis of the top occupations by training level is provided below.

**Work experience in a related occupation.** The largest growth occupations at this level are first line supervisors/managers, broken out by the industry in which they work, such as retail sales, food preparation, office and administrative, or construction trades. Detectives and criminal investigators, construction and building inspectors, and self-enrichment teachers join first-line supervisors/managers on the list of fastest growing occupations at this level.

**Post-secondary vocational training.** Top-growth occupations at this level are automotive service technicians and mechanics (automotive industry); preschool teachers (education); hairdressers, hairstylists, and cosmetologists (personal care services); medical secretaries; and licensed practical and licensed vocational nurses (health care). The fastest growth occupations at this level also include vocational education teachers, postsecondary, (education); manicurists and pedicurists (personal care services); surgical technologists (health care); and massage therapists (personal care services).

**Associate degree.** Occupations in the health care industry, for example, registered nurses and dental hygienists, dominate the list of largest growth occupations at this level. Computer support specialists, paralegals and legal assistants, and insurance sales agents round out the list of the largest growth occupations. Three of the five fastest growing occupations are in health care—veterinary technologists and technicians, dental hygienists, and registered nurses. Biological technicians and paralegal and legal assistants round out the list of fastest growing occupations requiring an associate degree.

**Bachelor's degree.** Occupations in the education and information technology industries dominate both the largest and fastest growth occupations requiring a bachelor's degree. Elementary school and secondary school teachers are among the top five largest growth occupations, along with computer software engineers, applications; network systems and data communications analysts, and accountants and auditors. All of the fastest growing occupations are in either education or information technology – network systems and data communications analysts; computer software engineers, applications; graduate teaching assistants; special education teachers; and multi-media artists and animators.

**Bachelor’s degree or higher plus work experience.** Based upon the top five occupations, this tends to be a “management” level, which spans a variety of industries. The top five largest growth occupations at this level include management analysts, general and operations managers, financial managers, sales managers, and computer and information systems managers. The top five fastest growth occupations overlap this largest growth list, with computer and information systems managers, and management analysts on the list. Natural sciences managers and education administrators complete the fastest growing occupations at this level.

**Master’s degree.** The top largest growth occupation at this level is market research analyst. The remaining top four largest growth occupations requiring a master’s degree are professional occupations in the educational or health care industry – educational, vocational, and school counselors; physical therapists; instructional coordinators; and substance abuse and behavioral disorder counselors. The fastest growth occupations requiring this educational level are also in the health care and educational industries. The top five fastest growth occupations are substance abuse and behavioral disorder counselors; postsecondary health specialties teachers; postsecondary art, drama, and music teachers; physical therapists; and instructional coordinators.

**Doctoral degree.** The three occupations with both the largest and fastest growth requiring a doctoral degree are medical scientists, except epidemiologists (health sciences); clinical counseling and school psychologists (education); and computer and information scientists, research (information technology).

**First professional degree.** At this level, most of the same occupations appear in both the largest and fastest growth list. Lawyers, pharmacists, dentists, veterinarians, and family and general practitioners are the top growing occupations at this skill level. Four of these five occupations are in the health care industry. Lawyers are employed across various industries. The fastest growing occupations include veterinarians, pharmacists, psychiatrists, lawyers, and dentists. Again, these occupations are found predominately in the health care industry.

For the most part, occupations projected to grow in the next decade are in demand today and in the immediate future. Of these, the top ten largest-growth skilled occupations in California are expected to generate approximately 296,000 new jobs in the forecast period. One occupation requires long-term on-the-job training, one requires an associate degree, and the remaining occupations require a bachelor’s degree. Table 2 lists these top-growth skilled occupations.

**Table 2**

<b>Skilled Occupations with the Most Growth</b>		
<b>Occupational Title</b>	<b>2006-2016 Growth</b>	<b>Education/Training Level</b>

Registered Nurses	59,600	Associate Degree
Elementary School Teachers	51,300	Bachelor's Degree
Computer Software Engineers, Applications	41,100	Bachelor's Degree
Accountants and Auditors	33,200	Bachelor's Degree
Carpenters	25,700	Long Term OJT
Secondary School Teachers	21,500	Bachelor's Degree
Network Systems and Data Communications Analysts	17,000	Bachelor's Degree
Management Analysts	16,800	Bachelor's Degree plus Work Experience
Computer Systems Analysts	15,200	Bachelor's Degree
Computer Software Engineers, Systems Software	14,700	Bachelor's Degree
<p>Source: State of California, Labor Market Information Division California 2006-2016 Occupation Projections</p>		

**What Jobs/Occupations are Most in Demand?**

While demand exists for many jobs, the largest demand continues for health care and education workers to serve California’s growing population. Further, as the economy begins its inevitable rebound, a growing number of aging workers will retire, requiring the need for replacement workers across all industries.

Online job boards still abound with requests for workers, notably managers and computer professionals required to do work that will subsequently fuel the need for manufacturing, sales, and office workers. *WANTED Analytics 2.0*, a data research tool that compiles, analyzes, and categorizes job listings from many online job boards including JobCentral, Monster, CareerBuilder, and Craigslist, ranks occupations by the most job openings within a 90-day period. California’s recent top job listings are reported in Table 3 below.

**Table 3**

<b>Top 25 Occupations in California with the Most Online Job Openings</b>	
<i>Last 90 Days ending April 13, 2009</i>	
<b>Occupation</b>	<b>Number of Job Openings</b>
Registered Nurses	35,057
Computer Specialists	21,116
Computer Software Engineers, Applications	17,614
Executive Secretaries and Administrative Assistants	16,206
Computer Systems Analysts	15,196
Sales Managers	13,630
Customer Service Representatives	13,467
Marketing Managers	12,934
Financial Managers	12,692
Accountants	12,098
Retail Salespersons	11,978
First-Line Supervisors/Managers of Retail Sales Workers	11,957
Sales Representatives, Except Technical and Scientific Products	11,912
Medical and Health Services Managers	10,317
Telemarketers	9,429

Computer Support Specialists	9,254
Bookkeeping, Accounting, and Auditing Clerks	8,885
Office Clerks, General	8,126
Physical Therapists	7,779
Tellers	7,757
Insurance Sales Agents	7,648
Office and Administrative Support Supervisors/Managers	7,594
Securities, Commodities, and Financial Services Sales Agents	7,528
Industrial Engineers	7,389
General and Operations Managers	7,177

Source: WANTED Technologies

Occupations listed on job boards somewhat reflect the workforce demand; however, many job openings are not advertised or are circulated off-line to a limited audience such as union members.

Newly allocated stimulus funding is expected to create jobs for workers in other industries, most notably construction, clean technology, and manufacturing. For example, the California education sector will receive over \$2 billion in American Recovery and Reinvestment Act (ARRA) monies to fund school construction, rehabilitation, repair, or site acquisition. This will provide jobs to a variety of crafts and trades workers who may be currently unemployed or in danger of losing their jobs.

#### **A. Jobs in Health Care and Social Assistance**

Health care is the ultimate “social service” industry, reflecting the demands of a growing and aging population, both in California and across the nation. California is facing a nursing shortage that is expected to widen over the next two decades, along with a growing demand for other health caregivers and social service assistants. The top five highest growth occupations in this industry include registered nurses, medical secretaries, medical assistants, licensed vocational nurses, and home health aides.

The demographics of an aging baby boom population will continue to drive employment growth in health care and social assistance occupations. Also, federal stimulus funds of approximately \$15 billion for health and human services are expected to further enhance health care and social assistance industry employment in California. (See Table 4).

Stimulus funding is anticipated to expand job growth across the health care and social assistance industry sector, including occupations not usually associated with Health and Human Services, such as those in information technology and construction.

Table 4

<b>Projected Federal Stimulus Funding Related to Jobs in Health</b>	
<b>Health and Human Services: California's Estimated Share, Approximately \$15 Billion</b>	
<b>Programs</b>	<b>Possible Occupations Positively Affected</b>
TANF Contingency Fund	Social and Human Service Assistants and Government Program Eligibility Interviewers.
Community Services Block Grant	
Legal Immigrants Medicaid/Healthy Families Program	
Social Security Disability Case Processing	
Transitional Medical Assistance	
Medicaid Eligibility Determinations for Indians	
Prevention and Wellness Fund	Registered Nurses; Nursing Aides;
Vocational Rehabilitation Services	Medical and Public Health Social Workers; Rehabilitation Counselors; Vocational Education Teachers, Postsecondary; and Occupational Therapists.
Disproportionate Share Hospital Funding	
Disabilities Education Act	
Independent Living Centers	
HITECH Act	Computer Software Engineers, Applications;
USDA-WIC	Computer Systems Analysts; and Computer Software Engineers, Systems Software.
Department of Energy Weatherization Assistance Program (Medical Centers)	Construction Managers, Carpenters, Construction Laborers, Insulation Workers, Hazardous Materials Removal Workers, and Environmental Compliance Inspectors.
Community Health Centers/Construction Modernization	
Healthy Homes and Lead Hazard Control Program	
Child Care and Development Block Grant	Child Care Workers; and Education Administrators, Preschool and Childcare Center

	Programs.
Meals on Wheels	Cooks, and Light Truck and Delivery Drivers.

**B. Jobs in Education Services – Private and Public**

Education is a powerful tool to lay a foundation for sustained economic growth. Education includes instruction and training in a wide variety of subjects. Private education is expected to continue to be a source of job growth.

Nearly \$12 billion of the ARRA funding is slated for public education. Some of the monies will be used to restore state funding to public education 2008 levels for kindergarten through 12<sup>th</sup> grade, higher education, and early childhood development. In addition, monies are expected to fund school construction, repair, or site acquisition. It is also anticipated that Title 1 schools will receive funding to meet the educational needs of low-achieving children, close the achievement gap between high- and low-performing children, and improve the academic achievement of all students. Individuals with Disabilities Education Act (IDEA) funds will improve outcomes for infants, toddlers, children, and youths with disabilities. IDEA funds will also establish pre-kindergarten to college and career data systems that track progress.

Federal stimulus funds for education may create and retain employment in occupations such as teachers (elementary, secondary, special education, and vocational), as well as teacher assistants, office and administrative support workers, and food service workers.

Table 5 displays some of the Education-related programs funded by the ARRA and jobs that may be created or retained from such funding.

**Table 5**

<b><i>Projected Federal Stimulus Funding Related to Jobs in Education</i></b>	
<b><i>Education: California’s Estimated Share, Approximately \$12 Billion</i></b>	
<b>Programs</b>	<b>Possible Occupations Positively Affected</b>
State Fiscal Stabilization Fund – State Allocations – Restoration of K-12 and CSU/UC	Teachers (Preschool, Elementary, Secondary, Postsecondary, and Vocational Education), Teacher Assistants, Education Administrators, Office Clerks, Administrative and Office Support Workers, and Food Service Workers.
Tax Credit Bonds (school restoration and	Construction Managers, Carpenters, Construction

acquisition)	Laborers, Insulation Workers, Hazardous Materials Removal Workers, Environmental Compliance Inspectors, Electricians, Glaziers, Heating and Air Conditioning Mechanics, Plumbers, Roofers, Associated Trades Helpers, and Office and Administrative Support Workers.
Title 1 - Grants to LEAs and School Improvement (Targeted Grant, Finance Incentive Grant, and School Improvement Grant)	Teachers (Preschool, Elementary, Secondary, Postsecondary, and Vocational Education), Teacher Assistants, Education Administrators, Office Clerks, Administrative and Office Support Workers, and Food Service Workers.
IDEA – Part B – Special Education Grants	Special Education Teachers, All levels; Occupational Therapists; Speech-Language Pathologists; Computer Programmers; Computer Software Engineers, Applications; Computer Systems Analysts; and Computer Software Engineers, Systems Software.

### C. Green Jobs

A continuing theme in the federal stimulus package is the goal for greater energy efficiency and energy independence. Four areas of the green economy that stand to see job growth and savings are smart grid transmission and research, renewable energy, energy efficiency, and weatherization.

#### Smart Grid

Stimulus funding is available for research and development to continue in this “nearly-there” technology. This will require electrical and mechanical engineers, as well as computer scientists and programmers. Additionally, transmission line workers, electricians, electrician’s helpers, and meter installers will be needed to get residences and businesses linked to the system. Meters and other possible add-ons at consumer sites will eventually lead to secondary occupations to include team assemblers for manufactured goods.

#### Renewable Energy

Rising energy costs and global warming increase the urgency to find renewable energy sources and bring them to California. Stimulus funding in the form of renewable energy transmission projects, tax credits, and other sources such as monies from California Assembly Bill (AB) 118 [Chapter 750, Statutes of 2007], will provide job opportunities for workers at many training levels in this sector. Professional and skilled jobs include electrical, chemical, and environmental engineers, urban planners, and chemical and engineering technicians. For example, the energy sector of the stimulus package provides for continued research into advanced battery technologies, as well as energy efficiency innovations and renewable energy products.

Considerable resources in the form of incentives are now offered to those who purchase natural gas vehicles for their fleets of buses or trucks as provided through AB 118. While most of these vehicles are manufactured outside of the state, the downstream job needs will include bus and truck mechanics skilled in alternative fuels, as well as fueling station workers and crafts and trades workers needed include solar panel installers, wind turbine technicians, electricians, roofers, plumbers, and the associated trades helpers necessary for project installations and clean-up. Vocational education teachers are also needed to ready workers with the new technologies.

### Weatherization

The stimulus plan calls for no-charge or low-cost weatherization work to low-income households and other facilities. This should offer respite to skilled workers currently dislocated from the construction industry. Professional jobs will include energy auditors and construction managers (who can quickly be re-skilled to lead these large projects). Team members will include heating and air conditioning mechanics, insulation workers, roofers, glaziers, and associated trades helpers. Secondary occupations to benefit may include hazardous waste removal workers, and refuse and recyclable material collectors.

### Energy Efficiency

The energy efficiency sector of “green” covers a broad spectrum of activities, from the design, manufacturing, and installation of green products, to the construction of energy-efficient high rises powered by renewable energy.

Federal stimulus and other funding exist for some of this “green” sector and is available in the housing, education, and energy sectors. For example, housing and education funds provide for projects to retrofit and repair schools and other publicly-owned structures. Today’s retrofit projects are all about energy efficiency, which will require engineers and construction managers with knowledge in sustainability planning and practices. Training in Leadership in Energy and Environmental Design (LEED) certification and other methods of sustainable building will be necessary for some of these workers. In addition to opportunities for construction workers, management and support jobs will be needed to administer large projects. These may include business operations specialists, secretaries, and office clerks.

The energy sector in the stimulus package provides funding for “electrification” projects, which includes the building of vehicle-charging stations along highways and designated locations. Another project funded through AB 118 involves bringing electrical power sources to California ports so that diesel-powered ships need not idle their engines while docked in order to maintain needed power. These projects will require power line installers, electricians, programmers, and construction jobs.

Table 6 summarizes green jobs available in the sectors described above.

**Table 6**

<b>Projected Federal Stimulus Funding Related to Green Jobs</b>		
<b>GREEN SECTOR</b>	<b>STIMULUS PROGRAMS</b>	<b>POSSIBLE OCCUPATIONS CREATED OR SAVED</b>
<b>Renewable Energy</b>	Research and development of alternative energy sources and technologies	Biomass Collectors,
	Advanced battery manufacturing and development of related supporting software	Chemical Engineers ,
	Research in electric technologies for use in vehicles	Computer Programmers,
	Projects to install fuel cells and solar, wind, and biomass power in government buildings	Electrical Engineers, Engineering Technicians, Plumbers and Pipefitters, Software Engineers, Solar Technicians (PV and Thermal), Team Assemblers, and Wind Turbine Technicians.
<b>Smart Grid and Transmission</b>	Research and development of smart grid technologies	Computer Engineers,
	Transmission system upgrade projects to facilitate the delivery of power from renewable energy facilities.	Computer Programmers,
	Loan guarantees to businesses involved in smart grid technologies	Electrical Engineers, Electricians, and Electrical Power Line Installers.
	Establishment of information clearinghouse to share data from demonstration smart grid projects such as solar and wind farms	
<b>Weatherization</b>	Weatherization Assistance Program for private and public housing	Insulation Workers, Glaziers, and Heating and Air Conditioning Mechanics.

