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**WORKFORCE INNOVATION IN REGIONAL ECONOMIC DEVELOPMENT (WIRED)
CALIFORNIA INNOVATION CORRIDOR (CIC)**

Workforce Needs Assessment Analysis

Partner Organization Name:	South Bay Economic Development Partnership
Partner Contact:	Tod Sword
Contact Telephone Number:	310-608-5215

A. Summary of Surveyed Respondents

SBEDP conducted surveys of 20 local South Bay employers in the 332, 334, and 541 NAICS codes. The following table shows the self-identified profile distribution of the firms.

Type	Service	Manufacturing				Government		Other		Not Stated
Count	3	15				0		2		0
FTE	5-10	11-19	20-49	50-99	100-249	250-499	500-999	1000+	Not Stated	
Count	2	4	4	2	2	3	2	1	0	
Respondent Position	HR Director		Supervisor/Manager		President/CEO		Other		Not Stated	
Count	3		1		14		2			
Background	A: Direct Observe		B: Periodically Observe		C: Discuss with Supervisors		D: Other		Not Stated	
Count	10		0		10		0		0	

B. Major Skills Gaps: Quantitative Results

QUESTIONS FROM SURVEY PART IV	QUESTION TOPIC	Total	Average	Gap Score	Rank Skills Gap Priority Here
2	Rating of Problem Solving Skills	58.0	2.9	0.75	3
Importance	Importance of Problem Solving Skills	73.0	3.7		
3	Rating of Workplace Skills	52.0	2.6	1.10	1
Importance	Importance of Workplace Skills	74.0	3.7		
4	Rating of Occupational Technical Skills	51.5	2.6	1.08	2
5	Importance of Occupational Technical Skills	73.0	3.7		
6	Rating of Additional Technical Skills	69.0	3.5	0.15	6
7	Importance of Additional Technical Skills	72.0	3.6		
8	Rating of Computer Skills	51.0	2.6	0.50	5
9	Importance of Computer Skills	61.0	3.1		
11	Rating of Social Skills	54.5	2.7	0.55	4
	Importance of Social Skills	65.5	3.3		
14	Rating of Education Sufficiency	50.7	2.5	2.5	Rank Education Gap Priority Here
14	Satisfaction with Entry Level	44.0	2.2	2.2	1
14	Satisfaction with Technical	54.0	2.7	2.7	2
14	Satisfaction with Professional	54.0	2.7	2.7	2

Companies surveyed value more experienced technicians than new hires, meaning that more experienced are more mature (older) with a different approach to their occupation than younger



workers new to the discipline. Respondents indicated that they respect the education of older workers more than that of younger, less experienced workers. Discussion with company managers indicates that they believe gaps in critical thinking is generational with more mature workers willing to take calculated risks and younger workers making mistakes because they do not know what they do not know.

In more technical positions requiring higher education, respondents commented that more mature professionals were sometimes wired in place and had a hard time accepting new theories and processes. Younger workers bring new methods and tools learned at universities that older professional workers may not know or trust. This places a hardship on team building and indicates the need for continuing education and ongoing training, even with professionals holding masters and doctorates. The more sophisticated companies found that leadership was an issue when working with highly educated staffs. Smarter people occasionally seem harder to manage.

In general poor communication skills are an issue at all levels of employment. Lower skilled workers are not as proficient in English as one would like and company communication suffers. Higher skilled workers may not know how to write technical reports even though they are fluent in English. Top level engineers are prone to engage in techno-speak with heavy use of technical terms not easily understood.

We were told that the diverse workforce is posing problems in some companies with particular attention paid to conflict resolution among different ethnic background workers. Unmet cultural expectations may foster employee discontent. Misunderstood glances, body language, and gestures may also create problems among workers making team building that much more difficult.

When asked to take a long term view relative hiring there was not much enthusiasm from respondents, although they were generally attempting to be positive in their answers. The one criticism across most interviewees was denigration of current K-12 the education system. Employers often linked lack of ethics and poor attitude with what they perceive as poor school systems. Consistent with general statistics most employees separated from employment simply couldn't get along with co-workers, were not dependable, had serious difficulty grasping company processes and could not fit in with existing company culture.

More successful companies are more diligent when hiring, carefully screening applicants and avoiding hiring potential problems. Some employers asked the survey interviewer for guidance relative aptitude tests for potential employees. We guided them to the local WIB. These employers want help but are not quick to reach out for it. Even those active in trade associations seem to be searching for more hiring and training assistance than the association offers, although the company trusts the trade association more than a government funded agency such as a Workforce Investment Board.



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Major Skills Gaps: Qualitative Results

Critical Skills Required	Trend of Responses: Top Rated Skill Gap Has Highest Score						
	Technical Skill	Basic Skills	Trouble-shooting	Customer Service			
	13	7					
Social Skills Desired	Good with People	No	Other				
		17	3				
Best Employees are...	Independent	Other	Willing to Learn	Experienced	Communicator	Team Player	Dedicated/Passionate
	1	1	2	8	2	1	5
Critical Shortage	Professional	Technical	No				
	7	15	4				
Identify Future Skills	Technical	Computer Skills	Reading Writing	None	Other		
	8	0	2	9	1		
Desired Training	Technical	Leadership	Other	English	Ethics	College/Uni Programs	None
	8		2	5	2	0	3
Other Comments?	NO						
	20						

Regional Training Resources

California State University, Dominguez Hills
 Los Angeles Harbor College
 El Camino College
 El Camino Center for Competitive Technology
 Southern California Regional Occupational Center
 Small Business Development Center
 South Bay Workforce Investment Board
 California Manufacturing Technology Consulting

C. Regional Investment Strategy

The SBEDP recommends a strategy involving regional resources working in tandem to educate local companies relative resources available to them. Although this has been a corner stone of SBEDP programs for nearly a dozen years, there needs to be more coordinated efforts that bring local jurisdictions into play with information distributed with business licenses. In addition the SBEDP recommends working with trade associations to assist companies better understand the value of funded education and training programs available to association members.

The SBEDP also recommends placing greater emphasis on communication with elected officials at all levels to get their assistance leveraging resources and carry the message to CIC companies that there is no lack of assistance to companies and if current resources are used success stories generated will provide strong messages for increasing current programs and developing others that fill existing gaps.

Another strategic move is coalescing regional resources to develop recommendations for consideration by educators for ensuring that current and future students are prepared to take



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advantage of growth industries in the South Bay of Los Angeles County. This economic region is home to several robust knowledge based industries that rely on well educated and skilled workers. It is estimated that 55% or more of regional technology workers employed in manufacturing companies commute to the South Bay from throughout the Los Angeles 5-County region.

It is likely that another U.S. Department of Defense Base Realignment and Closure (BRAC) round will be forthcoming in the next few years and the SBEDP suggests that a regional effort by the Los Angeles Air Force Base Regional Alliance include focus on workforce development. The prominence of the LA AFB in California's economy may provide regional workforce efforts an effective platform for delivering an important message to all CIC agenda.

D. Data Compilation

Attached



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