

Please join Councilmember Sherri S. Lightner  
at

## Connecting to Careers

*An Initiative to Close San Diego's Skills Gap*

Wednesday, March 28, 2012  
from 9:15 to 11:15 a.m.

**Alexandria Real Estate Equities, Campus Pointe Facility  
10300 Campus Point Drive, San Diego, 92121**

San Diego's unemployment rate is 9.3 percent while there are almost 57,000 unfilled jobs as employers struggle to find qualified workers for select occupations. Councilmember Sherri Lightner is championing an initiative to close the current workforce skills gap. She is hosting a roundtable discussion with representatives from San Diego's educational institutions and training providers, businesses, and government officials to start the conversation about how all stakeholders can work together to get San Diegans working.

### **Attendees include:**

Councilmember Sherri Lightner  
Council President Tony Young  
Councilmember Lorie Zapf  
San Diego Workforce Partnership  
San Diego Regional Economic Development Corporation  
South County Economic Development Council  
San Diego Regional Chamber of Commerce  
Qualcomm  
BIOCOM  
Sharp HealthCare  
AT&T  
San Diego Community College District  
San Diego State University Extended Studies  
UC San Diego Extension

## *Outline of Wednesday, March 28, 2012 Workforce Roundtable Discussion*

Councilmember Sherri Lightner will moderate the discussion. After a brief opening statement, Councilmember Lightner will ask each participant to briefly introduce themselves and their organizations.

She will then begin the discussion, which will be centered on five basic questions:

- What are the occupations that are hardest to fill now and will see the greatest increase in demand in the coming years? (We would like to move past computer specialist or healthcare provider to more granular descriptions like “Java programmer,” “cloud developer,” and “occupational therapist.” If you can provide a list of these beforehand, that would be a big help.)
- What types of programs exist to train the local workforce for those in-demand jobs?
- What are the obstacles in providing the proper training for the fastest growing jobs?
- How can the City of San Diego help connect businesses with education and training providers?
- What is the role of private industry? Are there opportunities for them to be directly involved in curriculum design and program funding?

Below are some specific questions to better help prepare you for the discussion.

### *For Business Representatives:*

- What are the big training gaps that cause you to look outside the region when hiring?
- What are the most difficult positions to recruit for?
- What is the cost of recruiting outside San Diego?
- What is the cost of on-the-job training and how does that compare to recruitment costs?
- Do you know about programs available to defray a portion of those training costs?
- Can you identify in-demand jobs and careers of the future?

- Where within the current education system – everything from K-12 to our community colleges and local universities to our training programs – are there training gaps? What can we do now to close those gaps?
- Do internships meet the training needs of your company?
- Do other communities have incentive programs that the City of San Diego should consider in terms of workforce training and development?

*For Training/Education Providers:*

- What obstacles are there in identifying the most in-demand jobs and creating the appropriate training programs to help fill those jobs?
- How do you currently work with local businesses and industry stakeholders to identify in-demand occupations and develop appropriate programs and curriculum?
- What are the fiscal constraints are there in workforce training now and into the future?
- What are some most innovative, cutting edge approaches to workforce development that the City of San Diego can help champion to better prepare our workforce now and into the future?