<b>Energy Efficiency</b>	Rehabilitation and retrofit projects for public and private housing, including homes maintained by Native American housing programs	Energy Auditors, Construction Managers, Sustainability Coordinators, Electricians, Hazardous Waste Removal Workers, Environmental Engineers, And Wastewater Treatment Workers.
	Brownfields assessment and cleanup projects of old industrial and commercial sites needing remediation	
	Funds to assist communities upgrade wastewater treatment systems	
	Tax credit projects to build and rehabilitate low income housing using green technologies	
	Development of energy efficiency and conservation strategies and programs, including energy audit programs.	
	Shipside electrification of vehicles; truck stop electrification, and cargo-handling equipment	
	Funding to increase the energy efficiency of information and communications technologies	
	National Science Foundation funding for research related to improvements in energy efficiency, transmission, regulation and storage of electricity for use on military installations, including research on renewable energy	
	Funding to local governments to reduce energy use and reduce emissions.  Allowable uses include strategic planning, consultant services, energy audits, implementing building codes and inspection services, energy efficiency retrofits, and installing onsite renewable energy technologies	

**D. Construction (Heavy and Specialty Trades)**

It is still difficult to evaluate the impact of the federal stimulus program on the construction industry sector. Ideally, the new stimulus money will have a positive effect in the short-term outlook period and will change from job losses to gains. Construction job opportunities will come from stimulus-funded contracts that require heavy construction and specialty trades workers. Specifically, these include infrastructure projects such as highway, road, and bridge construction and repair, and school building and remodeling projects. Office and administrative occupations that support construction projects may also see growth. Jobs needed for energy efficient retrofits and repairs are discussed in the *Green* section above.

California will receive stimulus monies for highways, local streets and roads, freight and passenger rail, port infrastructure projects, and transit projects. Table 7 lists possible occupations that could be positively affected by these funds.

**Table 7**

<b>Projected Federal Stimulus Funding Related to Construction</b>		
<b>Program</b>	<b>Stimulus monies</b>	<b>Possible Occupations Positively Affected</b>
Airport Improvement Project	Projects that would improve safety and reduce congestion	
High Speed Rail and Intercity Rail Transit (\$1.1 billion)	Funds for transit projects	
Tax credit bonds for schools (\$2.2 billion)	Tax credit bonds funding school construction, rehabilitation, repair, or site acquisition	
Construction of Research Facilities (\$18 million)	Grants for construction and modernization of research science buildings	
National Science Foundation (\$30 million) and National Institutes of Health (\$130 million)	Grants for construction, renovation, and repair of existing university research facilities	
Bonneville Power Administration and Western Area Power	Borrowing authority for new construction and upgrading of electric power transmission lines and related	

Administration	facilities	
Health Resources and Services	Grants for construction, renovation, and equipment in health care facilities	
Operation and Maintenance, Army	Funds to improve, restore, repair, and modernize Department of Defense facilities, including barracks	
Army Corps of Engineers	Funds for construction of water-related environmental infrastructure, including energy and water development projects and flood control projects	

## **DESCRIBE THE SKILLS DEMANDED BY INDUSTRIES AND OCCUPATIONS THAT ARE EXPECTED TO GROW THROUGH ECONOMIC RECOVERY**

This section discusses which skills are needed by workers in industries and occupations expected to grow both through economic recovery and into the foreseeable future. As noted above, these industries include health care and social assistance, education, construction, and the newly emerging “green” industries.

### **What are the skill needs for the available, critical, and projected jobs?**

#### **A. Health Care and Social Assistance**

The growth of an aging population will continue to strengthen the increasing demand for nurses, related health care givers, and social service workers. Also, California’s critical nursing shortage is projected to expand over the next two decades. These factors ensure a robust employment outlook for the health care and social assistance industry sector. In California, employment in the top 20 high-growth occupations in health care and social assistance is expected to increase by 23 percent or more than 164,000 workers between 2006 and 2016.

The top ten high-growth occupations in this industry include registered nurses, medical secretaries, medical assistants, licensed vocational nurses, home health aides, office clerks, receptionists and information clerks, preschool teachers, child care workers, and supervisors of office and administrative support workers. Other top occupations in the industry include social and human service assistants, medical and health services managers, teacher assistants, and physical therapists. Employment in the top ten occupations is expected to grow by approximately 129,000 workers.

Educational requirements vary widely among the health care and social assistance occupations. For example, registered nurse positions require a bachelor’s or associate degree. Nursing aides and home health aides may need a high school diploma or General Equivalency Diploma (GED) certificate and vocational or job-related course work to obtain State certification. Social and Human Service Assistant jobs involve 1-12 months of on the job training. Child care workers and office clerk positions call for 30-day on the job training. Health care and social assistance occupations require workers to have high skill levels in:

- Reading comprehension,
- Active listening,
- Instructing,
- Speaking,
- Social perceptiveness,
- Writing,
- Critical thinking,
- Coordination,
- Learning strategies, and
- Time management.

#### **B. Education**

Population growth will sustain the demand for educational service workers. It is likely that a surge in baby-boomer retirements will create job openings in addition to those due to employment growth and jobs

created or retained from ARRA funds. In California, employment in the top 20 occupations in education is expected to increase by 21 percent or more than 126,000 workers between 2006 and 2016.

The top ten occupations in this industry include teacher assistants; secondary school teachers, except special and vocational education; office clerks, general; janitors and cleaners, except maids and housekeeping cleaners; executive secretaries and administrative assistants; educational, vocational, and school counselors; education administrators, elementary and secondary school; kindergarten teachers, except special education; special education teachers, preschool, kindergarten, and elementary school; and graduate teaching assistants. Other top occupations in this industry include child care workers; preschool teachers, except special education; instructional coordinators; and office and administrative support supervisors/managers. Employment in the top ten occupations is expected to grow by approximately 99,000 workers during the projections period.

Educational requirements vary widely among education occupations. For example, educational, vocational, and school counselors require a master's degree. Education administrators and most teachers need a bachelor's degree. Executive secretary and administrative assistant jobs involve 1-12 months of on-the-job training. Teacher assistant and office clerk positions require 30-day on-the-job training. Education occupations require workers to have high skill levels in:

- Active listening,
- Reading comprehension,
- Speaking,
- Critical thinking,
- Social perceptiveness,
- Instructing,
- Learning strategies,
- Writing,
- Monitoring, and
- Active learning.

### **C. Green**

Skills and knowledge needs vary in the green economy due to the diverse nature of activities performed in the various sectors. Across the board, green workers must be knowledgeable of their firm's goals and values related to energy efficiency and conservation, as well as its sustainability practices.

In 2008, several hundred Silicon Valley area employers were surveyed to determine skills and values necessary to work in various green and cleantech sectors.<sup>4</sup> The findings show the following skills and knowledge are needed to do the innovative work behind renewable energy and energy efficiency:

- Energy
- Electricity
- Power systems
- Engineering
- Chemistry
- Biology
- Solar technology
- Biofuels

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<sup>4</sup> Cormia, Robert, Clean Technology Job Skills Inventory; (Bay Area Community College Consortium, 2008).

- Fuel cells and batteries, and
- Automotive systems.

In addition, electrical, mechanical, chemical, computer, and environmental engineers, as well as agricultural and environmental scientists, all must perform these basic skills at a high level of competency:

- Active Learning
- Active Listening
- Complex Problem Identification
- Coordination
- Critical Thinking
- Judgment and Decision Making
- Reading Comprehension
- Time Management
- Writing, and
- Mathematics

Technicians in the research and development sector of the green economy, such as chemical technicians, environmental engineering technicians, biological technicians, and forest and conservation technicians, must also understand the concepts of energy, and be skilled in the following areas:

- Active Learning
- Mathematics
- Reading Comprehension
- Coordination
- Instructing
- Active Listening
- Critical Thinking
- Speaking
- Science
- Writing

For the many construction and specialty trades workers moving into the green building workforce, re-skilling in the form of certificate or customized programs will be required. Two of these occupations include solar PV installers and wind turbine technicians. Other jobs, such as insulation workers and biomass collectors, can be trained on the job.

Construction Managers, contractors, and architects entering this emerging sector need training in LEED certification requirements and other sustainable building practices, as well as knowledge of state and local energy efficiency requirements, in order to compete.

In 2009, the San Francisco Bay and Greater Silicon Valley Centers of Excellence surveyed over 700 employers about eight energy efficiency occupations considered most relevant to community colleges training.<sup>5</sup> Occupations studied included project managers (construction and design work), heating and air conditioning mechanics and technicians, retrofitting specialists, energy auditors, compliance analysts, and

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<sup>5</sup> California Centers of Excellence; Energy Efficiency Occupations in the Bay Region; 2009

energy efficiency managers. According to respondents, the top three skills needed for these jobs include the following:

- Ability to communicate with customers, in writing and in person
- Understanding of local and state energy efficiency requirements and incentives for new and existing buildings
- General understanding of the mechanics and engineering of energy systems, including HVAC, lighting, and renewable energy systems

Some skill and knowledge requirements for green jobs will likely change to meet the innovations, changing technologies, and policies that continue to transform the way we do business and live.

#### **D. Construction**

Job opportunities are expected to continue as more construction workers will be needed to build new highways, bridges and non-residential structures to meet the demands of a growing population. Stimulus monies will also be used to fund jobs that are needed to repair aging highways, bridges, and structures. Many employers report difficulty finding potential workers with the right qualifications. Employment opportunities will be best for individuals who have completed courses or training through technical schools or apprenticeship programs. In addition, many people currently working in the construction trades are expected to retire over the next 10 years, which will create additional job openings.

Employment in the construction industry is sensitive to the fluctuations of the economy. Workers in these trades may experience periods of unemployment when the overall level of construction falls. On the other hand, shortages of these workers may occur in some areas during peak periods of building activity.

The top ten high-growth occupations in the construction industry include carpenters, construction laborers, first line supervisors/managers of construction trades, electricians, plumbers, pipefitters, and steamfitters, drywall and ceiling tile installers, painters, construction and maintenance, cement masons and concrete finishers, operating engineers, equipment operators, and office clerks.

Educational requirements for most construction occupations involve on the job training or work experience. For example, carpenter positions require 12 months of on the job training. Construction laborer positions require 1-12 months on-the-job training while office clerk positions call for 30-day on the job training. First line supervisors/managers of construction trades require work experience. Construction occupations require workers to have high skill levels in:

- Critical Thinking
- Active Learning
- Coordination
- Active Listening
- Monitoring
- Equipment Selection
- Reading Comprehension
- Mathematics
- Equipment Maintenance
- Instructing
- Operation Monitoring
- Speaking

- Time Management
- Operation and Control
- Judgment and Decision Making

## **INTEGRATION OF WORKFORCE INFORMATION INTO PLANNING AND DECISION MAKING**

In the detailed analysis provided to the California Workforce Investment Board, the LMID has prepared an assessment of the State's economy that anticipates near-term effects on employment, identifies demand occupations and occupational skills gaps, and outlines skills in occupations that are likely to be affected through economic recovery and through resources applied by dedicated recovery funds and efforts.

Ongoing support is supplied to Local Workforce Boards and the public by regional LMID labor market consultants stationed throughout the State and through planning tools such as Planning Information Packets, an annual publication provided to each local workforce planning agency, and both the short-term (two year) and long-term (10 year) projections of employment.

### **Approach the State will Use to Disseminate Workforce Information -**

Public access to the full range of state labor market information is available through the California Employment Development Department labor market information Web site – [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)

Major workforce information categories available on the Web site include career information as an aid to jobseekers, data on the economy in the context of the labor market, a data library with access to labor force, employment, and occupational and industry figures and analysis for the State, Metropolitan Statistical Area (MSA), county, and sub-county levels. There is also a customer center section with workforce information organized by user group to include employers, economic developers, educators, workforce partners, and researchers.

A representative list of electronic products available on the State Web site consists of -

Occupational Guides - includes job description and requirements, local job outlook, local benefits and wages, licensing, education, training, links to possible employers, how to find a job, and links to additional resources.

Projections of Employment - projections of employment by occupation are future projections or "outlook" for employment. These projections are provided for periods of two and ten years. Two year, or short-term, projections are available at state-wide level only.

Staffing Patterns by Industry and Occupation - A matrix of industries and occupations that list what industries employ an occupation and what the staffing pattern is for an industry.

Occupational Profile - wages, outlook, licensing, and more for a single occupation.

Local Area Profile - unemployment rates, industry employment, economic indicators, and more for the State or a county

Economic Indicators - income, Consumer Price Index, taxable sales, median home price, layoff statistics, commute patterns, and mass layoff statistics.

Industry Employment - employment by industry, size and number of businesses, data for "industry clusters" studies, and major employers by county. Data are by place of work.

Labor Force and Unemployment - labor force, employment, unemployment, and rates (current and historical). Data are by place of residence.

As noted earlier, LMID also has labor market consultants stationed in regions throughout the State. These analysts offer training and analytical support to local workforce development staff. A public access phone line is staffed to provide assistance in locating labor market information on the State Web site and in the applicability of various workforce information products to specific customer needs.

## STATE VISION AND PRIORITIES

**Question I.C.** Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)

- A. What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)**
- B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State's business and industry? (§112(a) and (b)(4)(A-C).)**
- C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)**
- D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the workforce investment system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)**
- E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities and other youth at risk? (§112 (b)(18)(A).)**

[Note: the ARRA document only calls for answers to parts C and E of this question. California's originally addressed this question as a whole – not divided into subparts. Therefore, the complete response is provided here.]

California's entrepreneurial, innovation-based businesses require a world-class workforce in order to grow and thrive. In recognition of this, Governor Arnold Schwarzenegger's vision is that the State's broad system of public workforce programs prepare future and current workers for the new economy in order to create stable, reliable, higher-wage jobs that will assist in improving the quality of life for all Californians and their communities. To achieve this, California's statewide, locally-based workforce investment system must continuously prepare the State's available and future workers for careers in the industries and sectors that are most vital to the State's economic health and growth. This can only be achieved if the business-led State Board and Local Workforce Investment Boards (Local Board) continuously improve at:

- Understanding and meeting the workforce needs of business, industry, and regional economies;
- Targeting resources where the most economic impact can be gained;

Collaborating to improve California's educational system at all levels in order to equip youth and lifelong learners with the skills they need to be successful in the workplace; and  
Maximizing the accountability of public and private resources invested in workforce development.

**Understanding and Meeting the Workforce Needs of Business, Industry, and Regional Economies**

In order to prepare available and future workers with required skill sets, workforce, education, and economic development entities must develop stronger partnerships and more effective communication with business and industry. Developing talent for local and regional economies can ensure that California's workforce investment system will:

- Be demand driven within the context of California's regional economies;
- Eliminate duplicative administrative costs and services across workforce and economic development regions;
- Enhance service integration through local One-Stop Career Center systems that focus on services rather than programs;
- Continue to improve workforce information systems for strategic planning and career guidance;
- Partner more effectively with faith-based and community-based organizations;
- Take full advantage of federal waiver flexibility<sup>6</sup>; and
- Use and integrate enhanced performance accountability across programs.

**Targeting Limited Resources to Areas Where They Can Have the Greatest Economic Impact:**

Central to Governor Schwarzenegger's vision are his funding priorities:

- Invest in high-wage, high-growth jobs;
- Advance workers with barriers to employment; and
- Support industry sectors experiencing statewide shortages of workers.

With increased investment under these funding priorities, California will attract additional innovative employers with high-skill jobs offering good wages, such as Biotech and Advanced Transportation firms. For existing industries, the statewide workforce system will be better equipped to respond to worker shortages in critical industries such as those being experienced in healthcare. California will also serve its emerging talent – persons with disabilities, language barriers, and those with other significant barriers to employment and career advancement – increasing the number of workers able to realize the American dream of success. This Administration has made significant investments to leverage and target youth program investments to those most in need, most notably through its support of the California Gang Reduction and Intervention Project, and recently, the California Green Jobs Corps.

