

Napa Hospitality!

A Workforce Needs and Characteristics Study of the
Napa County Hospitality and Tourism Industry

2007-2008



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This report is brought to you by the Napa County Workforce Investment Board in partnership with



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Report Authors

Jim Cassio
Workforce Information Group, Inc.
198 Willow Creek Drive
Folsom, California 95630
Phone: (916) 984-9615
www.cassio.com

Bruce Wilson, Director
Napa County Workforce Investment Board
650 Imperial Way
Napa, California 94559
Phone: (707) 259-8679
Fax: (707) 259-8681
www.napaworkforce.org



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Introduction

The hospitality and tourism industry in Napa County is a major component of the regional economy, employing an estimated 13,500 – 15,850 people and accounting for about 21 percent of the total jobs in the county. With its close relationship to the world renowned Napa wine industry, the benefit of a Mediterranean climate, and local policies that protect open space and beautiful natural settings, the Napa hospitality industry will serve as a foundation of the local economy for many years to come. Given the large role that the industry plays in the overall makeup of the economy, stakeholders in the Napa hospitality industry need to ensure that employers have an ample supply of skilled labor and that residents have access to an abundance of career opportunities necessary to thrive in our community.

This report, *Napa Hospitality! A Workforce Needs and Characteristics Study*, is intended to assist a variety of users. For students and job seekers, it provides valuable information necessary to make informed career decisions. Educational and training professionals can use this information to develop courses and programs of study that will provide individuals with the necessary skills to be successful. And policy makers can use this information to ensure that public resources are invested in programs and initiatives that will benefit both individuals and businesses.

Napa Hospitality! is a rich source of information that investigates the gaps in the supply and demand for employees in hospitality occupations using a combination of state-produced occupational employment statistics and local survey data. Additionally, through the deployment of a workforce needs and characteristics survey which included contact with nearly 500 local employers, this report takes a detailed look at the specific hiring challenges and workforce needs faced by hospitality employers as well as employee characteristics necessary for success in the workplace. Finally the report provides a wealth of information on various occupations typically found in the industry including employment statistics, wage information, training and experience requirements, supply and demand assessments, career ladder information, and important knowledge, skills and abilities.

In conducting this study and preparing this report, certain workforce challenges (and their inherent opportunities) became apparent. We have therefore included a section titled Challenges and Recommendations that zero in on two broad areas of emphasis:

Challenge 1: Attracting and recruiting workers

Challenge 2: Preparing skilled and qualified workers

The Napa County Workforce Investment Board

The Napa County Workforce Investment Board is the community's only organization that has workforce development at the center of all of its work. We understand that a strong economy is characterized by an abundance of well-paying jobs and that the availability of a skilled workforce assures continued economic success for our businesses and our community. In order to promote a strong economy, the Workforce Investment Board (WIB) assures the integration of employment, training, education, and business services for job seekers, workers and employers.

Our Vision: A strong economy in which employers have an ample supply of skilled labor resources and residents have access to an abundance of quality jobs.

Our Mission: To respond to the labor and training needs of our employers and job seekers by designing a workforce delivery system that is outcome based, leverages community resources, explores new training alternatives and influences education and workforce policy.



The Napa County Workforce Investment Board has worked on behalf of Napa's employers and job seekers since 2000. During this time, it has built various public and private partnerships designed to respond to local employer needs through the delivery of a trained workforce. The WIB provides cost-effective, quality programs and services that promote self-sufficiency and meet employers' labor force demands. This is largely accomplished through our One-Stop Career Center, known as **Job Connection**, and its targeted adult and youth training and employment programs. These programs provide job seekers, students and employers with universal access to labor market information and comprehensive employment resources.