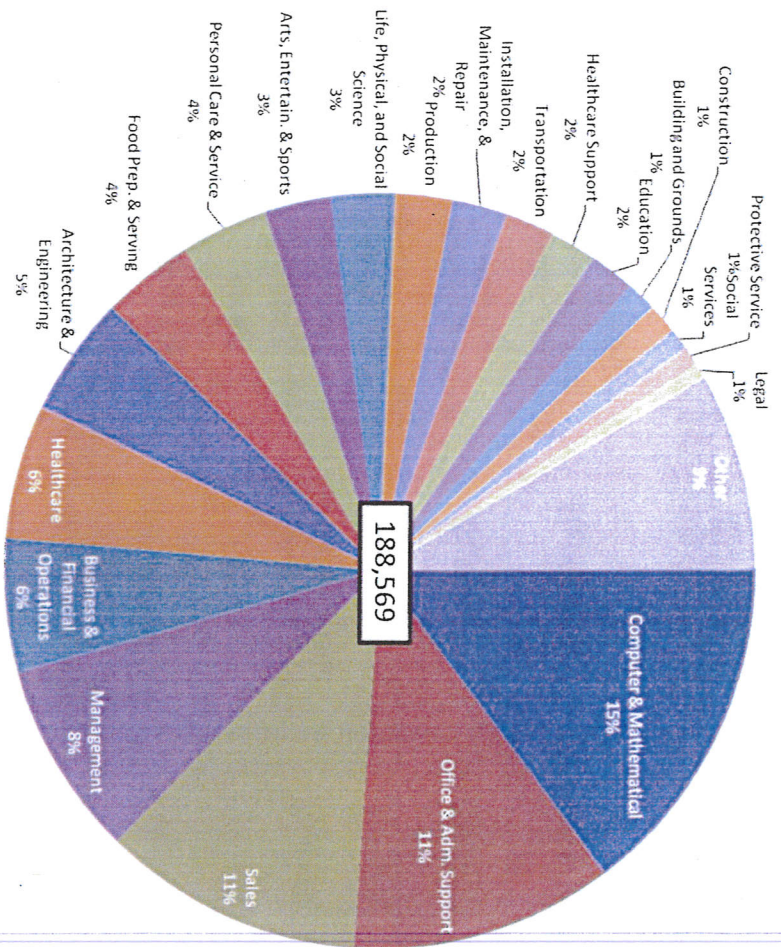
# SAN DIEGO WORKFORCE

## PARTNERSHIP®

### Where Are The Jobs? — San Diego Quarter 1, 2012 (11/23/11—3/22/12)

SDWP analyzed 188,569 recent postings pulled from internet job boards to develop an understanding of current job demand and employer needs. The data source, Help Wanted Online, uses web spider crawler technology to scour online job boards and assigns an occupational code to each job posting.

Top 20 Occupations by number of job postings		Top Employers by number of job postings (excluding staffing firms):	
1. Software Engineers, Applications (4,976)	11. Network & Computer Admin. (2,617)	1. University of California San Diego	2. Qualcomm
2. Registered Nurses (4,196)	12. Marketing Managers (2,608)	3. Sharp HealthCare	4. Lockheed Martin
3. Web Developers (3,935)	13. Accountants (2,463)	5. JPMorgan Chase	6. General Atomics
4. Retail Salespersons (3,923)	14. Managers of Food Prep (2,422)	7. Bank Of America	8. San Diego Unified School District
5. Executive Assistants (3,602)	15. Medical Scientists (2,315)	9. Life Technologies	10. Scripps Health
6. Computer Systems Analysts (3,573)	16. Office Managers (2,227)		
7. Customer Service Representatives (3,469)	17. Sales Reps. Wholesale (2,139)		
8. Managers of Retail Sales Workers (3,086)	18. Sales Agents, Financial Services (1,943)		
9. Computer Support Specialists (2,898)	19. Software Quality Assurance (1,921)		
10. Industrial Engineers (2,710)	20. Software Engineers, Systems (1,903)		



Top Positions in Demand	Computer and Mathematical (15%)	Office & Adm. Support (11%)	Sales (11%)	Management (8%)	Business & Financial (6%)	Healthcare (6%)	Architecture & Engineering (5%)
Software Engineers, Applications	Customer Service Representatives	Sales Agents, Financial Services	Medical and Health Services Managers	Accountants	Registered Nurses	Industrial Engineers	
Web Developers	Receptionists and Information Clerks	Sales Representatives, Services, All Other	Property, Real Estate, and Community Association Managers	Loan Officers	Licensed Vocational Nurses	Electronics Engineers	
Computer Systems Analysts	Hotel, Motel, and Resort Desk Clerks	Insurance Sales Agents	Office Managers	Auditors	Physical Therapists	Mechanical Engineers	
Operations Research Analysts	Executive Secretaries and Admin. Asst.	Retail Salespersons	Marketing Managers	Management Analysts	Occupational Therapists	Electronics Engineering Techns.	
Statisticians	Bookkeepers	Managers of Retail Salespersons	Public Relations Managers	Training and Development Specialists	Medical Records and Health Information Technicians	Industrial Engineering Techns.	
Clinical Data Managers	Tellers	Counter and Rental Clerks	Sales Managers	Purchasing Agents, Except Wholesale, Retail	Medical & Clinical Lab Technologists	Architects	

	Architecture & Engineering (5%)	Food Prep. & Serving (4%)	Personal Care & Service (4%)	Arts, Entertainment, & Sports (3%)	Life, Physical, and Social Science (3%)	Production (2%)
Top Postions In Demand	Industrial Engineers Electronics Engineers Mechanical Engineers Electronics Engineering Techs. Industrial Engineering Techs. Architects	Supervisors of Food Preparation Workers Servers Cooks, Restaurant Food Prep and Serving, incl. fast food Bartenders Food Preparation Workers	Personal and Home Care Aides Child Care Workers Nannies Hairdressers, Cosmetologists Animal Caretakers Skincare Specialists	Public Relations Specialists Graphic Designers Technical Writers Merchandise Displayers Musicians Coaches	Medical Scientists Market Research Analysts Biological Technicians Clinical Psychologists Biologists Environmental Technicians	Supervisors of Production Workers Machinists Welders Helpers Inspectors, Testers, Sorters, Samplers and Weighers Computer-Controlled Machine Tool Operators
	Installation, Maintenance, & Repair (2%)	Transportation (2%)	Healthcare Support (2%)	Education (2%)	Building and Grounds (1%)	Construction (1%)
Top Postions In Demand	Maintenance & Repair Workers, General Supervisors Automotive Specialty Technicians Bus and Truck Mechanics, Diesel Heating and Air Conditioning Mechanics Automotive Body and Related Repairers	Truck Drivers, Heavy Truck Drivers, Light Supervisors Drivers/Sales Workers Labor and Freight, Stock and Material Workers Cleaners of Vehicles, Equipment	Medical Assistants Nursing Aides, Orderlies Dental Assistants Home Health Aides Massage Therapists Occupational Therapist Assistants	Preschool Teachers Tutors Secondary School Teachers Vocational Education Teachers, Secondary Elementary School Teachers Art, Music, and Drama Teachers, Post-Secondary	Maids and Housecleaning Janitors Landscaping and Groundskeeping Supervisors Pest Control Tree Trimmers	Supervisors Electricians Plumbers Laborers Inspectors Solar Energy Installers