In light of the recent economic downturn, the Governor intends to invest much of the American Recovery and Reinvestment Act (ARRA) workforce funding in building skills in industries that are currently growing such as health care and allied health, and in green jobs such as energy efficiency and alternative energy.

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<sup>6</sup> For a list of California's current waivers see Attachment C.

Moreover, Governor Schwarzenegger will use the ARRA funds to expand California's capacity to assist those most impacted by the current recession.

Governor Schwarzenegger created the California Recovery Task Force to track the American Recovery and Reinvestment Act funding coming into the state; work with President Barack Obama's administration; help cities, counties, non-profits and others access the available funding; ensure that the funding funneled through the state is spent efficiently and effectively; and maintain a Web site that is frequently and thoroughly updated for Californians to be able to track the stimulus dollars. California's Recovery Act website can be accessed at [www.recovery.ca.gov](http://www.recovery.ca.gov).

Pushing American Recovery and Reinvestment Act (Recovery Act) funding into the California economy quickly and with accountability and transparency, the California Recovery Task Force made available up to \$10 million in Recovery Act funding for job training grants within the Governor's newly created [California Green Jobs Corps](#). The initial phase of the Governor's California Green Jobs Corps will place at least 1,000 at-risk youth ages 16 through 24 into green jobs over the next 20 months. Investing at least \$10 million in Recovery Act funding and \$10 million from public-private partnerships, the program will consist of a minimum of 10 regional Green Job Corps throughout the state - with at least one located in each of California's [nine economic regions](#).

Using a competitive Solicitation for Proposal (SFP) process, local Workforce Investment Boards and Community Colleges can apply for the grants, with each applicant eligible to apply for a maximum of \$1 million per application. California is projected to need tens of thousands of additional workers to fulfill current and future green occupations in various industries. Green jobs can be found across all industry sectors, but frequently exist in eco-friendly industries like those generating or storing renewable energy (solar, wind and water); dealing with recycling existing materials (recycling processors, wastewater plant and environmental cleanup); and dealing with energy efficient products (weatherization, solar panels and dual paneled windows). Green Jobs Corps recruits will train for technical, construction and other skilled jobs, complete community service while training and receive job placement assistance.

California's investment in the emerging workforce needs associated with its budding "green" economy addresses all three funding priorities. A green collar workforce will reach across socio-economic boundaries, individuals with barriers to employment, youth, and various businesses and industries throughout the State. Also bolstering this effort is the opportunity to leverage additional ARRA funding received by various State Agencies for investment in weatherization, infrastructure, and public utilities projects. These projects will require a skilled workforce and allow the workforce system to engage with new partners as jobs are created to mitigate the effects of recent lay-offs, and expand training for workers in high-wage, high-growth occupations. Recognizing that many of the jobs which will be created under the ARRA will be in occupations which are typically found in the skilled trades, California is placing greater emphasis on linkages with State approved apprenticeship programs, seeking to improve alignment of training curriculum to allow trainees the greatest career ladder flexibility possible.

### **Collaborating to Improve California's Educational System at All Levels**

A flexible, outcomes-based education system, from kindergarten through graduate studies, is vital to providing both youth and adults with the lifelong learning opportunities recognized as necessary in the new and changing economy. The Governor and the State Board are partnering more closely with education and State approved apprenticeship programs in order to ensure educational pathways in California's learning institutions are aligned with the occupational opportunities available in its economy.

For example, the State Board established an agreement with the Department of Education Regional Occupational Programs (ROPs) and Workforce Department Unit to build the capacity of teachers providing instruction in Green Construction Projects. This partnership between education and the building trade industry intends to provide training for education providers in “green building” construction and to develop green building programs or redesign current construction programs to participate in green building systems. One of the outcomes of this project is to develop partnership agreements between middle schools, secondary and postsecondary educational agencies, including State approved apprenticeship programs, to provide students with opportunities for career exploration, advanced educational training and employment preparation in green building construction. This partnership includes stakeholders representing secondary, post secondary education, labor, local workforce investment boards, government and green building construction trainers and providers.

The State Board convened regional transformation roundtables throughout the state bringing together representatives from California Community Colleges, local K-12 districts, ROPs, local boards, Labor, State level agencies, and economic development corporations. These roundtables served as a forum to share data developed through the Regional Economies Project Industry Clusters Methodology. These roundtables introduced a common data set to assist regional decision making and offered an opportunity for the State to receive feedback on how partnerships between the workforce system and the K-12 system could be enhanced to better prepare today’s students to be competitive in the workplace of the future.

It is critical that California continue to improve core K-16 education to prepare future workers with the skills and information necessary for careers. It is also critical that state certified/registered apprenticeship programs be recognized as an integral component of the workforce education strategy. As the State works to align curriculum across traditional educational settings, improving the flexibility and portability of degrees and certificates, it will also work to ensure this same alignment occurs between educational programs and State certified apprenticeship programs. California’s youth, particularly those most in need as well as people with disabilities, veterans, parolees, and other populations with barriers to employment must have opportunities for successful careers and flexible educational pathways leading to them. Coordination with State and local entities is vital to building a true continuum of education, training, skill advancement and lifelong learning to support a flexible workforce. This adaptable workforce will make the necessary transitions among occupations, industries, and careers as the State’s economy evolves.

### **Ensuring the Accountability of Public and Private Workforce Investments**

Upon entering office, one of the Governor’s first actions was to order an extensive review of State government. As part of this effort, the Governor directed the departments and agencies within his administration to significantly improve State government performance. Optimizing coordination and communication, and strategically sharing and investing resources are key initiatives in making California’s public service infrastructure as effective and efficient as it can be. This is particularly true in eliminating duplication of services and achieving administrative efficiencies at both the State and local levels. Savings can then be directed towards improved public services such as workforce training.

### **Transforming the Workforce System with Industry Clusters and Sector Strategies**

The Governor's vision for a well coordinated and effective workforce development system will be advanced through data-driven strategic planning and the development of workforce solutions that are responsive to the demands of industry. The State Board recognized that the work of the CA Economic Strategy Panel (ESP) through its Regional Economies Project was essential in providing local and regional partners the information needed to understand a particular area's economic climate. The ESP developed "Industry Clusters of Opportunity Methodology" provides leaders with a clear understanding of which sectors present the greatest opportunity in terms of potential for growth in one or more areas: value; jobs; or, wages. . By using data-driven analyses, regions have access to the most relevant economic information for their area. Regional and local stakeholders can then use this information as a basis for workforce and economic strategic planning, policy development and investment decisions.

In support of the use of the Industry Clusters of Opportunity Methodology, the California Economic Strategy Panel, Community Colleges Chancellor's Office, Employment Development Department, Employment Training Panel, Labor and Workforce Development Agency and the State Board entered into a Memorandum of Understanding. Through this agreement, the signatory agencies and departments delivered coordinated training sessions throughout the state to cross-organizational local and regional teams. The goal of the training sessions was to empower local and regional partnerships to conduct economic and labor market analysis at the county and multi-county level, understand the economic dynamics of the area more acutely, and begin collaborating on strategic planning, policy development and investment decisions to meet the demands of their growing regional economies.

### **The State Youth Vision Team**

The State Youth Vision Team (SYVT) involves representatives from juvenile justice, foster youth serving organizations, philanthropy, education, apprenticeship and the private sector. The SYVT recently completed a comprehensive mapping effort, identifying resources available with the State structure to serve all segments of California's youth population. In the Summer of 2009, the SYVT will begin conducting regional forums to facilitate connections between local/regional youth serving organizations, introduce sector strategies as an approach for connecting local youth to growing career pathways available in their regions and engaging stakeholders in improving outcomes for California's youth by more effective collaboration. Emphasis will be placed on improving service coordination to those youth most at-risk.

## OVERARCHING STATE STRATEGIES

**Question V.B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor’s priorities, and the workforce development issues identified through the analysis of the State’s economy and labor market? (§§112(b)(4)(D) and 112(a).)**

The State Board is committed to the broader strategic workforce planning required of it in the Workforce Training Act, (SB293), and Green Collar Jobs Act, (AB3018).

With the convergence of the strategic planning processes and a changing board structure, the State Board continues to capitalize on its opportunity to be the catalyst for developing a new workforce system vision and strategies that follow the general direction and leadership the Governor has provided since assuming office. The Governor and the State Board stand ready to address national priorities as they emerge under the new administration. National priorities, the Governor’s priorities, and ongoing issue and solution identification will continue to be major considerations in planning discussions and development and in various strategies discussed in different sections of this plan. The Governor and the State Board are committed to considering and addressing workforce issues identified through its ongoing strategic planning process and, in doing so, will continue to advance the system towards both the Governor’s vision and priorities and the national strategic direction.

The State Board has adopted Sector Strategies as the statewide framework for workforce development, and is working closely with the Economic Strategy Panel, other State Agencies and departments and its 49 local Workforce Investment Boards to support the emergence of effective statewide and regionally driven sector initiatives. The Governor has announced three important initiatives since the passage of the ARRA – *The Green Jobs Corps*, *The Allied Health Care Initiative*, and the continuation of *The Nurse Workforce Initiative*. These initiatives continue and build upon the commitment of the Governor and State Board to utilize the cadre of effective service delivery mechanism that exist in the State to their fullest potential, leverage the investment of private resources against public funding by requiring in-kind or matching funds to be a part of any project design, and encourage partnerships at the local/regional level by requiring it to be a central component of any project model.

Continuing with the work it has been doing with the Economic Strategy Panel, the State Board is developing a Regional Collaboration Technical Assistance model. The model represents the evolution of the Economic Strategy Panel’s work defining California’s regional economies and their industry clusters of opportunity. The proposed project also ties to the growing base of regional partnerships focused on addressing the economic, educational and workforce challenges of particular areas in the state.

Industry clusters of opportunity are sectors of the economy identified by growth in one or more areas: value; jobs; or, wages. An industry cluster of opportunity elaborates on the concept of an economic cluster traditionally seen as export oriented, geographically concentrated and interdependent industry sector character. It is characterized by competing firms and buyer-supplier relationships as well as shared labor pools and other specialized infrastructure.

Workforce opportunities provide employment opportunities for regional residents. Consequently, our definition of a “cluster of opportunity” focuses not only on export oriented sectors, but also population-driven sectors (e.g. health care) as well as sectors that offer occupations with “career potential.”

A cluster, by definition, requires geographic concentration. Cluster strategy is a particular type of sectoral strategy, focusing on industries with certain characteristics within regional areas. It is an organizing principle around which workforce and economic development may be coordinated.

Focusing investments on clusters has advantages for both workers and businesses. Workers gain access to career pathways for employment in competitive industries within the cluster. Workers gain skills and knowledge transferable within the cluster in their home region. Businesses gain access to specialized shared labor pools, and are supported by regional institutions, such as education and research, that understand their specialized products and processes. Businesses competitive positions are bolstered through a cluster approach.

In order to be eligible for technical assistance grants, successful proposals will involve a high level of coordination and integration with workforce and economic development partners, including substantive participation by the following stakeholders, as applicable to supporting and advancing the regionally targeted industry cluster: Businesses, Industry Associations, Economic Development Organizations, Key Infrastructure Entities, Organized Labor, One-Stop Centers, K-12 education, Community Colleges, career/technical colleges, Community College Centers of Excellence, California State University Campuses, Local Jurisdictions, Public and Private Research Entities, Community-based and other service organizations.

Partners in this regional approach will leverage their own and partner resources, including cash and in-kind contributions, in order to demonstrate regional commitments and sustainability.

It is anticipated that funding to technical assistance will be offered in the following areas:

- Research and analyses of one or more regional industry cluster, including quantitative cluster research, qualitative value chain analysis, analysis of cluster occupational categories and skill-set requirements and related tasks to develop a firm understanding of a region's transforming economy;
- Design and implementation of a collaborative industry cluster engagement process based on the results of the research and analyses described above. This activity should produce an overall, comprehensive regional industry cluster strategy, implementation agenda, set of priority actions and implementation of cluster champions;
- Identification and connection of specific investments and other commitments among local, state, and federal government partners, as well as private firms and industry associations, non-profit and private foundation partners, to advance the competitive position of regionally targeted industry clusters (selected through the process described above) through workforce and economic development partnerships and to increase cluster specific worker training and employment opportunities; and/or
- Development of strategies to support the long-term sustainability and growth of regional industry clusters. This could include training, coaching, industry intermediaries, interactive forums and online Industry Cluster Forum that offers timely updates, webinars, insights into promising research and practices in California and other states, peer-to-peer support, and expert advice on key topics.

## SERVICE DELIVERY STRATEGIES, SUPPORT FOR TRAINING

**Question IX.G<sup>7</sup>. Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds). (§112(b)(17)(A).)**

The California Workforce Investment Board (Board) adopted Sector Strategies as the framework for its statewide workforce development plan. In September of 2008, the Board was charged with convening the Green Collar Jobs Council (GCJC) in response to the passage of the Green Collar Jobs Act. The GCJC represents the launch of the Sector Strategy approach for the Board. Through its membership and outreach efforts, the GCJC seeks to *align strategies* and *leverage investment* of training resources to create the largest green workforce development program in the country.

As a member of the GCJC, the California Energy Commission has stepped to the plate, offering to model the collaborative investment strategy proposed. The partnership and projects developing under the Clean Energy Workforce Training Program position California to lead the nation in how it develops the Green Workforce. The infusion of Federal American Recovery and Reinvestment Act (ARRA) funds, along with available State and local funding will provide the funding capital needed to understand the career pathways present in the Green Economy and design complimentary educational pathways to move unemployed, low-wage and dislocated workers and the State's community college and high school students into green career pathways.

California's 49 Local Areas face a wide range of distinct challenges arising from their economic, demographic, geographic, and political diversity. The Governor's commitment to local flexibility and control has resulted in Local Boards developing a multitude of innovative service delivery strategies that address their unique, community-based challenges.

The State Board and the EDD maintain a catalog of best practices on the EDD website for dissemination throughout the local workforce communities. The best practices must meet at least two of the following criteria:

- Improves customer service by inventing new ways of doing business;
- Successfully reaches out to the community to bring in clients that can benefit from the services provided (job seekers or employers);
- Produces great results or performance;
- Has been recognized as a promising practice through testimonials from clients and/or the workforce development community;
- Makes use of new or innovative technology or resources; and
- Promotes partnerships or improves operations in a One-Stop Career Center.

Practices published over the website are verified in two ways:

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<sup>7</sup> In California's State Plan, this question is IX.F.

They are backed by measurable outcome data such as increase in the number of job placements, documented improvement in skills, and increase in the number of enrollments; and  
They contain evidence of quality such as activities that are improving participant self-sufficiency, strong testimonials, or widespread support from other stakeholders.

The best practices are collected and presented according to following topics:

- Business Services
- Customer Focus
- Marketing and Outreach
- Performance Management
- Service Integration/Partnerships
- Serving People With Disabilities
- Technology
- Youth
- Other (for practices not covered by the listed categories)

## SECTION II: SERVICE DELIVERY

### STATE GOVERNANCE AND COLLABORATION

**Question III.A.2. In a narrative describe how the agencies involved in the workforce investment system interrelate on workforce, economic development, and education issues and the respective lines of authority.**

The Governor appoints Secretaries to the Business, Transportation and Housing Agency (BTHA), Secretary of Education, Health and Human Services Agency (HHSA) and Labor and Workforce Development Agency (LWDA). The Secretaries of the LWDA; the BTHA; Education; and CHSA are members of the Governor's Cabinet and meet on a regular basis. The Governor also appoints department heads under each of those agencies. The interrelationship of appointed officials at the cabinet level allows for and drives cross-communication of issues both formally and informally at all levels of State government.