Bruce Wilson
Executive Director
Napa County Workforce Investment Board



Hospitality and Tourism Industry Overview

Hospitality and tourism is a key industry for Napa County, employing large numbers of residents and attracting millions of tourists and visitors annually. While the industry enjoys the leisure opportunities of the Napa Valley and its many attractions, the industry also benefits from its close proximity and easy access to the San Francisco Bay Area. Currently, the industry (as defined for the purposes of this study) generates over \$200 million in local wages each year, making it an important contributor to both the local economy and to local tax dollars.¹ In addition, it is estimated that another \$124 million annually is paid by visitors to the county in the form of direct taxes and indirect taxes generated through enhanced economic activity related to tourism.²

To understand the workforce needs and characteristics of Napa County's hospitality and tourism industry, it is critical to understand the size and composition of the industry, and how it is expected to grow in the foreseeable future. How many businesses comprise the hospitality and tourism industry in Napa County? How many people work in the industry and in what jobs? What are the requirements of those jobs? What are the challenges presented by this industry, and what are the opportunities that can be seized or missed – depending on our vision and our strategies?

Defining the Industry

The hospitality and tourism industry is that part of the economy involved in entertaining, serving food and beverages, and offering lodging to customers. The industry is comprised of multiple sectors including accommodations, amusement and recreation services, and food services and drinking places. All industry sectors employ a variety of managers who oversee planning, operations and human resources for the industry's businesses. Employment in this industry, however, relies heavily on entry-level service positions such as those held by waiters, housekeepers, and food preparation workers. Most entry-level jobs in this industry do not require formal education, and the bulk of the jobs are within the food services and drinking places industry sector. Although Government statistics do not include wineries or winery tasting rooms in the hospitality and tourism industry, we decided to include "tasting rooms that are open to the public" for the purposes of this study.

How Many Businesses?

This study found (identified) a total of 466 hospitality and tourism businesses in Napa County. This included approximately 70 tasting rooms that met our criteria of being "open to the public." Of the 466 businesses, we found 50 businesses without any current employees, or with family members only. Two of the 466 were "closed for renovations." In addition to the 466 businesses, 20 others were identified as being "out-of-business" and 40 others were "unable to contact with no listed/working phone number." We suspect that most of those 40 businesses are out-of-business as well, or in the process of going out-of-business, or in a non-operational state.

Industry Sector	Employers Found
Accommodations -- Bed and Breakfast Inns, including Rental Cottages	57
Accommodations -- Hotels and Motels, including Resort Hotels	35
Amusement and Recreation Services	40
Food Services and Drinking Places -- Caterers	17
Food Services and Drinking Places -- Full-Service Restaurants and Limited-Service Eating Places	215
Food Services and Drinking Places -- Tasting Rooms and Drinking Places (Alcohol Beverages)	73
Limousine and Taxi Services	14
Museums and Art Galleries	15
Total Hospitality & Tourism Related Business Found:	466

¹ California Employment Development Department's Labor Market Information Division (LMID) from the Quarterly Census of Employment and Wages (QCEW) program which publishes a quarterly count of employment and wages reported by employers covering 98 percent of U.S. jobs by area and by industry.

² 2005 Napa County Economic Impact Executive Report, page 27



How Many Workers?

Of the 466 hospitality and tourism businesses identified by this study, about half of those businesses participated in our “workforce needs” survey. The survey data show that those 225 businesses provide a total of 7,099 local jobs. That’s an average range of 29-34 workers per business (for businesses that have one or more employees). Because we took great care to ensure that our surveys were representative of all sizes of hospitality employers and all hospitality industry sectors, we can use the 466 total businesses figure and the 29-34 workers/business figure to estimate the number of workers for the entire hospitality and tourism industry in Napa County (as previously defined). Our estimate (rounded to the nearest 50): 13,500 – 15,850 hospitality and tourism workers³

Occupations in the Hospitality and Tourism Industry

Workers in the industry sectors that comprise the hospitality and tourism industry perform a variety of tasks, typically service-oriented. Most of the jobs are in the food services and drinking places sector – simply because this sector has the largest percentage of employers and jobs (65 percent of the employers, based on a total of 305 out of 466 businesses identified). Other sectors in the hospitality industry also employ food service workers, including the accommodations sector (hotels with restaurants), bed & breakfast inns, and amusement and recreation services.