#### Where are the Jobs – San Diego Q1

Source: Help Wanted Online (HWOL). Job posting data summarized here covers the county of San Diego. Data has been retrieved from hundreds of online job boards and company websites. The following postings are excluded: (1) Bulk Employers (includes work at home opportunities, training opportunities, and companies that re-post ads from other employers on their own site, obscuring the name of the employer and (2) Third Party Postings (job boards that simply re-post opportunities from other sites already collected by HWOL). This report should not be used as a comprehensive list of available jobs in San Diego. Some industries use other methods for hiring, including industries that are heavily unionized. Feedback from San Diego businesses indicates that low skilled jobs are often filled easily, without the need to post online. These types of industries and occupations may be under-represented here. In addition, these jobs were posted at some point within a 90 day period, and may or may not have been filled by the time this report was released.



## **It's About the Bottom Line: Businesses Will Benefit By Participating in Workforce Development**

*On February 22, 2012, in Workforce Xchange, by Chuck Flacks*

*Despite stubborn unemployment, we have companies offering well-paying jobs that have to go begging for skilled applicants. This is because our community college system, which was a worker's ticket into employment and the middle class during the postwar boom, has failed to keep pace with today's competitive jobs market. Consequently, in a 21st-century economy, our workers still have 20th-century skills.*

**–Rahm Emanuel, Mayor of Chicago, Wall Street Journal, December 19, 2011**

What will it take for San Diego's leadership in business, education and politics to sit down and solve the skills gap?

Economies function through participation. The market for labor requires that jobs be available, obviously; but it also requires that the necessary talent be available as well. Many economists agree that the current economy in the United States requires a level of talent *not* readily available. Unemployment, they argue, continues because people can't obtain the skills that employers want.

Mary Walshok, Henry DeVries and Tapan Munroe point out in their recent book, Closing America's Job Gap that a 2009 survey revealed that 79% of employers said that they had a skills gap. Nearly half of employers said that the current skills of the American workforce were inadequate. The authors sound the alarm that unless our nation supports innovative small businesses and the workforce skills needed for the new economy, our standard of living and status of our nation will suffer.

The growing inequality in the United States is partly the result of a growing disparity between the well-educated and those who have not had access to the right kind of education necessary for employment in the emerging economy.

So? What will it take? There are encouraging signs. On the K-12 education front, there is alignment between the San Diego Regional Chamber of Commerce's Education and Workforce Committee and a grassroots group, the Equality Alliance, who both advocate for closing the skills and achievement gap. Both championed the recently successful A-to-G-For-All campaign at the San Diego Unified School District. In recent memory, there has never been such top-down, bottom-up cohesion in San Diego.

Another plus surfaced when San Diego City Council President Tony Young and 75<sup>th</sup> District Assembly Member Nathan Fletcher recently completed their listening tour around public education. One of their conclusions was the need for “greater business investment in education.” They are pressing their powerful constituents and financial supporters to more actively engage in the ability of our educational institutions to train workers with the skills they need. It is only when businesses step up and actively help our educational institutions to better prepare our students that we can start to solve our skills gap. Both men have championed job creation and workforce development strategies.

Mayor Emanuel in Chicago is leading efforts to bring community colleges, businesses and the workforce system in line with each other. This top level engagement is what is needed in San Diego.

Currently, the community college system does not align its coursework between each of the districts. There are five separate community college districts in San Diego County: Grossmont, Mira Costa, Palomar, San Diego, and Southwestern, that do not do a good job of cooperating – even though they are part of the same statewide system. Furthermore, none of these colleges list their courses on the state’s eligible training provider list. This means that people using the Workforce Partnership’s One-Stop provider network cannot get grants for training at these colleges. Most of the federal grants go to private training providers.

On the business side, all occupational training programs are supposed to have close ties to the businesses for which they are training students. These ties might exist in some cases; however, if businesses are complaining that workers don’t have the right skills, why are they not helping the educators do a better job of providing those skills?