Most of the California agencies involved in the public workforce system are within the Governor's administration, with the exception of the California Department of Education and the California Community Colleges Chancellor's Office. The Superintendent of Public Instruction (Superintendent) is an elected statewide office-holder and the Chancellor of the Community Colleges (Chancellor) is elected by a Board of Governors. The Superintendent oversees workforce education programs such as Regional Occupational Programs, Regional Occupational Centers, Apprenticeship Programs and Adult Education and Family Literacy, while the Chancellor oversees certain vocational, apprenticeship, and economic development funding that is used by community colleges to develop and provide curriculum. These officials are appointed members of the State Board and, while collaborating at the cabinet level in developing policy for California's workforce investment system, they also ensure partnership and cross-communication at the department and staff levels.

The Employment Development Department under the LWDA works in conjunction with the Local Workforce Investment Areas to administer the required programs of One-Stops.

All entities of California's workforce system have the opportunity to communicate through interagency boards, committees and councils. For example, the Green Collar Jobs Council includes representatives from energy related state agencies, environmental organizations, education, and workforce.

**Question III.C.1. Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A) of WIA, at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)**

In a state as large and diverse as California, with a system as broad and loosely defined as the workforce system, achieving effective collaboration among the numerous workforce-related State agencies and departments, the State and Local Boards, local government, and local partners is a continuous challenge. The barriers to effective collaboration in California are common nationwide: administratively and fiscally independent programs, multiple purposes and goals with minimal attention to workforce-related components, diverse accountability and performance measurement objectives, and across-the-board budget reductions. The efforts to improve operational collaboration within California's workforce system are ongoing. In response to the challenge, the Governor aims to identify and address these barriers and to improve intergovernmental relations and the relations between the public and private sectors. The State Board is particularly interested in new partnerships which are emerging from the deliberations of the Green Collar Jobs Council. The opportunity to engage new partners from the California Energy Commission, California Environmental Protection Agency and its Departments, the California Public Utilities Commission, and a host of others has spurred discussions of leveraged investment opportunities and hints of new ways to organize workforce development efforts statewide.

The State Board's process for revising the State Plan is a model of collaboration that the Board will continue to use to guide its activities over the future planning periods. The process is briefly discussed under "Plan Development Process." The State Board ensures maximum public, state, and local partner involvement in the planning process by establishing four special committees that have conducted the policy and planning activities leading to the included modifications through public forums. The State Board also conducts special partner meetings for the same purpose, as well as a full board meeting to receive and discuss commentary on the revised plan when it is in draft form.

The participation of the public, workforce, and business communities in these various forums provided support and guidance for the plan itself. The special committees also provided issues and strategies that the State Board is incorporating in its ongoing efforts to achieve the Governor's priorities for California's workforce system. This process, as well as the broader strategic planning process as required by the Workforce Training Act and the Green Collar Jobs Act, allows the LWDA, the State Board, the EDD, and all other public and private workforce partners to play increasingly collaborative roles in reducing administrative costs, eliminating duplication, sharing resources, leveraging resources and partnership from the private sector, and expanding and improving the services that the workforce system provides to individuals and businesses.

The State Board, through its broad membership, encourages collaboration among both State and local public and private entities. This collaboration is further enhanced through the State Board's committee structure. Members of the State Board's committees include representatives from Local Workforce Investment Areas (Local Area) and/or Local Boards, business leaders, local and State partner entities, and key stakeholders that have a vested interest in workforce issues.

The State Board will also expand on current efforts to assist in improving operational collaboration among State entities. Using Governor's WIA 15 Percent Discretionary funds, the State Board negotiates contracts with key State partner agencies in the workforce system such as the California Department of Education (CDE) and the Chancellor of California Community College Office (CCCCO). These joint agreements engage the educational system, including the Adult Education and Family Literacy Program, as active participants in State and local WIA systems development, program operations, and service delivery. Additionally, the State Board and the EDD, which serves as the State's administrative entity for both the WIA and Wagner-Peyser programs, are continuing to strengthen their operational collaboration.

The State Board and the EDD both report to the LWDA, which is assisting in forging stronger partnerships among its various departments. This has resulted, among other things, in better coordination among the entities regarding policy and administrative roles, responsibilities, and protocols. The State Board focuses its attention on assisting the Governor with issue resolution and policy development, while the EDD focuses its efforts on implementing the Governor's policies and priorities.

## REEMPLOYMENT SERVICES AND WAGNER-PEYSER ACT SERVICES

**Question IX.C.4.b. Describe the reemployment services the State provides to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.**

All unemployment insurance claimants are provided general information about CalJOBS<sup>SM</sup>, the State's Internet-based labor exchange system, which links employer job listings and job seeker résumés. Through this system, claimants can create and store résumés and browse job listings, and employers can view the claimants' résumés and contact them directly for interviews. Additionally, claimants are provided information about job seeker services and contact information for the nearest One-Stop Career Center, where they can engage in job seeking activities independently or with staff assistance.

Claimants who file a new unemployment claim and are assigned an "A" and "A/B" "seek work plan" are notified in writing that they must register in CalJOBS<sup>SM</sup> by entering or updating a resume within 21 days. Claimants failing to enter or update a résumé in CalJOBS<sup>SM</sup> may be selected to participate in a Personalized Job Search Assistance (PJSA) session at their local One-Stop Career Center. The PJSA appointments offer claimants job search services, labor market information, and assist them with entering resumes in CalJOBS<sup>SM</sup>. Written appointment notices are mailed to selected claimants with the date, time, and location of the PJSA session

UI claimants most likely to exhaust their benefits are provided reemployment services through the Worker Profiling and Reemployment Services program. A comparison is done between the characteristics of Unemployment Insurance (UI) claimants and a statistical model to determine the likelihood of exhausting their benefits. Those profiled as the most likely to exhaust their benefits are scheduled for an Initial Assistance Workshop (IAW) that serves as an orientation to reemployment services. Enhanced services are provided to profiled claimants who attend the IAWs. An Individual Reemployment Plan (IRP) is completed during these workshops.

The IRP facilitates referrals to other reemployment services and is considered an agreement between the claimant and the state. The job focus workshop (JFW) is a short meeting scheduled four to eight weeks after the original IAW session and gives those claimants who are still unemployed, or in approved training, another opportunity to evaluate their reemployment needs. Claimants who choose a self-directed work-search reemployment plan are referred to a JFW to assist them in using Internet websites to:

Search for jobs that are best suited for their skills, knowledge, and abilities;

- Gain access to and learn how to use labor market information;
- Learn what transferable skills they possess;
- Select appropriate occupations to pursue; and
- Improve interviewing techniques, résumé writing, and other job search skills.

California's RES staff will use assessment tools to analyze individual employment capacity and engage in career coaching. The EDD has also implemented a query tool (QMF) to target UI claimants and direct them to workshops and job fairs. With the infusion of the American Recovery and Reinvestment Act (ARRA) funding, California's Employment Development Department (EDD) plans to train and prepare jobseekers for jobs that are critical to the economic growth of the State. Accordingly, EDD aims to stimulate, broaden, and design additional reemployment services for unemployment insurance claimants. The EDD will increase staffing and enhance delivery systems to allow earlier identification of job seeker skills and needs, with more intense intervention opportunities. This, in turn, will decrease the time needed for jobseekers to return to the workforce.

The EDD will continue its coordination with Workforce Investment Act (WIA) partners to best utilize all of the State's resources, increase the number of jobseekers served, and allow for flexibility based on local needs. Additionally, EDD will place special emphasis on meeting the needs of employers through increased customized services, better identification of employment opportunities and a facilitated labor exchange.

The EDD plans to deliver reemployment services through a series of graduated services with the objective of expanding the State's self-service and staff assisted service model to one which allows for greater intensity of services focused on a rapid return to work for each jobseeker. This series of graduated services will provide local areas an array of service options to choose from, allowing them the flexibility to provide services most appropriate for their local areas, dependent upon factors including logistics, hours of operation, and staffing levels.

The EDD is currently in the process of redesigning the CalJOBS<sup>TM</sup> system to link to the Wagner-Peyser Act and WIA Programs. In addition, California is exploring some new technology for RES staff to offer services to unemployment insurance claimants such as:

Help Wanted Online: a tool which allows career staff to see local employment opportunities in a timely fashion and use that information for career guidance.

TORQ: a skills match program open to EDD staff as well as job searchers.

UI Improvements: EDD will also incorporate an auto-coder for the UI system and an integrated service delivery model.

Also, the EDD's Labor Market Information Division currently has an assessment tool which identifies a worker's particular skills and matches those skills to available job opportunities. Using this analysis, the program matched claimants to job openings or training programs in particular fields.

Finally, it is too early to calculate the percentage of ARRA funds that will be used for the purpose of integrating employment services and enhanced UI technology to better identify and serve the increased demand for services by UI claimants. Nevertheless, every effort will be made toward maximizing the return on investment for each ARRA funded activity.

**Question IX.C.1.b. Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and are accessible and available to all customers at the local level.**

To ensure that jobs generated through Recovery Act funded activities are accessible and available to all customers, California plans to list ARRA jobs as they become available, on CalJobs,<sup>SM</sup> the State's labor exchange system at [www.caljobs.ca.gov/](http://www.caljobs.ca.gov/). Unemployed workers have access to increased ARRA funded reemployment services including job search and career development assistance provided statewide through a comprehensive workforce development system consisting of approximately 250 One-Stop Career Centers.

California designed its core service delivery system around the three-tiered service delivery strategy. The EDD's Employment Services (ES) ensures the strategy by co-locating where the majority of customers do business and by improving automated systems such as CalJOBS<sup>SM</sup>, California's job-opening matching system. California's existing system and the new integrated service delivery model actively promotes and markets the option of self-service to all customers. The infusion of ARRA funds will provide additional ES staff in One-Stop Career Center resource rooms to provide facilitated self-help to more customers, and increase the number of group workshops where customers have access to facilitated or staff-assisted service. Staff assisted service is available to anyone that is unable or unwilling to use self-service.

## **ADULT AND DISLOCATED WORKER SERVICES**

**Question IX.C.1.a. Describe State strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).**

Core services, such as initial assessment, local labor market information, and job search assistance are increasingly available through self-access, principally as Internet-based programs. In an effort to improve access to services, California is testing a new service delivery structure in a dozen Local Areas. The integrated service delivery model creates a new local workforce system that is skill-based and moves all One-Stop Career Center customers, including adults, dislocated workers, and target populations, especially those given preference in the WIA Adult program - recipients of public assistance and other low-income individuals, through a common set of value-added services designed to increase their employability and their chances of retaining jobs and advancing in them

California has developed this integrated service delivery model to address 21st Century industry demands. Twelve Local Areas are participating in the "Learning Lab" pilot to test the model. The model's methods and program design will ensure all adults, especially those given preference in the WIA Adult program and dislocated workers have universal access to required core services. The One-Stop Career Centers participating in the pilot report a significant increase in the number of customers served. And

other Local Areas report sharp increases in the demand for their services due to the current economic downturn. The infusion of ARRA dollars will help increase the staffing levels and the One-Stop Career Center's capacity to serve more adults, dislocated workers, including those given preference in the WIA Adult program.

The Governor's Committee continues to act in a policy advisory role within State government – as mandated by Assembly Bill 925. Staffed by the EDD's WSB, the Governor's Committee focuses on policy and program needs that ensure people with disabilities have access to public workforce system services that enable them to gain and retain employment. In 2006, the Governor's Committee released *The California Comprehensive Strategy for the Employment of People with Disabilities* (Strategy), the first state plan of its kind. The Strategy guides California toward better integration of employment support and employment services. The Strategy is available at <http://www.edd.ca.gov/gcepdind.asp>. One of the Strategy goals is to ensure that the State Board and local One-Stop Career Centers promote universal access in order to achieve full compliance with State and federal laws and to increase employment of people with disabilities. To help reach that goal, California funded 26 Disability Program Navigators (DPN) in 15 Local Areas to increase physical, programmatic, and communication access in One-Stop Career Centers. California is using ARRA dollars to expand the DPN program in California.

Moreover, as described in other areas of the State Plan, California has taken various measures to ensure universal access to One-Stop services, such as conducting Farm Worker Forums, facilitating and advocating for the integration of community-based organizations, and local piloting of universal access tracking. These efforts are expected to increase with the addition of ARRA dollars. California will continue to develop a demand-driven system by ensuring that all Californians, adults, dislocated workers, and target populations, especially those given preference in the WIA Adult program, have access to One-Stop universal, core services and are placed in jobs in industries vital to California's economy.

**Question IX.C.1.c. Describe how the State will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.**

Under the new integrated service delivery model, California plans to more effectively integrate resources provided under the Wagner-Peyser Act (WPA) and WIA Title I for adult and dislocated workers. The integrated service delivery model creates a common pool of co-enrolled customers composed of adult and dislocated workers, WPA, long term unemployed Veterans, migrant seasonal farm workers and Trade Globalization Adjustment Assistance Act (TGAAA) certified workers. Each customer of the One-Stop Career Center will have an assessment to determine their initial needs. Each One-Stop partner shares the responsibility to meet those needs through a common set of services which includes core services. The resources provided by the Recovery Act, the WPA, and WIA Title I for adults and dislocated workers, as well as resources provided by required One-Stop partner programs will allow California One-Stop Career Centers to serve more customers and ensure core services are available to all. The Learning Lab pilots are testing new service delivery models that the State plans to use as precursors to both local and statewide commitments for resource integration among WIA Adult and Dislocated Worker, WPA, Veteran, Migrant Seasonal Farm Workers and TGAAA programs.

The EDD's Employment Services labor exchange activities are integral in providing WIA Title I services by strategically locating service delivery points in at least a single comprehensive One-Stop Career Center in each local area, and in affiliated One-Stop locations based on community need.

In all Local Workforce Investment Areas rents and leases are negotiated (based on local need, local resource sharing agreements, and Memoranda of Understanding) with Local Boards and partners to document specific provisions of service. The agreements define the roles and responsibilities of partners, identify joint planning for the provision of services to common customers and development of projects that serve identified community needs, and ensure coordination of employer job identification efforts. Workforce Services field division chiefs, deputy chiefs, and managers are involved in the new integrated service delivery model. They are authorized to participate on Local Boards and to act as One-Stop Career Center Operators. This helps to ensure the integration of WPA services into the local systems.

Local Boards report a significant increase in demand for their services. The infusion of ARRA dollars provides a significant increase in funding to serve more low-income and low-skilled workers to help them access the services and training needed to pursue family-supporting jobs. ARRA funding provides an additional resource to address issues related to system integration, collaborative marketing, capacity building, services and staffing, accountability, and universal access.

**Question IX.C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.**

The Governor's overall vision for California's workforce system, as described in Section I, includes the requirement for the State and Local Boards to improve at targeting resources to areas with the most economic impact; and achieving a more efficient use of public and private resources.

Both of these improvements will have an influence on training access and opportunities for Californians. The Governor has already directed the use of WIA 15 Percent Discretionary funding to increase training access and opportunities for individuals in the three areas of high-wage, high-growth occupations; advancing workers with barriers to employment; and industries with statewide labor shortages. By investing discretionary funding in these areas critical to California's economy, the Governor is stimulating similar investments at the local level. Investments of WIA 15 Percent Discretionary funds through SFPs, for instance, have enhanced partnerships between One-Stop systems, Local Boards, regional and community organizations, labor organizations, industry or employer associations, employers, and educational institutions.

In addition, the State Board is recommending that the Governor invest discretionary resources in a regional industry planning initiative. This initiative will increase the number of Local Boards engaged in data-driven planning and implementing Sector Strategies. It will enhance the capacity of Local Workforce Investment Boards and One-Stop centers to serve workers in the context of regionally relevant industries. By way of their relationships with local elected officials. Board members and partners, Local Boards and the One-Stop centers they oversee, are well positioned to convene industry and employer associations, employers, and other workforce development related entities. They are able to identify current and future

industry skill needs congruent with the Governor's three priority areas. They have relationships with local educational providers essential to the effective development of relevant training curriculum, and the opportunity to leverage funding. Sector strategies will better position One-Stop systems to connect individuals to relevant and cost effective education, training, and supportive services opportunities by leveraging resources through partnerships with community colleges, K-12 programs, community based organizations and apprenticeship training programs. Using the knowledge gained from collaboratively engaging in industry cluster analysis, the regional collaborations will be positioned to align workforce activities (e.g., training, supportive services, etc.) with education and economic development strategies to meet the talent development needs of industries important to regional economies..