In the accommodations sector -

Service Occupations is the largest occupational category in this industry sector, accounting for about 65 percent of the jobs.⁴ Key (most common) occupations in this group include:

- Maids and Housekeeping Cleaners
- Waiters and Waitresses
- Cooks, Restaurant
- Janitors and Cleaners

Office and Administrative Support Occupations account for about 18 percent of the jobs in the accommodations sector. Key occupations in this group in Napa County include:

- Hotel/Motel Desk Clerks
- Bookkeeping, Accounting, and Auditing Clerks
- Supervisors

Management, Business, and Financial Occupations account for about 6 percent of the jobs in this industry sector. Another 4 percent of the jobs are in the Installation, Maintenance, and Repair Occupations group.

In the amusement and recreation services sector -

Service Occupations is the largest occupational category in this industry sector, accounting for about 59 percent of the jobs. The key occupations in this group include:

- Amusement and Recreation Attendants
- Recreation and Fitness Workers
- Landscaping and Groundskeeping Workers
- Waiters, Cooks and Other Food Services Workers
- Building Cleaning Workers
- Security Guards

The next largest occupational category in the amusement and recreation services sector is Professional and Related Occupations, accounting for about 11 percent of the jobs. Key occupations in this group in Napa County include:

- Archivists
- Curators
- Museum Technicians
- Artists and Related Workers

³ It should be noted that the California Employment Development Department’s Labor Market Information Division (LMID) estimates approximately 8,500 workers in the Napa County leisure and hospitality industry. However, LMID estimates for leisure and hospitality do not include the limo and taxi services and winery tasting room sectors that were included in this study.

⁴ Nationwide occupational statistics from the U.S. Department of Labor, Career Guide to Industries



Office and Administrative Support Occupations account for about 9 percent of the jobs in this industry sector. The key occupations in this group include:

- Receptionists
- Secretaries
- Administrative Assistants

About 8 percent of the jobs in this industry sector are in the Sales and Related Occupations category. Key occupations in this group include:

- Cashiers
- Counter and Rental Clerks

Management, Business, and Financial Occupations account for about 6 percent of the jobs in this industry sector. Another 4 percent of the jobs are in the Installation, Maintenance, and Repair Occupations group.

In the food services and drinking places sector -

Service Occupations is the largest occupational category in this industry sector, accounting for about 89 percent of the jobs. The key occupations in this group include:

- Waiters and Waitresses
- Fast Food and Counter Workers
- Cooks, Restaurant
- Cooks, Fast Food
- First-Line Supervisors/Managers of Food Preparation and Serving Workers
- Caterers
- Bakers
- Bartenders
- Chefs and Head Cooks

Sales and Related Occupations account for about 4 percent of the jobs in the food services and drinking places sector. Key occupations in this group include:

- Cashiers
- Tasting Room Staff

In the limousine and taxi services sector -

Key occupations include:

- Limo Drivers
- Taxi Drivers
- Dispatchers

In the museums and art galleries sector –

Key occupations include:

- Security Guards
- Cashiers
- Curators
- Sales Staff



Workforce Gap Analysis

Given the importance of a healthy and vibrant hospitality and tourism industry in Napa County, the key questions from a workforce development standpoint are:

- Can the local and regional workforce fill all of the hospitality-related job openings?
- If not, which occupations are most at risk of being under-supplied by the available workforce?

The indicators we can use in this analysis include Occupational Growth (absolute growth and percent growth), Worker Replacements, Hiring Difficulties, and Changes in Average Wages (which often reflects the strong correlation between supply/demand and wage changes).

Each of these indicators reveals valuable information about the occupations being analyzed, as well as the state of the hospitality and tourism industry itself. However, each indicator has its own limitations and, thus, our Workforce Gap Analysis utilizes a process which evaluates all available indicators in order to reach conclusions about occupational demand and projected workforce gaps.

Our first step in this analysis is to identify the specific occupations to be analyzed. This means selecting the key (most common) occupations in the hospitality and tourism industry in Napa County for which employment projections and wage data are available. This results in a list of 40 occupations.