What will it take to get businesses to the table to tell all of the educators what they really need in their workforce? Will Mayor Emanuel’s approach work? I want to appeal to a more direct reality – THE BOTTOM LINE. If businesses in our region do not have workers with the right skills, they lose to competitors with better-educated workers. If workers in our region are not prepared, we will have a much more difficult time recruiting new businesses to the region.

People on the left and right, Democrat and Republican, rich and poor, are all waking up to the same realization: our education system is failing in its mission to create the nation’s (and the region’s) workforce who are ready to compete in the new economy. If there is consensus on the problem, when will we reach consensus on the solutions?

If recognition of the problem is more than half the battle, we seem to be making progress. One hopes that our future mayor and other elected officials will take cues from leaders like Mayor Emanuel on the national stage and start to close the gap between what educators produce and what businesses require. This is clearly in everyone’s interest.

What do you think?

## Faces OF THE AMERICAN RECOVERY™

### Yes, But How's The Weather in Texas?

*On January 3, 2012, in Workforce Xchange, by Chuck Flacks*



*In 2002, San Diego was #1, today we're #69.* I'm not talking about the NFL. These are the recent rankings from the Milken Institute's annual survey of America's best performing cities in terms of economic strength. The once "Junk Bond King" turned philanthropist Michael Milken has found an important niche through his (and his brother's) Milken Institute as credible, nonpartisan, researchers on important economic issues of the day. Their 11 year annual survey has tracked the realignment of economic strength from the coasts to the Lone Star State. San Antonio (another border community) was the #1 city this year.

#### *How have the mighty fallen?*

According the Milken report of 2002, San Diego had "The most diversified high-tech economy in the U.S., with hundreds of biotech, communication, software and information technology outfits." This state of economic diversity is still here, but the rest of the nation seems to have caught up. Much of California has become a less desirable place for businesses to relocate or expand than many other places around the nation.



The Milken Institute's critical measures of economic performance are:

- Job growth since 2005
- Job growth since 2009
- Wage and salary growth since 2004
- Wage and salary growth since 2008
- Short-term job growth (June 09-June 10)
- Relative high-tech gross domestic product (GDP) growth since 2005
- Relative high-tech GDP growth since 2009
- High-tech GDP location quotient (relative density of industry activity)
- Number of high-tech industries with GDP location quotient > 1 (above avg.)

In other words, the way they rank cities on how easy it is to do business there is based solely on how businesses have actually performed in terms of job growth and gross domestic product. This year, nine of the top 25 performing cities were in Texas. In 2002, it was California that was the dominant force.

One of the problems with this kind of comparative analysis is that it pits cities and regions against each other; and, this can result in "race to the bottom" programs where cities bankrupt themselves trying to offer more and more carrots to have businesses relocate to their regions. More useful, I believe, is thinking how we can possibly grow the whole pie as fast as possible. These "high road" activities involve strengthening a region's economy through collective cross-sector collaboration.

### *Is there room to grow?*

Each of the measures in the Milken index is based on growth. In California, growth proponents have often found opposition in environmental protection advocates. Government-oriented solutions have met with resistance from anti-big government and anti-tax groups. Yet, if growth is essential for economic prosperity; it is critical that there be regional consensus on what is meant by growth. Can we compete with the rest of the nation if we maintain the suburban sprawl that has been our hallmark? Can we rely on the weather to spur growth in our tourism and hospitality industries? Can we count on our scientific, high tech, and green tech industry growth without significant improvement in our local, regional and statewide institutions of K-20 education?

Growth can occur with greater density, rather than greater sprawl. Growth in wages can result from creating more jobs, rather than simply eliminating them. Growth in industry can result from greater direct investment and improvements in quality, rather than from costly government infrastructure projects. Growth and profitability can occur in all sectors through a more sustainable use of resources. Growth in educational outcomes can result from greater community participation, rather than pulling the affluent out of the public education structure.

The San Diego Foundation's current effort to develop a broad-based vision for San Diego around these issues through its "Our Greater San Diego Vision" project is laudable in their recognition that there are very distinct views of how San Diego should continue to grow. I believe that most

San Diegans would not want to see San Diego become more economically competitive at the expense of its natural and scenic resources.

At the same time, San Diego must decide, if it wants to be seen as a world-class city, how it will continue to be an economic engine. This question goes far beyond, the city's pension woes, the San Diego Unified School District's budget problems, the expansion of the convention center, and keeping the Chargers in town. The bottom line is jobs and regional talent development. How would our priorities shift if these became our metrics for success?

- What if our high schools, two-year, four-year and private training programs were ranked based on how well they placed graduates into meaningful employment?
- What if regional companies were ranked by job creation, growth in GDP, and environmentally sustainable business practice, as opposed to simply profits?
- What if each regional city, and the unincorporated county, paid more attention to how their policies either helped or hampered job creation and GDP growth?
- What if every social program (funded by tax dollars) was ranked on the same metrics?