The Governor supports the national goal of directing more funding to training by identifying and implementing administrative and program efficiencies at both the State and local levels. California's goal is to optimize the number of individuals trained in occupations that are in demand by industries that are vital to California's economy. The State Board will continue to organize its activities under a sector strategy framework, particularly as they relate to the development of "green collar jobs" and other high-wage, high-growth jobs by optimizing training services over the course of the next two years of WIA and ARRA implementation in California.

An example of this is the California Nurse Education Initiative. In the 2004-05 State budget, the Governor made the shortage of nurses a priority for WIA funds and began issuing grants through the EDD. By partnering with CCCCO and the private sector, the Governor's Nurse Education Initiative will leverage these grants to provide a total of \$18 million a year in funding for nursing education over five years, for a total of \$90 million. These funds are in addition to the \$13 million in grants the Governor awarded to local workforce development organizations, educational institutions, and community-based organizations for nurse education earlier this year.

These objectives will expand California's capacity and effectiveness in training the current and future workforce. In addition, California's workforce-related departments and agencies will optimize coordination and communication, and strategically share and invest their resources to eliminate duplication and waste at both the State and local levels. The Green Collar Job Council is currently exemplifying this practice by engaging in information sharing, mapping, and planning across a broad mix of members that represent state agencies. For example, the Council is currently focusing on how to ensure activities and investments intended to support the green economy and California's economic recovery are leveraged and aligned to ensure the greatest impact.

**Question IX.A.5. What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Career Centers? For example, do all One-Stop Career Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Career Center? Are all One-Stop Career Centers required to have a resource center that is open to anyone?**

California is the nation's most populous state, with the largest, most diverse labor force. The unique demographics of each Local Area in California require different methods of ensuring successful service delivery to all customers, including those of the business community. The State Board supports the idea

that Local Areas are best positioned to implement solutions that meet the needs of their local communities.

In an effort to improve its workforce system, California is exploring ways to restructure its service delivery. In July 2008, California implemented the Integrated Service Delivery Model (ISD) through 12 Local Area “learning labs”. The model creates a common pool of co-enrolled customers composed of adult and dislocated workers, Wagner-Peyser long term unemployed, recipients of public assistance and other low-income individuals, Veterans, migrant seasonal farm workers, and TGAAA. A common set of services, including individual assessment, are available to all customers in the pool through a common customer flow that shares resources and staff. The State Board supports the idea that Local Areas are better positioned to determine what meets the needs of their local communities.

These new methods and program design will streamline the sequence of service to facilitate individual access to needed services and training that are aligned with current local and regional labor market requirements. As a result adults, dislocated workers, and target populations, especially those given preference in the WIA Adult program - recipients of public assistance and other low-income individuals through a common set of value added services designed to increase their employability and their chances of retaining jobs and advancing them. This model will provide new guidance and a basic level of uniformity throughout the statewide One-Stop Career Center System.

The state is fortunate to have implemented the learning labs model. The common customer flow that shares resources and staff has permitted One-Stop Career Centers to move forward with its approach to deliver increased levels of services with funds received under the ARRA. While California has limited participation in the Learning Lab pilot, the State encourages Local Areas to begin or continue looking for ways to improve service coordination and integration. The ARRA funds can help other Local Areas to improve service coordination and integration.

California One-Stop Career Centers are familiar with priority of service to those most in need, especially low-income, public assistance recipients, and persons with disabilities. The common customer flow allows those most in need to be identified early in the process and ensures funds and services are available to them.

## YOUTH SERVICES

**Question IX.E.1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need.**

The Department of Labor’s (DOL) strategic vision for the delivery of WIA Youth services was issued in TEGE No. 3-04. In response to the new Youth vision, the DOL sponsored a number of regional forums, with California participating in a session conducted in Phoenix, Arizona in December 2004. As described in Section III. C. 4. a State Youth Vision Team (SYVT) was formed to foster communication and connections across disciplines and agencies; enhance the quality of services delivered; improve efficiencies and improve the outcomes for the neediest youth; and have all youth served by one system. The team was reconvened by the State Board’s Special Committee on Lifelong Learning in 2006 and, working through and with the committee, the team will address both the implementation of the federal shared youth vision and other issues with WIA youth programs and local youth councils in California.

Another strategy the State Board has employed for providing services to eligible youth has been the Improving Transition Outcomes for Youth with Disabilities (ITOP) project. ITOP was funded with a grant through the DOL's Office of Disability Employment Policy to form a partnership of federal, State, and community organizations to map California's youth service delivery infrastructure, develop and implement a multi-agency unified state plan to improve transition services and employment opportunities for youth with disabilities, and to conduct local demonstration projects. The plan was completed and incorporated in the work of the Governor's Committee and its *Comprehensive Strategy for the Employment of People with Disabilities*. Even though the ITOP funding ended in 2007, the strategies for cross-agency collaboration continue to be sustained by the local area demonstration projects.

The strategies employed by the State and Local Boards, State and local partners that serve the neediest youth, and local youth councils are consistent with State Board goals for advancing people with multiple barriers to employment through comprehensive services and identifying strategies to meet industry needs. With the input from Local Boards and public and private, profit and non-profit organizations, the strategies continue to evolve for meeting the special needs of foster youth, youth offenders, youth with disabilities, and other needy, at-risk youth.

## VETERAN'S PRIORITY OF SERVICE

**Question IX.C.5.b. What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (Pub .L. 107-288)[38 USC 4215], that priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by DOL, in accordance with the provisions of Training and Employment Guidance Letter (TEGL) 5-03 (9/16/03)?**

Since the Priority of Service for Veterans and Eligible Spouses was introduced as part of the Jobs for Veterans Act (P.L. 107-288), the State issued general guidance on the implementation of the veterans' priority and how this priority will affect service delivery practices. California's *WIA Title I Eligibility Technical Assistance Guide* specifies these requirements, and requires that Local Boards develop a process by which the priority of services to veterans and other covered persons will be applied. As a strategy to ensure access to services for people with barriers to employment, the EDD in accordance with Public Law 107-288, the Jobs for Veterans Act, has issued general guidance which establishes, among other requirements, that:

- Priority of service will be given to veterans and spouses of certain veterans, for the receipt of employment, training, and placement services in any job-training program directly funded, in whole or in part, by the DOL, notwithstanding any other provision of law;

- A comprehensive performance accountability system will be established and veterans' employment, training, and placement services will be reviewed annually;

- A program of performance incentive awards will be established to encourage the improvement and modernization of veterans' employment, training, and placement services, and to recognize employees for excellence in the provision of those services; and.

- The State will employ a sufficient number of disabled veterans' outreach specialists and local veterans' employment representatives.

Additionally, the EDD is preparing a directive outlining the veterans priority of service changes recently issued by the DOL's Veterans' Employment and Training Service (VETS) in a final rule articulating priority of service for veterans and eligible spouses. The new regulations apply to "any workforce preparation, development or delivery program or service that is directly funded, in whole or in part, by the Department of Labor," as provided by the Jobs for Veterans Act. The recently enacted ARRA infuses significant new funding for many workforce programs; all programs receiving any federal funding, including ARRA funding, are required to provide veterans priority of service.

## **SERVICE DELIVERY TO TARGETED POPULATIONS**

**Question IX.C.4.a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency (LEP) individuals, and people with disabilities.)**

Effective Local Boards and their local One-Stop service delivery systems are central to ensuring that California's business and industry have access to an appropriately and continuously prepared workforce. They do this by assisting the State's diverse population in obtaining information about, and preparing for and accessing occupations that are in demand and in industries that are vital to California's economy. The State's demographic diversity is among its greatest assets, yet such diversity presents unique challenges that often result in barriers that may exclude many segments of the population from achieving self-sufficiency.

California has numerous strategies in place to address these challenges. For instance, the Governor's Committee for the Employment of People with Disabilities was charged through State legislation (AB 935) with the leadership responsibility of developing a comprehensive strategy to bring adults with disabilities into gainful employment at a rate equal to that of the general population. *The Comprehensive Strategy for the Employment of People with Disabilities* was approved by the Governor's Committee, January 2006, and is currently being implemented through EDD.

Another example is that California has examined strategies to ensure enhanced outreach and services to migrant Seasonal Farm Workers (MSFW). Strategies California has implemented to meet the needs of MSFWs include:

- Financial support for La Voz del Campo (The Voice of the Fields), a publication produced by La Cooperativa Campesina de California (La Cooperativa), a 167 partner, with the support of the EDD. La Voz del Campo is targeted to farm workers and provides information on agricultural issues, employment opportunities, crop activities, and federal and State services.

- Contracting with La Cooperativa using Wagner-Peyser funds to operate Guia de Campesino, a toll free Spanish-English telephone information system for farm workers in both English and Spanish.

The EDD participates in joint outreach with operators funded under WIA section 167 to provide services to MSFWs. ES staff also join local WIA 167 staff in providing mobile outreach. This initiative entitled regional forums and technical assistance, which culminated in the report titled Farm Worker Forums: Everybody Needs a Choice.

The Public Service Project (PSP) provides for enhanced in-person services to EDD customers at every EDD public access service point. This assistance is provided by staff in ES, Tax Branch, and Disability Insurance Branch sites, as well as LMID staff co-located in ES sites. PSP customers are those who require assistance with an EDD program outside of staff's normal program responsibilities (e.g., EDD staff helping connect MSFW customers with questions and/or issues with staff who can assist them), and who require more than just general information.

One-Stop Career Centers and other program partners comprising California's workforce investment system, strive to equip California's farm workers with the tools to improve the quality of their lives. This is a central principle of workforce development in California. The system strives to enhance the skills of California's workers, allowing them to take better advantage of opportunities in their regional economies, to the mutual benefit of themselves and local industries and businesses. Today these conclusions remain in practice and will remain an element in the California's evolving state strategy to ensure rural regional collaborations, as they develop industry cluster strategies, view this valued workforce, with basic skill and job specific training, are considered as part of the solution to the aging workforce.

A final example of strategies the State uses to ensure access to services for people with barriers to employment is that the EDD, in accordance with Public Law 107-288, the Jobs for Veterans Act, has issued general guidance which establishes, among other requirements, that:

Priority of service will be given to veterans and spouses of certain veterans, for the receipt of employment, training, and placement services in any job-training program directly funded, in whole or in part, by the DOL, notwithstanding any other provision of law;

A comprehensive performance accountability system will be established and veterans' employment, training, and placement services will be reviewed annually;

A program of performance incentive awards will be established to encourage the improvement and modernization of veterans' employment, training, and placement services, and to recognize employees for excellence in the provision of those services; and.

The State will employ a sufficient number of disabled veterans' outreach specialists and local veterans' employment representatives.

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The State Board has identified a number of additional strategies that the State and Local Boards will consider and continue pursuing to improve both access and services to those with significant barriers to employment and/or self-sufficiency. These strategies include:

- The State Board continuing to develop and provide guidance to Local Boards on prioritizing services (e.g. business services, skills training) in their One-Stop systems;
- The LWDA and the State Board, in collaboration with Local Boards, exploring WIA administrative, infrastructure, and core services costs in the Local Areas through the One-Stop cost study. Results will assist the State Board in identifying any economies of scale and administrative and programmatic savings that could support expanded business and training services. These savings may be achieved by implementing strategies such as the regional planning provision in the WIA, and/or new and more effective cost-sharing methodologies, and/or better integration of partner services in the One-Stop systems, and/or the consolidation and reduction in the number of Local Areas;
- The State and Local Boards exploring the development of new incentives for employers hiring specific segments of the population such as at-risk youth and ex-offenders;
- The State Board developing guidance on collaborating more effectively with Adult Education and Family Literacy Program providers and other education partners to address literacy barriers among California's workers;
- The State Board developing guidance for Local Boards on balancing the investment of shrinking resources into business services, supportive services, and training services; and
- The State and Local Boards exploring capacity building efforts at both the State and local levels and recommending ways to increase investments in building the capacity of One-Stop staff in providing services to special populations such as persons with disabilities and ex-offenders.

In addition to these efforts, the EDD is preparing a directive to assist locals in implementing youth programs funded by approximately \$158,628,729 made available for youth services in California by the ARRA. An important component of these youth services will be the Summer Youth Employment Program (SYEP).

Within the SYEP, eligible youth are those who are not less than 14 and not more than 24 years of age, low income as defined under the WIA, and have at least one of the barriers listed in the WIA. The EDD encourages locals to conduct increased outreach and focus on the neediest youth: out-of-school, or at risk of dropping out of school, youth in and aging out of foster care, youthful offenders and those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities. Program operators are encouraged to reach out and to partner with social services, criminal justice, and other agencies to recruit applicants from these target populations.

With ARRA funds augmenting funding under the Workforce Investment Act (WIA), there is an expectation that more youth will be served and that the majority of funds will be spent on services and training, with only minimal administrative expenses.

## SECTION III: OPERATIONS

### TRANSPARENCY AND PUBLIC COMMENT

#### **Instruction from Section II: State Planning Guidance, Plan Development Process.**

**Include a description of the process the State used to make the Plan available to the public and the outcome of the State's review of the resulting public comments ((§§111(g), 112(b)(9).)**

The California Workforce Investment Board (State Board) initiated an inclusive public process in 2005 to support the development of California's Strategic Two-Year Plan (State Plan). In early 2007, the State Board approved a two-phase process for the revision of the State Plan and the development of a new strategic workforce plan for California as required in The Workforce Training Act (Senate Bill (SB) 293 Statutes of 2006, Chapter 630). The State Board views strategic workforce planning as an ongoing process.

Over the course of the last two years, the State Board has maintained its commitment to the broader strategic workforce planning initiated by SB 293. In late 2007 and continuing through 2008, the State Board engaged regional and local leaders in a dialogue about effective local and regional workforce development models. Included in this effort were professionals from local workforce investment boards, representatives from all levels of the education system, economic development professionals, private business leaders, union representatives, and chambers of commerce. As these dialogues continued, a common theme emerged. The importance of workforce system leaders having a broad understanding of California's economy, a detailed view of their regional and local economic climate and the need for cross-institutional access to specific economic information that allows leaders to think, plan, invest and develop strategically was crucial.

After reviewing innovative practices and evaluating the building work of the State Board in partnership with California's Economic Strategy Panel, Sector Strategies were adopted as a guiding workforce framework in September of 2008. Soon after this, the Governor signed into law the Green Collar Jobs Act, placing the State Board in charge of convening the Green Collar Jobs Council and launching its first sector based initiative focusing on the Green and Clean Economy.

Together, the State plan and the sector strategies framework adopted under SB 293 serve as the touchstone for workforce policy development, fiscal investments, and the operation of workforce programs in the State of California. As these two planning processes converge, the State Board continues to capitalize on its opportunity to be the catalyst for developing a new workforce system vision and strategies that follow the direction and leadership the Governor, Arnold Schwarzenegger, has provided since assuming office.

The Governor's newly established ARRA Task Force is be charged with tracking the American Recovery and Reinvestment Act (ARRA) funding coming into the state; working with President Barack Obama's administration; helping cities, counties, non-profits, and others access the available funding; ensure that the funding funneled through the state is spent efficiently and effectively; and maintain a Web site that is frequently and thoroughly updated for Californians to be able to track the stimulus dollars. The ARRA Task Force

website can be found at [www.recovery.ca.gov](http://www.recovery.ca.gov). The Employment Development Department, the State's WIA and Wagner-Peyser Act fiscal and administrative agent has also implemented a website that provides a wealth of ARRA information. That website is located at [http://www.edd.ca.gov/Jobs\\_and\\_Training/California\\_recovery.htm](http://www.edd.ca.gov/Jobs_and_Training/California_recovery.htm)

In addition to these steps, the 2009 revised State Plan, once modified, will be released for a two-week public comment period in May, 2009. Comments will be incorporated in the revised plan as necessary and appropriate, and identified for the State Board at its June 17, 2009 meeting. Based on their recommendations the revised State Plan will be submitted to the Governor for his approval.