Occupational Employment Projections

The table on the following page shows the occupational employment projections data for our 40 hospitality occupations. The data are statistical estimates developed by the California Employment Development Department's Labor Market Information Division (LMID) and can be found in their online "Data Library" - www.labormarketinfo.edd.ca.gov

Projections Data Elements:

- 2004 Employment – number of jobs estimated for the base year of the employment projections
- 2014 Employment – number of jobs estimated for the projected year of the employment projections
- Numeric Change – absolute net growth or loss in the number of jobs between the base and projected years
- Percent Change – rate of the change in the number of jobs between the base and projected years
- Annual New Jobs – absolute number of jobs (gained or lost) divided by ten years (the projection period)
- Annual Net Replacements – job openings expected due to workers who leave their occupations

It is important to realize that the employment statistics for each occupation reflects the combined data for all industries that provide employment for that occupation (and not just data specific to the hospitality and tourism industry). For many of these occupations (e.g. Chefs and Head Cooks), all of the employment is in the hospitality and tourism industry. But for many other occupations (e.g. Cashiers), the hospitality and tourism industry employment is only part of the employment for the occupation as a whole. The major employing industries for these 40 occupations can be found in the appendix of this report under "Occupational Profiles."

Note that the key occupations not included in this analysis (due to a lack of available projections data) include:

- Archivists
- Curators
- Fine Artists, Including Painters, Sculptors, and Illustrators
- Museum Technicians and Conservators
- Travel Agents
- Travel Guides



Occupational Employment Projections for Napa County

40 Hospitality Occupations	2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual New Jobs	Annual Net Replacements
Amusement and Recreation Attendants	130	150	20	15.4	2	4
Bakers	100	140	40	40.0	4	2
Bartenders	310	360	50	16.1	5	12
Bookkeeping, Accounting, and Auditing Clerks	1,330	1,370	40	3.0	4	25
Cashiers	1,270	1,360	90	7.1	9	62
Chefs and Head Cooks	190	220	30	15.8	3	6
Combined Food Preparation and Serving Workers	940	1,110	170	18.1	17	41
Concierges	30	30	0	0.0	0	1
Cooks, Fast Food	160	190	30	18.8	3	5
Cooks, Institution and Cafeteria	100	90	-10	-10.0	0	3
Cooks, Restaurant	520	610	90	17.3	9	16
Cooks, Short Order	60	70	10	16.7	1	2
Counter and Rental Clerks	170	180	10	5.9	1	6
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	380	450	70	18.4	7	25
Dining Room and Cafeteria Attendants and Bartender Helpers	610	710	100	16.4	10	20
Dishwashers	430	490	60	14.0	6	14
Dispatchers, Except Police, Fire, and Ambulance	70	70	0	0.0	0	2
Executive Secretaries and Administrative Assistants	1,110	1,220	110	9.9	11	21
First-Line Supervisors/Managers of Food Preparation and Serving Workers	330	390	60	18.2	6	8
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	200	250	50	25.0	5	5
First-Line Supervisors/Managers of Office and Administrative Support Workers	790	870	80	10.1	8	17
Fitness Trainers and Aerobics Instructors	110	110	0	0.0	0	3
Food Preparation Workers	870	1,050	180	20.7	18	31
Food Servers, Non-Restaurant	110	130	20	18.2	2	4
Food Service Managers	350	390	40	11.4	4	6
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	250	290	40	16.0	4	8
Hotel, Motel, and Resort Desk Clerks	130	170	40	30.8	4	6
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,000	1,190	190	19.0	19	19
Landscaping and Groundskeeping Workers	990	1,170	180	18.2	18	22
Lodging Managers	80	100	20	25.0	2	1
Maids and Housekeeping Cleaners	900	1,110	210	23.3	21	19
Maintenance and Repair Workers, General	750	890	140	18.7	14	14
Office Clerks, General	1,570	1,620	50	3.2	5	35
Receptionists and Information Clerks	790	890	100	12.7	10	20
Retail Sales Workers	2,900	3,610	710	24.5	71	105
Secretaries, Except Legal, Medical, and Executive	650	650	0	0.0	0	13
Security Guards	480	530	50	10.4	5	10
Taxi Drivers and Chauffeurs	170	230	60	35.3	6	2
Truck Drivers, Light or Delivery Services	350	390	40	11.4	4	3
Waiters and Waitresses	1,310	1,530	220	16.8	22	67