San Diego's unique strengths: climate, ethnic diversity, proximity to Mexico, world-class educational opportunities, world-class tourist destinations, huge military industrial complex, and truly breath-taking natural beauty are wonderful components to maintain ongoing dominance in our business competitiveness. Perhaps what has been lacking is consensus that these strengths are worth capitalizing on in a concerted way. Building that consensus will require leadership; but, it will also require mobilization of grassroots efforts from parents concerned about their children, environmentalists concerned about development, unions concerned about work-place fairness, and businesses looking beyond their own bottom lines to the regional future.

The leadership I call for is both elected and community-based, sitting at the top of economic development organizations and working in neighborhood educational enrichment programs. These leaders run community colleges and community clinics. They serve in boardrooms, showrooms, and classrooms. These leaders currently compete for resources seen as scarce rather than collaborate for a broader understanding of resources that are constantly growing. San Diego has a history of past successful collaboration, usually on specific projects with specific outcomes. It is time to identify these again for our collective welfare and well being.

**Besides, it feels much better to shout, "We're number one, rather than we're number sixty-nine!"**

**Don't you think?**

*Special to San Diego Union-Tribune for May 29 Opinion Page Cover*

### **Hope on the Horizon for San Diego's Job Future**

By Mary Walshok and Henry DeVries

In these days of fiscal shortfalls and high unemployment across the state, it is easy to become discouraged about the prospects of getting a job or keeping a job. There is also cause for optimism.

San Diego's robust innovation economy creates and will continue to create good jobs. However the skills these jobs require are increasingly in short supply. A big part of the solution to the jobless recovery is to better align our education and training programs with the technical needs of today's employers to be globally competitive.

San Diego is a hotbed of innovation that has witnessed the growth of large wireless IT and the life sciences clusters. In fact this region experienced a 4.3 percent increase in median household income in 2000 -- 2008, according to a Brookings Institution study, when overall comparable metropolitan regions experienced a 1.7 percent decline and the nation as a whole a 4.1 percent decline.

But we still have high unemployment -- which can be reduced if job seekers understand what the "new economy" requires. The array of job growth opportunities is dazzling. They include:

**Repurposing San Diego's skilled and technical workers for new applications, i.e., welders, pipe fitters and mechanics.** Consider the fact that nearly 100 percent of welding school graduates are finding rapid job placement. While about 500,000 welders are currently working in the U.S, the average welder is now nearing retirement age, with twice as many welders retiring as are being trained.

**Geriatric health care.** The Baby Boomers are getting older, and this growing population of seniors will continue to have a major impact on careers in healthcare. In the U.S. 34 million are 65 years or older, and that population will double by 2030. About 8 out of 10 seniors have at least one chronic health condition and about 50 percent have at least two. As the numbers of aging baby boomers increase, so does the demand for certain healthcare jobs and services, including nursing, personal care and home health care.

**Mobile media.** Today's four billion mobile phone users outnumber both Internet users and land-line owners. Cell phones and other mobile devices are now multifunction devices that enable users to surf the Web, listen to music, download podcasts, use maps, access global positioning satellites, shoot and send photos and videos, and send text messages. Almost 90 percent of households in the U.S. now have a cell phone. With the countless new software applications, the number of ways to use smart phones is exploding.

**English translation and foreign languages.** In the next 40 years, it is predicted that the number of Spanish speakers in the United States will rise from 31 million to more than 100 million. For those completely bilingual in Spanish and English, these highly marketable language skills open doors to new careers. The key for language proficiency is to gain experience through practical

internships in specialized fields such as law, medicine and business. Growth for this job field is projected to increase by 22 percent in the coming decade.

**Renewable energy and the greening of all jobs.** By the mid-21st century, all jobs will be green jobs. Organizations today must address potential regulation changes and look for business growth opportunities in the new era of sustainable environmental economics. The number of green jobs in the United States grew 9.1 percent between 1998 and 2007, about 250 percent faster than job growth in the economy as a whole, according to a study by the Pew Charitable Trusts.

**Action sports innovators.** Job seekers searching for a strong sector should consider this: despite the current economic slump, the surf/skate industry has shown notable resiliency during recent global economic challenges, posting U.S. retail sales of \$7.22 billion in 2008, according to the Surf Industry Manufacturers Association (SIMA).

All these career sectors are being shaped by innovations in science and technology which are being developed daily through universities, labs and R&D companies across the nation and around the world. Every job within these sectors requires differing levels of basic education and/or training as well as a commitment to continuous, recurrent education and training given continuing transformations in technologies and applications in these sectors.

To close San Diego's job gap we need to create and keep good jobs in San Diego by supporting innovative small companies and by retraining people to be qualified in new technologies. The time has come to sync training with innovation to get ahead of the curve. A future with good jobs for all depends upon it.