## **INCREASING SERVICES FOR UNIVERSAL ACCESS**

### **Question VI.C. What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)**

California is the nation's most populous state, with the largest, most diverse labor force. The unique demographics of each Local Area in California require different methods of ensuring universal access. The State Board supports the idea that Local Areas are best positioned to implement solutions that meet the needs of their local communities.

The EDD produces WIA technical assistance guides for use by Local Boards to ensure consistency in program eligibility. These guides provide a structured, simplified process for implementing universal access. All Local Boards are encouraged to fully engage partner programs and faith-based and community-based organizations to assist in the leveraging of resources. Local Boards are encouraged to collaborate and pool resources where appropriate to improve their workforce investment systems. Technical assistance is also provided through the EDD's on-line WIA Q&A website, monthly WIA Advisory Group meetings with EDD Workforce Services Division management, and the Regional Advisors.

Over the past two years, an Integrated Service Delivery Planning Team comprised of representatives from EDD's Workforce Services Branch (WSB), State Board, California Workforce Association, Labor and Workforce Development Agency and Local Workforce Areas have been exploring opportunities for moving toward an integrated service delivery model that effectively:

- Responds to 21<sup>st</sup> Century industry demand and our contemporary workforce crisis;
- Assures that our services and training are in alignment with current local and regional labor market requirements;
- Shifts service priority to an emphasis on worker skills, assisting workers to gain the skills leading to self-sufficiency and responding to employer demand;
- Copes with limited and declining funding through a more efficient use of resources and a reduction of program duplication and requirements;
- Increases service levels and quality; and
- Redefines and improves performance.

In July, 2008, twelve Local Areas volunteering to serve as “learning labs” began implementing this integrated service delivery model. These new methods and program design will help ensure that our services and training are aligned with current local and regional labor market requirements; create a new local workforce system that is skill based and will move each One-Stop Career Center client through a common set of value added services designed to increase their employability and their chances of retaining jobs and advancing in them.

### **Reemployment Services**

The American Recovery and Reinvestment Act (ARRA) of 2009 requires the WSB to stimulate, broaden and design reemployment services for unemployment insurance claimants. Consistent with this requirement, the WSB has implemented a plan using its Wagner-Peyser (WP) ARRA funds, which includes the hiring of up to 300 additional intermittent employees and related costs to increase the service level capacity of reemployment services throughout the state. By providing both improved and newly created deliverables, W-P staff will be better able to meet the increased demand of UI job seekers. Increased staffing and enhanced deliver systems will allow earlier identification of job seekers skills and needs, with more intense intervention opportunities. This, in turn, will shorten the time needed for our jobseekers to return to work.

The redesign of how we deliver W-P services will also afford the opportunity to continue our coordination with WIA partners to:

- best utilize all of our resources
- increase significantly the number of jobseekers served and
- allow for flexibility based on local needs.

Special emphasis will be placed on meeting the needs of employers through increased customized services, better identification of employment opportunities and facilitated labor exchange. The Reemployment Service (RES) will be delivered through a series of graduated services with the objective of expanding our self-service and staff assisted service model to one which allows for greater intensity of services focused on a rapid return to work for each jobseeker.

RES services are directed to the following:

- Unemployment insurance claimants
- Veteran services as a priority
- Targeted populations; customers with multiple barriers; low income; disadvantaged; ex-offenders; CalWORKS; Youth; individuals with disabilities; migrant seasonal farm-workers and older workers.

### **Anticipated Impact in California**

California is expected to receive a significant portion of the ARRA funding for Reemployment Services. California’s unemployment rate has reached the double digit mark and the number of people unemployed exceeds 2,000,000. This significantly high unemployment rate demands that workforce services develop a service strategy that provides an effective means for jobseekers to quickly re-enter the workforce.

Additional emphasis must be placed on helping UI claimants and special, targeted groups find and develop career pathways that move them into jobs that lead to family preservation and self-sufficiency. Emphasis must be placed on early identification of individual job seekers needs and a rapid connection with employment and training opportunities. The labor exchange process must be enhanced to provide strong support to the employers who, in turn, generate the family-supporting jobs. It must also be poised to assist jobseekers at all skill levels, especially those with low-income and/or low skills, to find appropriate employment with career pathways that will transition into 21<sup>st</sup> century jobs. Efforts need to be coordinated with partners to the maximum extent possible to utilize employment, training and support service funding and provide time, seamless services. Reporting systems need to be user friendly, automated whenever possible, and provide real-time, complete information. Accountability and transparency must work hand in hand with highlighting success and building confidence in our delivery systems.

## LOCAL PLANNING PROCESS

**Question VIII.D. Describe the State mandated requirements for local workforce areas' strategic planning and the assistance the State provides to local areas to facilitate this process.**

The EDD's LMID provides a range of social, economic, and demographic data, fitted to the boundaries of each Local Board every year. These "Planning Information Packets" (PIPs) help local organizations identify target group needs and make appropriate resource allocations for employment and training activities. The PIPs are helpful to Local Boards in developing and updating their local plans. The PIPs offer information on:

- Public Assistance Recipients by program and demographic characteristics;
- Occupations with the Greatest Absolute Job Growth;
- Lower Living Standard Income Level and Poverty Guidelines; and
- Labor Force and Census based planning information, including Characteristics of Economically Disadvantaged Persons and Characteristics of Various Potential Client Groups.

The Local Boards submitted their initial strategic Five-Year local plans pursuant to the requirements outlined in WIA Section 118 and instructions provided in WIAB99-2. Since then, the State has issued several supplemental guidance instructions to address the modification of the initial plans and to ensure that local plans are consistent with the Administration's vision and goals. The most recent supplemental guidance was issued in 2008, through WSD08-5 and new guidance will be developed and issued in 2009 that specifies that Local Boards are required to modify plans to address:

- Significant changes in local economic conditions,
- The one-year State Plan,
- Changes in financing available to support WIA Title I, ARRA funding, and partner-provided WIA services,
- A need to revise strategies to meet performance goals, and
- Other changes as required.

The EDD's Regional Advisors review the plans to ensure that they contain key required elements such as the locally negotiated performance levels, updated MOUs, budget plans, and participant summaries.

The EDD and State Board continue to collaborate in the development of planning guidance to the 49 local workforce investment areas. The EDD has continued to publish information and guidance to the local areas as it has become available. The most recent Directive, [WSD08-8](#), published June 4, 2009 provides instructions on implementing the ARRA Summer Youth Employment Programs. Anticipating approval of California's WIA and ARRA Strategic Plans, a workgroup will be formed to develop instructions for the local areas to modify their local plans to coincide with strategic initiatives of the Governor and the guidance provided by the Employment and Training Agency. The anticipated publication date of that Directive is August 2009.

## PROCUREMENT

**Question VIII.F.5<sup>8</sup>. Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)**

California uses the procurement law governing all State agencies (California Public Contract Code, Article 1, Sections 10100 - 10285.5) to award competitive and non-competitive contracts using any federal or State funds. California also uses State policy, including specific guidance and procedures regarding the State contracting process, contained in the State Contracting Manual, prepared by the Department of General Services (DGS) with assistance from the State Contracting Advisory Network, and maintained by the DGS Office of Legal Services. The State Administrative Manual is published under the authority of the Department of Finance and DGS. The primary method of competitive bidding for contracts generally is referred to as the Request for Proposal (RFP). Potential bidders are made aware of funding available for competitive bid through notification in the California State Contracts Register 82.

When appropriate, the State will use a form of the RFP called the Solicitation for Proposal (SFP) to distribute competitive local grants under the Governor's WIA 15 Percent Discretionary funds. Grants will be available to public, private non-profit, and private for-profit entities through the SFP process and coordination with Local Boards will be strongly encouraged. The availability of competitive grants will be advertised on the State Board and EDD websites, Labor and Workforce Development Agency or the Governor's office will issue a press release announcing the availability of funds. As appropriate, bidders' conferences or webinars may be held to clarify the requirements for bid submittal and grant awards.

California's SFP process includes:

Notification of available funding is posted on the State Board and/or EDD websites and. Additionally, both the State Board and the EDD provide free e-mail subscription services. Subscribers to the EDD e-mail list receive notification announcing the latest news about programs and services

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<sup>8</sup> California's State Plan lists this question as VIII. G. 5.

online, including what's new on the EDD's website, recently added forms and publications, events, and announcements;

Release of the SFP to bidders and making it available via mail, e-mail, and the Internet;

In order to allow for timely and consistent responses to questions potential applicants may have, the State has also implemented an electronic question and answer process. Questions are submitted by e-mail and answers are posted to the website on a flow basis;

Bidders' conferences or webinars may be conducted to clarify SFP requirements and address questions;

Upon receipt of proposals, teams of federal, State, and local-level partners complete evaluation and scoring using factors given specific numeric values;

Scoring and comments are recorded on an evaluation rubric or scoring sheet. In the event of a significant difference in the scores between team members, a fourth independent reading is done;

Site visits may be conducted for applicants that have not demonstrated experience in administering federal programs and

Staff presents recommendations to the funding authority for approval.

## TECHNICAL ASSISTANCE

**Question VIII.G.2<sup>9</sup>. Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.**

The EDD and the State Board assist Local Boards in identifying areas needing improvement through fiscal and compliance monitoring and the deployment of EDD's Regional Advisors, who act as technical assistance liaisons with every Local Area in California. When deficiencies or high risk practices are identified through monitoring, they are communicated to the Regional Advisors, who then provide technical assistance to the Local Areas and assist the Local Areas in developing and implementing corrective action strategies. Additionally, each monitoring cycle is analyzed in detail after its conclusion to identify topics that warrant additional technical assistance or review because of Local Area unfamiliarity with WIA requirements. Technical assistance is also provided through WIA directives and guides such as the WIA Title I Eligibility Technical Assistance Guide.

The EDD's WSD offers capacity building and technical assistance through their website, information bulletins, the CBU, a Local Area Administrator's group, and various other workgroups that are formed to resolve issues around critical program and administrative areas in the WIA. The State Board and the EDD are committed to continually improving State-level technical assistance and capacity building.

## MONITORING AND OVERSIGHT

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<sup>9</sup> California's State Plan lists this question as VIII.H.2.

**Question VIII.H. Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)**

In 2004, the State Board contracted with UC Davis to conduct the first statewide evaluation of California's implementation of the WIA. The evaluation used a "phased" approach, and phases, as well as a final report, have now been completed. The first report identified "opportunities for leadership" for the State Board and recommendations with which the Governor, the LWDA, and the State Board worked to revitalize the board and redirect the workforce system. One of the Governor's primary objectives, for instance, as described in Section I of this plan, is to minimize administrative costs and eliminate duplication of services in order to increase the workforce system's capacity for training existing and future workers with the skills required by the new economy. The interim and final evaluation reports are available through the State Board's website at <http://www.calwia.org>.

In 2009, the State Board continues to further its evaluation of its statewide One-stop system. Evaluation of the service delivery effectiveness and resource sharing is achieved through the integrated service delivery pilot program being implemented in 12 local areas around the State. The results of this evaluation will be used to inform the ongoing development, implementation and expansion of the integrated service delivery model. This subsequent study will assist in developing strategies and guidance that Local Boards can use to increase administrative and service delivery efficiencies, which may afford more funding for training, business and intensive services. One expected result of the cost study is information that would confirm California's alternative approach to cost allocation and resource sharing. In that event, the State would continue to actively inform and seek approval from the DOL to utilize this new model statewide.

The State Board, through its One-Stop cost study, continues to explore these costs and integration challenges in order to identify opportunities to maximize the use of workforce resources for training and other direct services to both workers and businesses. Results of these ongoing statewide evaluations, along with results of the State's various compliance monitoring activities, are being used by the LWDA and the State Board to help inform collaborative policy discussions about issues with the system that serve as barriers to achieving the Governor's vision and priorities. This information will also be vital to supporting the strategic planning process required by SB 293.

The EDD ensures that the WIA is implemented in a manner that is consistent and compliant with law. The EDD's Compliance Review Division (CRD) conducts annual on-site reviews of each Local Area's administration of its 85-percent formula funded programs for compliance with programmatic and administrative requirements of the WIA. The CRD also conducts on-site reviews of the WIA 15 Percent and 25 Percent discretionary funded projects. These projects are monitored on a sample basis based on the level of risk as determined by the amount of the award and historical data such as operational experience and prior noncompliance issues. In addition, the CRD will conduct the compliance monitoring for the ARRA funds, including the Summer Youth Program.

The EDD's Equal Employment Opportunity Office uses a Nondiscrimination and Equal Opportunity Self-Evaluation process to monitor for compliance with WIA Section 188 and 29 CFR Part 37 Equal Opportunity and Nondiscrimination provisions. In addition, the EEO Office conducts reviews of selected One Stop sites. The EDD's CRD issues reports to the Local Areas identifying concerns, for which Local

Areas must submit corrective action plans. The corrective actions plans are then tracked by the CRD for implementation

Finally, representatives from the EDD's WSB, Fiscal Programs Division, and Unemployment Insurance Branch (UIB) review the Trade Program. The agreed-upon process includes a review of paper documents pulled on a random schedule; UIB documented review results issued to the WSB; and, if responses warrant corrective action, the WSB follows up with a corrective action plan. This review is performed on a quarterly basis and is part of the mandatory DOL tripartite review process. Oversight for reemployment services will be conducted by EDD's WSB.

## ACCOUNTABILITY AND PERFORMANCE

**Question X.C.1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the Workforce Investment system.**

California is establishing a system of process measures to ensure that the State and the LWIBs are achieving the goals of the Wagner-Peyser (W-P) Act, the WIA, and ARRA. These process measures can be measured almost real-time and are designed to identify whether customers are receiving the necessary services to support successful program outcomes in the longer-term.

The process measures vary by program based on the program service design and the nature of the services provided, for example WIA has a training component and W-P does not, but the principle of what California is trying to track and measure is the same:

1. Number/percent of job seekers receiving staff-assisted services;
2. Percent of job seekers that receive one or more staff assisted service within 30 days of initial registration or enrollment;
3. For our training programs, the number/percent of customers receiving a skill development service;
4. For our W-P staff providing employer services, the percent of employers receiving one or more service within 30 days of entry into our system (the Employer Contact Management System)

Work Readiness attainment for the ARRA Summer Youth Program customers will be measured through the Skill Goals process established for the initial implementation of the WIA Section 136 Youth performance measures. Although California is now a Common Measures performance accountability state, we have maintained the automated infrastructure originally designed to measure Youth occupational, work readiness, and basic skills attainment under the original WIA performance goals..

In setting California's Common Measures performance targets, staff considered labor market conditions, past performance, the demographics of the State's client population, the Secretary of Labor's

Government Performance and Results Act (GPRA) goals, and the circumstances in California relative to other states. Although, as a rule, the Governor's expects steadily improving performance goals, this is not possible under current economic conditions. Consequently, the State's proposed goals for the next few years are lower than prior years. This lowering of performance expectations also reflects California's transformation to a more integrated service design. As we move toward including all W-P customers as WIA Adult customers the sheer magnitude of customers served results in lower Entered Employment outcomes. This occurs because many customers receive some staff intervention and immediately, by the customer's choice, disappear from the Career Center System before there is sufficient staff-assistance to ensure the customer's success in the workforce. California is moving back into the Wage Record Interchange System in an effort to capture the successful outcomes for customers that are lost to the State's tracking system because the customer left the California.

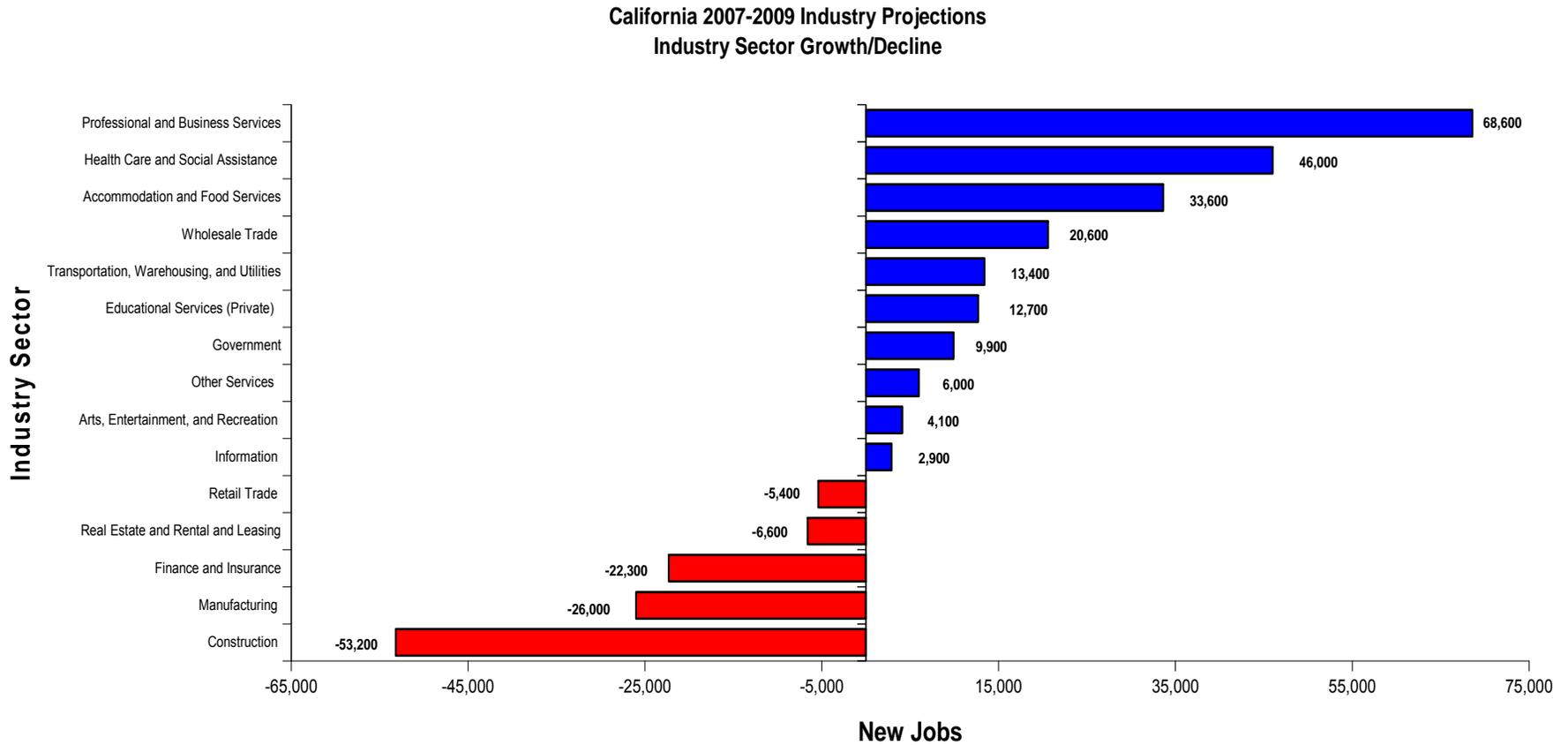
For negotiation of LWIB performance expectations in PY 2009 and PY 2010, the State will use a negotiation process similar to that used in previous years. State staff will prepare proposed goals for each of the Local Boards. These goals are derived based on the State agreed-upon goals with the Secretary of Labor, relative economic conditions across the Local Areas, and the demographics of the client populations within the Local Areas. These State proposed goals are published for acceptance or negotiation by the CEOs and Local Boards through a State WIA directive. Based on responses to the initial directive, negotiations are completed between the local representatives and the State and final goals are published through a final State WIA directive. As a rule, the negotiation process takes a minimum of two months to complete, thus providing the Local Areas some time for public comment on the goals at the local level. Following the establishment of goals, the State and each of the Local Boards are able to monitor and evaluate performance on a quarterly basis through the JTA system.

## ATTACHMENTS

### A. GLOSSARY OF ACRONYMS AND ABBREVIATIONS

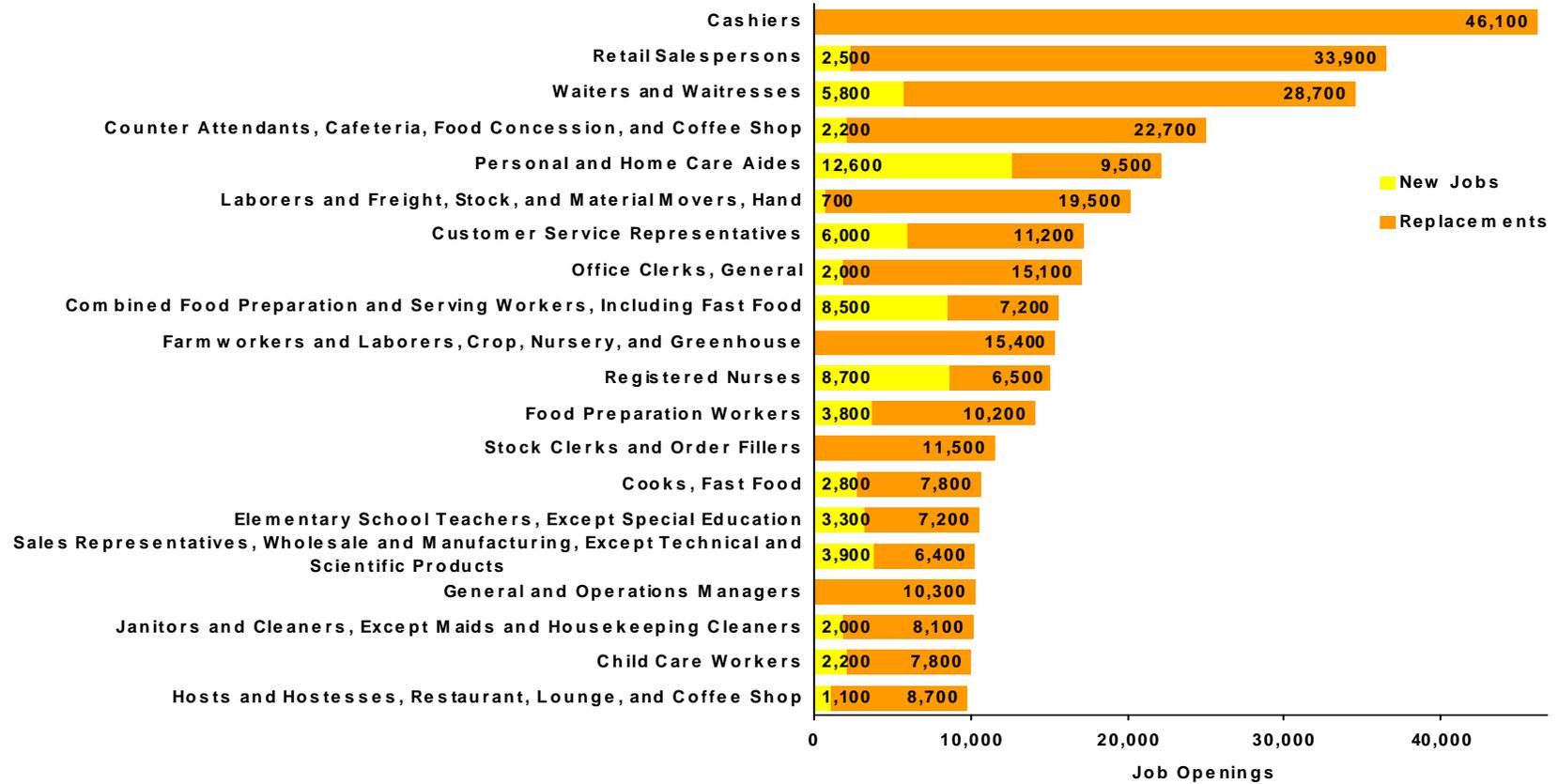
AB	Assembly Bill	Local Board	Local Workforce Investment Board
ACES	Activity Calendaring & Event Scheduler	LVER	Local Veterans Employment Representative
ADA	Americans with Disabilities Act	LVN	Licensed Vocational Nurse
ALMIS	America's Labor Market Information System	LWDA	Labor & Workforce Development Agency
BLS	Bureau of Labor Statistics	MOA	Methods of Administration
BTHA	Business Transportation & Housing Agency	MOU	Memoranda of Understanding
CalJOBS	California's Computerized Job Search System	MSFW	Migrant & Seasonal Farm Workers
CalWorks	California Work Opportunity & Responsibility to Kids	NAICS	North American Industry Classification System
CBU	Capacity Building Unit	NORTEC	Northern Rural Training Employment Consortium
CCCCO	California Community Colleges Chancellor's Office	OJT	On-the-Job-Training
CDE	California Department of Education	ONET	Occupational Information Network
CDSS	California Department of Social Services	PASS	Program Activity Support System
CEO	Chief Elected Officials	PIP	Planning Information Packets
CPR	California Performance Review	PJSA	Personalized Job Search Assistance
CRD	Compliance Review Division	PRA	Personal Re-employment Account
CREP	California Regional Economies Project	PY	Program Year
CTE	Career Technical Education	REA	Reemployment Eligibility Assessment
CWA	California Workforce Association	RES	Reemployment Services
DABSA	Dymally-Alatorre Bilingual Services Act	RFP	Request for Proposal
DGS	Department of General Services	RN	Registered Nurse
DOL	Department of Labor	SB	Senate Bill
DVOP	Disabled Veterans Outreach Program	SCANS	Secretary's Commission on Achieving Necessary Skills
ECMS	Employer Contact Management System	SFP	Solicitation for Proposal
EDD	Employment Development Department	SI	Supply Indicator
ETA	Employment & Training Administration	State Board	California Workforce Investment Board
ETP	Employment Training Panel	SWAO	Senior Worker Advocate Office
ETPL	Eligible Training Provider List	SYC	State Youth Council
FRED	Federal Research & Evaluation Database	TGAA	Trade Adjustment Assistance
GCEPD	Governor's Committee on Employment of People with Disabilities	TANF	Temporary Assistance to Needy Families
GCJC	Green Collar Jobs Council	TEGL	Training & Employment Guidance Letter
GED	General Equivalency Diploma	TEGN	Training and Employment Guidance Notice
GPRA	Government Performance & Results Act	UI	Unemployment Insurance
IAW	Initial Assistance Workshops	UIB	Unemployment Insurance Branch
IRP	Individual Reemployment Plan	WARN	Worker Adjustment and Retraining Notification
IT	Information Technology	WIA	Workforce Investment Act
ITA	Individual Training Accounts	WIAD	Workforce Investment Act Directive
ES	Employment Service	WIAB	Workforce Investment Act Bulletin
JTA	Job Training Automation	WID	Workforce Investment Division
LEP	Limited English Proficient	WPRS	Worker Profiling & Reemployment Services
LMID	Labor Market Information Division	YCi	Youth Council Institute
Local Area	Local Workforce Investment Area		