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**Walshok**, associate vice chancellor for public programs and dean of Extension at UC San Diego, and **DeVries**, assistant dean of Extension at UC San Diego, are co-authors of the new book *Closing America's Job Gap: How to Grow Companies and Land Good Jobs in the Age of Innovation*.

# THE MONTHLY HIRING SCALE™ REPORT

This Monthly Hiring Scale™ Report provides a snapshot view of the hiring activity in San Diego-Carlsbad-San Marcos during the period of February 2012. To learn more about the full suite of WANTED Analytics™ products, please visit [www.wantedanalytics.com](http://www.wantedanalytics.com).

## SAN DIEGO-CARLSBAD-SAN MARCOS

FEBRUARY 2012

OVERALL HIRING SCALE SCORE

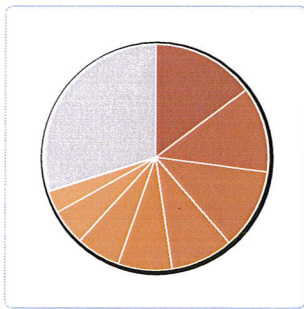
The overall score averaged from all 42262 new jobs in San Diego-Carlsbad-San Marcos for the period of February 2012 sits at 48 on the Hiring Scale. The higher the score the harder it is to fill positions. Learn more about the Hiring Scale Score.

**48**

### SUMMARY

#### OCCUPATIONS

Jobs are organized by function in the left column and the occupations that fall within those functions in the right column.

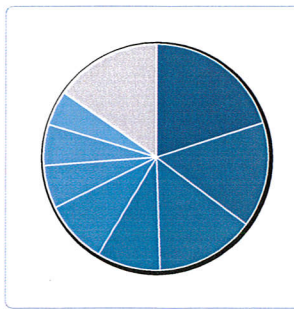


Function	SCORE	JOBS
Information Technology	83	6,332
Sales / Biz. Development	44	5,254
Medical / Health	49	4,939
Hospitality / Services	31	3,830
Administration / Clerical	16	3,342
Finance / Accounting	54	2,723
Engineering / QA	66	2,201
Marketing / PR	75	1,367
Other(s)		12,810
<b>Total:</b>		<b>42,262</b>

Occupation	SCORE	JOBS
Computer Software Engineers, Applications	81	1,135
Registered Nurses	42	971
Retail Salespersons	5	956
Web Developers	94	865
Customer Service Representatives	37	840
Computer Systems Analysts	84	807
First-Line Supervisors/Managers of Food Preparation and Serving Workers	71	801
Executive Secretaries and Administrative Assistants	35	740
First-Line Supervisors/Managers of Retail Sales Workers	58	659
Accountants	55	657
Computer Support Specialists	71	648
Medical Scientists, Except Epidemiologists	79	638
Other(s)		33,537
<b>Total:</b>		<b>42,262</b>

#### INDUSTRIES

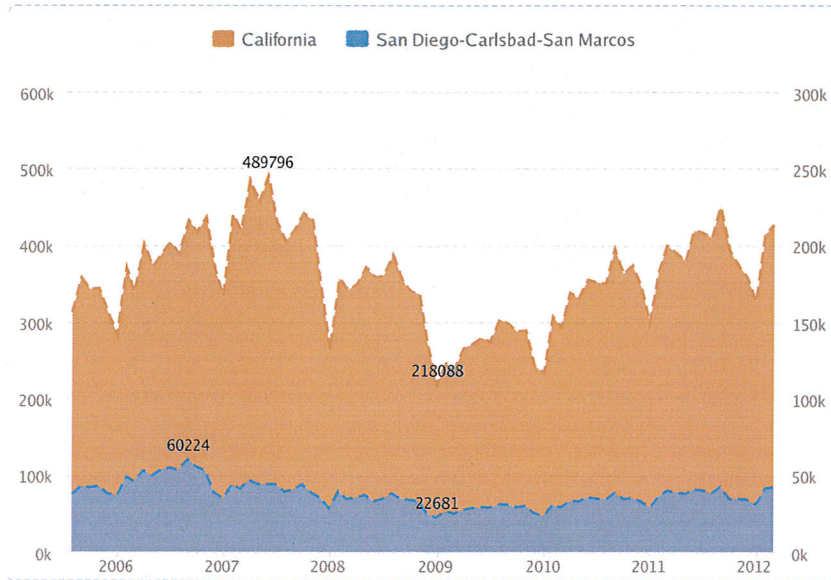
Jobs are organized by sectors in the left column and the industries that fall within those sectors in the right hand column. Share is the percentage of job advertisements that fall within that industry or sector. Learn more about the Hiring Scale Score.



Sector	SCORE	SHARE
Administrative and Support and Waste Management and Remediation Services	55	20.1%
Professional, Scientific, and Technical Services	62	15.1%
Manufacturing	63	14.3%
Health Care and Social Assistance	39	9.1%
Retail Trade	35	9.1%
Finance and Insurance	58	6.2%
Educational Services	42	5.9%
Accommodation and Food Services	39	5.0%
Other(s)		15.3%

Industry	SCORE	SHARE
Temporary Help Services	55	8.2%
Employment Placement Agencies	58	7.7%
Colleges, Universities, and Professional Schools	48	3.4%
Semiconductor and Related Device Manufacturing	71	3.1%
Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	64	2.7%
Engineering Services	56	2.5%
Hotels (except Casino Hotels) and Motels	27	2.3%
General Medical and Surgical Hospitals	42	2.3%
Commercial Banking	62	2.1%
Elementary and Secondary Schools	29	2.0%
Computer Systems Design Services	75	1.9%
Biological Product (except Diagnostic) Manufacturing	60	1.8%
Other(s)		59.9%

# OCCUPATION TREND



The chart shows new jobs for the metropolitan area and its state by month.

California  
San Diego-Carlsbad-San Marcos ↓

<b>Highest Point</b>	Aug 2006	May 2007
	60,224	489,796
<b>Lowest Point</b>	Dec 2008	Dec 2008
	22,681	218,088
<b>1 Year Change</b>	+13,142	+152,740
<b>2 Year Change</b>	+7,479	+66,888
<b>5 Year Change</b>	+4,643	+114,208

## COMPETING COMPANIES

These are the companies hiring in San Diego-Carlsbad-San Marcos. These companies are hiring for the same types of positions. Increased competition for talent means it may be harder for recruiters to fill jobs.

Company	SCORE	JOBS
<b>University of California - San Francisco</b> Colleges, Universities, and Professional Schools	52	584
<b>Qualcomm</b> Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	72	445
<b>Life Technologies</b> Administrative Management and General Management Consulting Services	60	284
<b>Staples</b> Office Supplies and Stationery Stores	20	281
<b>Sharp HealthCare</b> Offices of Physicians (except Mental Health Specialists)	37	246
<b>San Diego Unified School District</b> Elementary and Secondary Schools	36	228
<b>Scripps Health</b> Medical Laboratories	36	213
<b>Pizza Hut</b> Limited-Service Restaurants	49	207
<b>IBM</b> Administrative Management and General Management Consulting Services	61	187
<b>Sony Electronics</b> Toy and Hobby Goods and Supplies Merchant Wholesalers	71	185
<b>AT&amp;T</b> All Other Business Support Services	31	182
<b>General Atomics</b> Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	60	176
<b>The Active Network, Inc.</b> All Other Personal Services	66	165
<b>Northrop Grumman</b> Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	73	156
<b>SAIC</b> Administrative Management and General Management Consulting Services	70	152

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### WHAT IS THE HIRING SCALE SCORE?

The Hiring Scale calculates a score for each position that an employer is trying to fill. The higher the score, the more difficult it will be to fill that position. The Hiring Scale ranges from 0 to 100.

By comparing the scores of different positions, you can see which positions are likely to be the most difficult to fill. To reduce the time-to-hire and cost-per-hire, recruiters should focus their efforts on the positions with the higher scores.

Several factors influence the Hiring Scale score. These include the supply of available candidates, the overall demand by employers for people in the position, the location and the occupation. The Hiring Scale is flexible enough to calculate a score for all positions in a company, a location, an occupation or an industry. The overall score for any one of these categories is the average of the score for all the jobs in that category.

This report covers the online recruitments activities in the United States for the month of February 2012. It is based on unique new ad postings found on a selected list of relevant job boards. Since it is not always possible to identify with confidence the employer behind each job posting, it is not always possible to identify its industry. The numbers in this report should not be taken as absolutes, but as indicators of proportions and fluctuations in demand.

The Hiring Scale™ is one part of the WANTED Analytics™ product suite for the human capital market. WANTED Analytics™ helps recruiting organizations make better decisions faster with real-time business intelligence on jobs, employers, and talent. Analytics™ brings together years of hiring demand and talent supply data to create true intelligence platform for hard-to-fill jobs. To learn more and get a free trial of how WANTED Analytics™ can help your organization fill open positions more quickly, visit [www.wantedanalytics.com](http://www.wantedanalytics.com), email [marketing@wantedanalytics.com](mailto:marketing@wantedanalytics.com), or call 1.800.530.0818.

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[www.wantedanalytics.com](http://www.wantedanalytics.com)

Questions? Call 1.866.451.2151 or email [support@wantedanalytics.com](mailto:support@wantedanalytics.com)

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▼ JOB CRITERIA

Keyword [?]

Location [?]

- All locations
- San Diego County, CA

Function [?]

Occupation [?]

- All occupations
- Computer and Mathematical Occupations
- Sales and Related Occupations
- Office and Administrative Support Occupations
- Management Occupations
- Architecture and Engineering Occupations

Show more...

Education Level [?]

- All education
- First professional degree
- Doctoral degree
- Master's degree
- Bachelor's or higher degree, plus work experience
- Bachelor's degree

Show more...