**B. SHORT TERM INDUSTRY PROJECTIONS INDUSTRY SECTOR GROWTH/DECLINE**

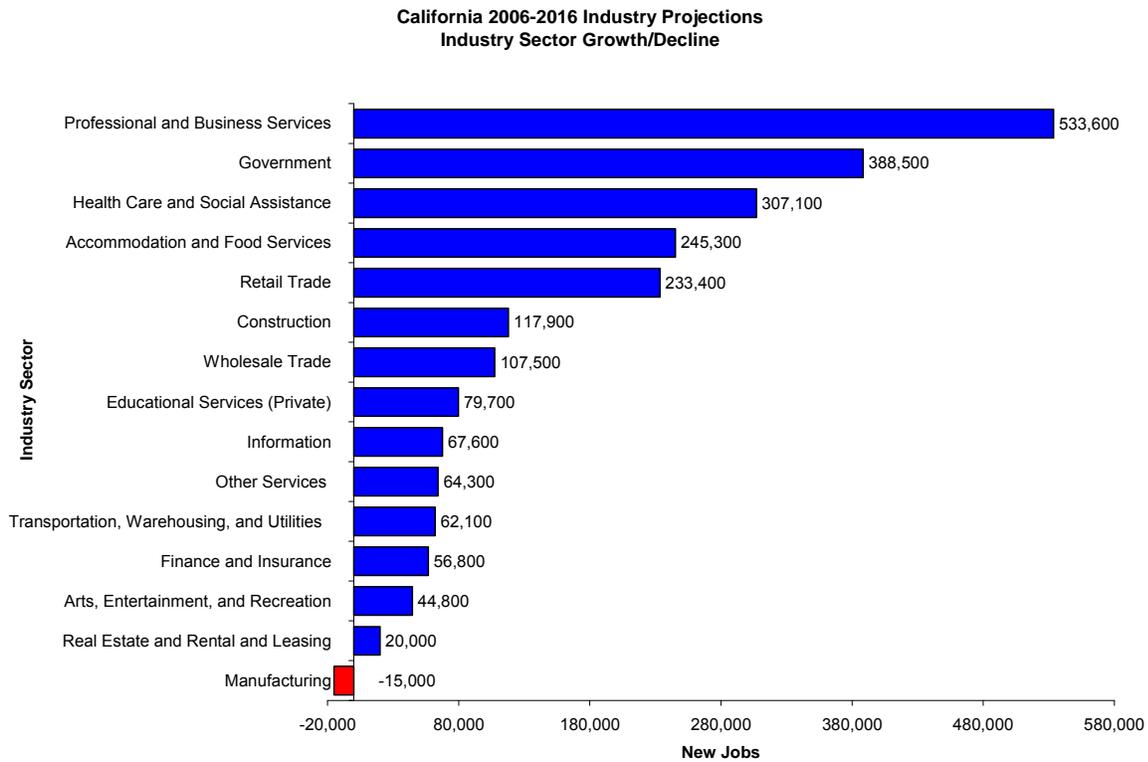


**C. SHORT TERM OCCUPATIONAL PROJECTIONS**

**California 2007-2009 Occupational Projections  
Top Twenty Occupations with the Most Job Openings**

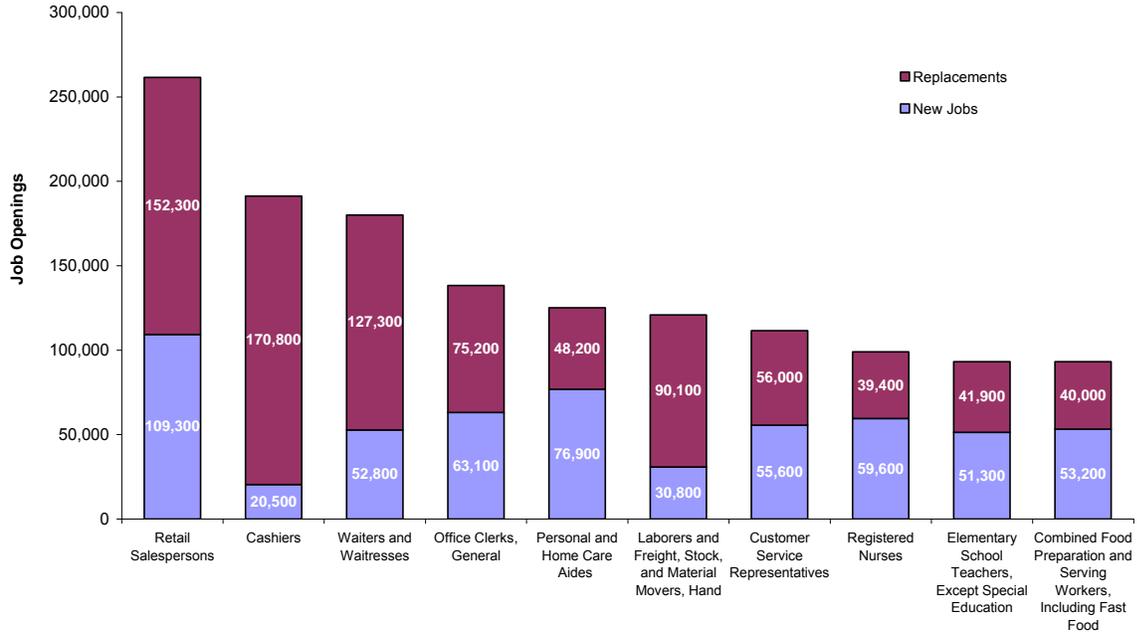


**D. LONG TERM INDUSTRY PROJECTIONS**



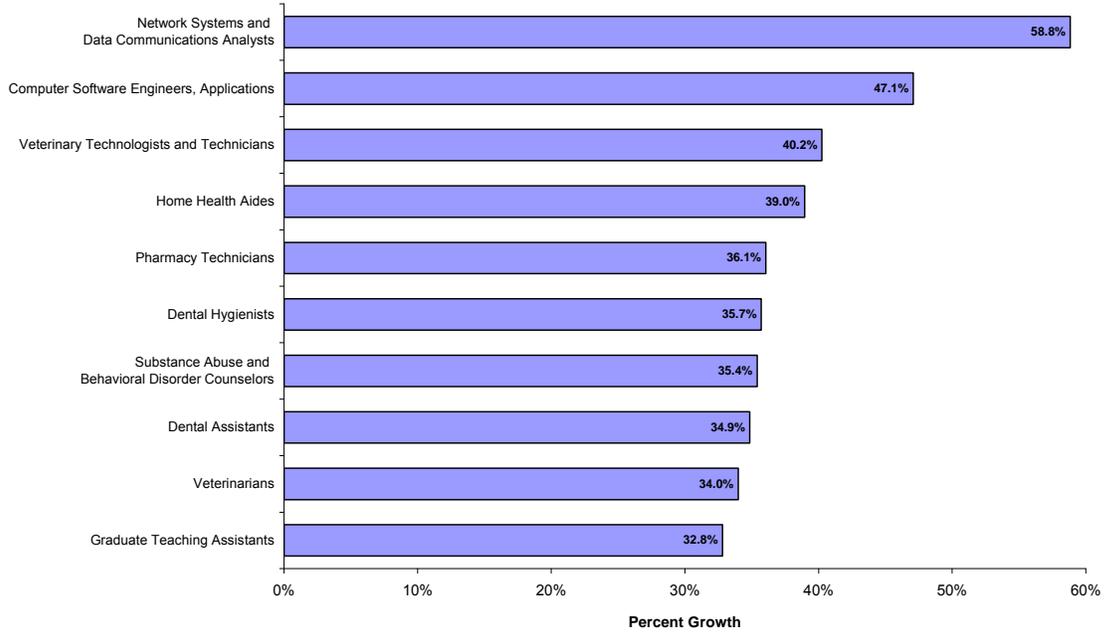
**E. LONG TERM OCCUPATIONAL PROJECTIONS: MOST JOB OPENINGS**

**California 2006-2016 Occupation Projections  
Top Ten Occupations with the Most Job Openings**



**F. LONG TERM OCCUPATIONAL PROJECTIONS: FASTEST GROWING JOBS**

**California 2006-2016 Occupation Projections  
Ten Fastest Growing Occupations\***



**G. SKILL REQUIREMENTS OF HIGH UNEMPLOYMENT OCCUPATIONS, FEBRUARY 2009**

High Unemployment Occupations February 2009	BLS Educ. Level	Active Learning	Active Listening	Coordination	Critical Thinking	Equipment Maintenance	Equipment Selection	Judgment & Decision Making	Instructing	Learning Strategies	Personnel Resource	Mathematics	Monitoring	Operation Monitoring	Persuasion	Quality Control Analysis	Reading comprehension	Service Orientation	Social Perceptiveness	Speaking	Time Management	Writing
General & Operations Managers	4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>															<input type="checkbox"/>	<input type="checkbox"/>	
Loan Officers	5		<input type="checkbox"/>												<input type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	
First-Line Supervisors/ Managers of Production and Operating Workers	8		<input type="checkbox"/>						<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>				<input type="checkbox"/>					
Carpenters	9		<input type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>				<input type="checkbox"/>										<input type="checkbox"/>
Construction Laborers	10		<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>												<input type="checkbox"/>	
Bookkeeping, Accounting & Auditing Clerks	10		<input type="checkbox"/>		<input type="checkbox"/>							<input type="checkbox"/>					<input type="checkbox"/>					<input type="checkbox"/>
Executive Secretaries & Administrative Assistants	10		<input type="checkbox"/>														<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Truck Drivers, Heavy & Tractor-Trailer	10		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>													<input type="checkbox"/>	
Team Assemblers	10	<input type="checkbox"/>	<input type="checkbox"/>						<input type="checkbox"/>	<input type="checkbox"/>						<input type="checkbox"/>						
Sewing Machine Operators	10		<input type="checkbox"/>			<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>						<input type="checkbox"/>						
Inspectors, Testers, Sorters, Samplers, and Weighers	10		<input type="checkbox"/>						<input type="checkbox"/>					<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>					
Retail Salespersons	11		<input type="checkbox"/>		<input type="checkbox"/>							<input type="checkbox"/>							<input type="checkbox"/>	<input type="checkbox"/>		
Office Clerks, General	11		<input type="checkbox"/>														<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Laborers & Freight, Stock, & Material Movers Hand	11		<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>							<input type="checkbox"/>					
Waiters and Waitresses	11		<input type="checkbox"/>	<input type="checkbox"/>														<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Combined Food Prep. and Serving Workers, Including Fast Food	11		<input type="checkbox"/>						<input type="checkbox"/>			<input type="checkbox"/>						<input type="checkbox"/>		<input type="checkbox"/>		
Landscaping and Groundskeeping Workers	11		<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>										<input type="checkbox"/>			<input type="checkbox"/>		
Personal and Home Care aides	11		<input type="checkbox"/>	<input type="checkbox"/>									<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>			
Child Care Workers	11		<input type="checkbox"/>						<input type="checkbox"/>	<input type="checkbox"/>									<input type="checkbox"/>	<input type="checkbox"/>		
Loan Interviewers	11		<input type="checkbox"/>									<input type="checkbox"/>					<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

\*Current Population Survey data looks at the Standard Occupational Classification major group level rather than the detailed occupation level. These occupations are the largest their group based on Projections of Employment 2006-2016. Data based on unemployment insurance claims is not available by occupation.

**H. COMPARISON OF GROWING OCCUPATIONS IN CALIFORNIA, 2006-2016**

<b>Fastest Growing* (Percentage Growth)</b>	<b>Education / Training Level</b>	<b>Largest Growing* (Adding the Most Jobs)</b>
Home Health Aides (39.0% or 18,700 jobs) Physical Therapist Aides (31.4% or 1,600 jobs) Personal and Home Care Aides (27.1% or 76,900 jobs) Combined Food Preparation and Serving Workers, Including Fast Food (25.2% or 53,200 jobs) Food Preparation Workers (23.5% or 26,000 jobs)	<b>Short-term on-the-job training (one month or less)</b>	Retail Salespersons (109,300 jobs) Personal and Home Care Aides (76,900 jobs) Office Clerks, General (63,100 jobs) Combined Food Preparation and Serving Workers, Including Fast Food (53,200 jobs) Waiters and Waitresses (52,800 jobs)
Pharmacy Technicians (36.1% or 8,400 jobs) Dental Assistants (34.9% or 14,500 jobs) Medical Assistants (30.8% or 18,300 jobs) Customer Service Representatives (27.6% or 55,600 jobs) Social and Human Service Assistants (27.1% or 7,900 jobs)	<b>Moderate-term on-the-job training (one to 12 months)</b>	Customer Service Representatives (55,600 jobs) Executive Secretaries and Administrative Assistants (38,400 jobs) Bookkeeping, Accounting, and Auditing Clerks (35,000 jobs) Construction Laborers (28,500 jobs) Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (27,300 jobs)
Interpreters and Translators (29.6% or 2,100 jobs) Cooks, Restaurant (24.3% or 23,100 jobs) Audio and Video Equipment Technicians (23.2% or 1,900 jobs) Industrial Machinery Mechanics (21.1% or 3,000 jobs) Water and Liquid Waste Treatment Plant and System Operators (19.3% or 1,600 jobs)	<b>Long-term on-the-job-training (12 months or more)</b>	Carpenters (25,700 jobs) Cooks, Restaurant (23,100 jobs) Maintenance and Repair Workers, General (16,300 jobs) Police and Sheriff's Patrol Officers (10,900 jobs) Actors (8,900 jobs)
Detectives and Criminal Investigators (26.5% or 3,000 jobs) Construction and Building Inspectors (20.8% or 2,600 jobs) Self-Enrichment Education Teachers (20.3% or 6,100 jobs) First-Line Supervisors/Managers of Food Preparation and Serving Workers (18.8% or 16,300 jobs) First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand (18.1% or 4,100 jobs)	<b>Work experience in a related occupation</b>	First-Line Supervisors/Managers of Retail Sales Workers (21,700 jobs) First-Line Supervisors/Managers of Food Preparation and Serving Workers (16,300 jobs) First-Line Supervisors/Managers of Office and Administrative Support Workers (12,900 jobs) First-Line Supervisors/Managers of Construction Trades and Extraction Workers (10,300 jobs) Food Service Managers (6,400 jobs)
Vocational Education Teachers, Postsecondary (30.5% or 3,600 jobs) Manicurists and Pedicurists (27.2% or 4,100 jobs) Surgical Technologists (26.8% or 2,200 jobs) Massage Therapists (25.6% or 5,100 jobs) Hairdressers, Hairstylists, and Cosmetologists (23.1% or 10,400 jobs) Veterinary Technologists and Technicians (40.2% or 3,300 jobs) Dental Hygienists (35.7% or 8,000 jobs) Biological Technicians (29.8% or 3,100 jobs) Paralegals and Legal Assistants (26.3% or 6,500 jobs) Registered Nurses (25.0% or 59,600 jobs)	<b>Postsecondary vocational training</b>     <b>Associate degree</b>	Automotive Service Technicians and Mechanics (11,200 jobs) Preschool Teachers, Except Special Education (10,800 jobs) Hairdressers, Hairstylists, and Cosmetologists (10,400 jobs) Medical Secretaries (10,400 jobs) Licensed Practical and Licensed Vocational Nurses (10,100 jobs) Registered Nurses (59,600 jobs) Computer Support Specialists (10,500 jobs) Dental Hygienists (8,000 jobs) Paralegals and Legal Assistants (6,500 jobs) Insurance Sales Agents (5,600 jobs)
Network Systems and Data Communications Analysts (58.8% or 17,000 jobs) Computer Software Engineers, Applications (47.1% or 41,000 jobs) Graduate Teaching Assistants (32.8% or 6,300 jobs) Special Education Teachers, Preschool, Kindergarten, and Elementary School (32.3% or 6,400 jobs) Multi-Media Artists and Animators (31.9% or 8,900 jobs)	<b>Bachelor's degree</b>	Elementary School Teachers, Except Special Education (51,300 jobs) Computer Software Engineers, Applications (41,100 jobs) Accountants and Auditors (33,200 jobs) Secondary School Teachers, Except Special and Vocational Education (21,500 jobs) Network Systems and Data Communications Analysts (17,000 jobs)
Natural Sciences Managers (27.8% or 2,000 jobs) Education Administrators, Postsecondary (22.8% or 3,300 jobs) Education Administrators, Elementary and Secondary School (20.5% or 4,300 jobs) Computer and Information Systems Managers (19.2% or 7,000 jobs) Management Analysts (18.9% or 16,800 jobs)	<b>Bachelor's degree or higher plus work experience</b>	Management Analysts (16,800 jobs) General and Operations Managers (10,500 jobs) Financial Managers (9,200 jobs) Sales Managers (7,800 jobs) Computer and Information Systems Managers (7,000 jobs)
Substance Abuse and Behavioral Disorder Counselors (35.4% or 3,400 jobs) Health Specialties Teachers, Postsecondary (31.8% or 2,700 jobs) Art, Drama, and Music Teachers, Postsecondary (29.7% or 2,200 jobs) Physical Therapists (29.7% or 4,400 jobs) Instructional Coordinators (29.0% or 4,200 jobs)	<b>Master's degree</b>	Market Research Analysts (6,300 jobs) Educational, Vocational, and School Counselors (5,700 jobs) Physical Therapists (4,400 jobs) Instructional Coordinators (4,200 jobs) Substance Abuse and Behavioral Disorder Counselors (3,400 jobs)
Medical Scientists, Except Epidemiologists (26.6% or 4,600 jobs) Computer and Information Scientists, Research (24.5% or 1,300 jobs) Clinical, Counseling, and School Psychologists (20.1% or 4,200 jobs)	<b>Doctoral degree</b>	Medical Scientists, Except Epidemiologists (4,600 jobs) Clinical, Counseling, and School Psychologists (4,200 jobs) Computer and Information Scientists, Research (1,300 jobs)
Veterinarians (34.0% or 1,700 jobs) Pharmacists (26.1% or 6,200 jobs) Psychiatrists (16.4% or 1,000 jobs) Lawyers (15.2% or 12,900 jobs) Dentists, General (13.7% or 2,100 jobs)	<b>First professional degree</b>	Lawyers (12,900 jobs) Pharmacists (6,200 jobs) Dentists, General (2,100 jobs) Veterinarians (1,700 jobs) Family and General Practitioners (1,400 jobs)

\* Excludes "All Other" categories and occupations with employment less than 5,000 in 2006.

Source: State of California, Employment Development Department

**I. TOP FIVE SKILL OF HIGH UNEMPLOYMENT OCCUPATIONS, FEBRUARY 2008 – FEBRUARY 2009**

Occupational data based on unemployment insurance claims are not available. Current Population Survey data reports at major group level *Standard Occupational Classification* (SOC). Occupations below are largest in the SOC group based on Projections of Employment 2006-2016 data.

High Unemployment Occupations Year Ending February 2009	BLS Educ. Level	Active Learning	Active Listening	Coordination	Critical Thinking	Equipment Maintenance	Equipment Selection	Judgment and Decision Making	Instructing	Learning Strategies	Management of Personnel Resources	Mathematics	Monitoring	Operation Monitoring	Persuasion	Quality Control Analysis	Reading comprehension	Service Orientation	Social Perceptiveness	Speaking	Time Management	Writing
General and Operations Managers	4		●	●	●															●	●	
Loan Officers	5		●												●		●			●	●	
First-Line Supervisors/ Managers of Production and Operating Workers	8		●						●		●		●				●					
Carpenters	9		●		●			●				●									●	
Construction Laborers	10		●	●			●		●											●		
Bookkeeping, Accounting & Auditing Clerks	10		●		●							●					●				●	
Executive Secretaries & Administrative Assistants	10		●														●			●	●	●
Truck Drivers, Heavy & Tractor-Trailer	10		●	●		●		●													●	
Team Assemblers	10	●	●						●	●						●						

Attachments –I. Top Five Skill of High Unemployment Occupations, February 2008 – February 2009

Sewing Machine Operators	10		●		●			●	●					●						
Inspectors, Testers, Sorters, Samplers, and Weighers	10		●					●				●		●	●					
Retail Salespersons	11		●		●						●					●	●			
Office Clerks, General	11		●											●		●	●			●
Laborers & Freight, Stock, & Material Movers Hand	11		●	●				●	●					●						
Waiters and Waitresses	11		●	●											●	●	●			
Combined Food Prep. and Serving Workers, Including Fast Food	11		●					●			●				●		●			
Landscaping and Groundskeeping Workers	11		●		●	●								●			●			
Personal and Home Care aides	11		●	●							●				●	●				
Child Care Workers	11		●					●	●							●	●			
Loan Interviewers	11		●								●			●			●	●		

Source: Occupational Information Network (O\*NET) 13.0, 2009