Salary [?]

- All salary levels
- Entry Level Jobs (less than \$30K)
- Middle Income Jobs (\$30K-\$49K)
- Upper Middle Income Jobs (\$50K-\$79K)
- High Income Jobs (\$80K-\$99K)
- Six Figure Jobs (\$100K+)

Options...

▼ EMPLOYER CRITERIA

Employer [?]

## Search Definition

All results in My Market

Skills in Demand **BETA** Find some commonly used skills that match your requirements.

### Tools & Technologies

Microsoft Office	1,437
Microsoft PowerPoint	887
Structured query language (SQL)	662
Linux	639
Oracle Java	578

[View more tools & technologies...](#)

### Certifications

Basic Life Support (BLS)	428
Certified Registered Nurse (RN, RNC)	296
Certification in Cardiopulmonary Resu...	271
First Aid certification	152
Certified Public Accountant (CPA)	130

[View more certifications...](#)

### Common Titles

Find some commonly used job titles that match your requirements. [?]

#### Administrative Assistant

2,233 ads with this title

#### Occupational Therapist

2,106 ads with this title

#### Physical Therapist

1,687 ads with this title

#### Sales Representative

1,528 ads with this title

#### Customer Service Representative

1,479 ads with this title

#### Teller

1,464 ads with this title

#### Registered Nurse

1,445 ads with this title

#### Receptionist

1,371 ads with this title

#### Software Engineer

1,257 ads with this title

#### Senior Software Engineer

1,065 ads with this title

[View the most Common Titles...](#)

### Potential Candidates

Has Hired Before Candidates that match your requirements could be working for these employers. [?]

27,066 employers found

**Qualcomm**  
8,971 ads

**UCSD Medical Center**  
5,800 ads

**Sony Electronics**  
2,910 ads

✓ All employers

- Qualcomm
- Kforce Professional Staffing, Inc.
- Aerotek
- University of California - San Francisco
- Lockheed Martin

Show more...

Industry [?]

Options...

▼ MY MARKET

Locations

San Diego-Carlsbad-San Marcos

Occupations

No restrictions.

University of California - San Francisco

7,891 ads

Scripps Health

6,769 ads

JPMorgan Chase

6,473 ads

Bank Of America

6,200 ads

[View more activity...](#)

[View Hiring Map...](#)

Northrop Grumman

5,400 ads

AT&T

4,247 ads

Sharp HealthCare

3,698 ads

SAIC

2,915 ads

L-3 Communications

2,867 ads

Macy's

2,683 ads

Kaiser Permanente

2,556 ads

Palomar Pomerado Health

2,491 ads

## San Diego's Skills Gap: Most In-Demand Jobs from CareerBuilder

According to CareerBuilder, information technology is a really hot area for jobs in San Diego and around the country. IT job listings in San Diego on CareerBuilder were up 24 percent year-over-year in February. Engineering jobs were up 15 percent.

### Other hot jobs include:

#### Account Executive (sales representative)

- **Average salary in San Diego:** \$68,000 with potential to earn much more depending on industry
- **Top college majors:** Business Administration, Accounting, and Marketing
- **Average level of education:** 50 percent have a bachelor's degree and 22 percent have a master's degree or higher.

#### Net Developer (mobile developer, Web developer, software developer)

- **Average salary in San Diego:** \$90,000
- **Top college majors:** Computer Science, Business Administration, and Management Information Systems
- **Average level of education:** 49 percent have a bachelor's degree and 37 percent have a master's degree or higher.

#### Financial Analyst (business analyst, credit analyst, accountant)

- **Average salary in San Diego:** \$67,000
- **Top college majors:** Business Administration, Accounting, and Finance
- **Average level of education:** 49 percent have a bachelor's degree and 37 percent have a master's degree or higher.

#### CDL Driver (truck driver)

- **Average salary in San Diego:** \$46,000
- **Top skills:** Commercial driver's license, tractor trailer experience, and DOT medical card
- **Average level of education:** 71 percent have a high school education, 15 percent have an associate degree, and 14 percent have a bachelor's degree or higher.

#### Health Care Case Manager (registered nurse, program manager)

- **Average salary in San Diego:** \$76,000
- **Top college majors:** Business Administration, Nursing, and Psychology
- **Average level of education:** 42 percent have a bachelor's degree and 32 percent have a master's degree or higher.

#### Customer Service Representative

- **Average salary in San Diego:** \$40,000
- **Top college majors:** Business Administration and General Studies
- **Average level of education:** 48 percent have a high school education, 20 percent have an associates and 32 percent have a bachelor's or higher.

Source: *CareerBuilder*.

(For more information, contact Jennifer Sullivan Grasz, vice president, corporate communications for CareerBuilder, 773.527.1164 or [jennifer.grasz@careerbuilder.com](mailto:jennifer.grasz@careerbuilder.com))