Occupational Growth

Occupational growth projections are an indicator of demand for an occupation, as high growth projections suggest that it may be at risk of being under-supplied by the regional workforce. However, there are two ways to look at growth projections: numeric growth and percentage growth. The more important indicator depends on one's perspective. Terms like "The Hottest Jobs" and "The Fastest Growing Jobs" are usually based on percentage growth. Occupations that rank high based on percentage growth are usually smaller occupations that offer relatively small numbers of jobs. However, their rapid rate of growth sometimes creates labor shortages for employers and, conversely, opportunities for job seekers. In addition, the demand for qualified applicants often attracts the interest of schools and training providers who are interested in developing new education/training programs, or expanding existing programs in areas where there is a clear demand. In contrast, occupations that rank high based on numeric growth may not seem as exciting, but numeric growth does reveal where the largest number of new jobs will be. Many of these larger occupations also tend to provide plentiful job opportunities due to net replacement needs (e.g. workers who retire) – not to mention the many job openings that will occur as a result of employee turnover.

Occupations Ranked by Numeric Change (2004-2014)

Retail Salespersons	710	Office Clerks, General	50
Waiters and Waitresses	220	Security Guards	50
Maids and Housekeeping Cleaners	210	Bakers	40
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	190	Bookkeeping, Accounting, and Auditing Clerks	40
Food Preparation Workers	180	Food Service Managers	40
Landscaping and Groundskeeping Workers	180	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	40
Combined Food Preparation and Serving Workers, Including Fast Food	170	Hotel, Motel, and Resort Desk Clerks	40
Maintenance and Repair Workers, General	140	Truck Drivers, Light or Delivery Services	40
Executive Secretaries and Administrative Assistants	110	Chefs and Head Cooks	30
Dining Room and Cafeteria Attendants and Bartender Helpers	100	Cooks, Fast Food	30
Receptionists and Information Clerks	100	Amusement and Recreation Attendants	20
Cashiers	90	Food Servers, Nonrestaurant	20
Cooks, Restaurant	90	Lodging Managers	20
First-Line Supervisors/Managers of Office and Administrative Support Workers	80	Cooks, Short Order	10
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	70	Counter and Rental Clerks	10
Dishwashers	60	Concierges	0
First-Line Supervisors/Managers of Food Preparation and Serving Workers	60	Dispatchers, Except Police, Fire, and Ambulance	0
Taxi Drivers and Chauffeurs	60	Fitness Trainers and Aerobics Instructors	0
Bartenders	50	Secretaries, Except Legal, Medical, and Executive	0
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	50	Cooks, Institution and Cafeteria	-10

Assigned Values: **Red**: 3 points | **Yellow**: 2 points | **Green**: 1 point | **Black**: 0 points

From this chart, we can divide the occupations into quartiles (roughly speaking) and assign values accordingly. The top quartile is for the occupations with the largest absolute job growth. The bottom quartile is for the occupations with zero or minimal job growth. The two middle quartiles represent occupations with modest growth projections. A fifth group would be for occupations with negative growth.



Occupations Ranked by Percent Change (2004-2014)

Bakers	40.0	Bartenders	16.1
Taxi Drivers and Chauffeurs	35.3	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	16.0
Hotel, Motel, and Resort Desk Clerks	30.8	Chefs and Head Cooks	15.8
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	25.0	Amusement and Recreation Attendants	15.4
Lodging Managers	25.0	Dishwashers	14.0
Retail Salespersons	24.5	Receptionists and Information Clerks	12.7
Maids and Housekeeping Cleaners	23.3	Food Service Managers	11.4
Food Preparation Workers	20.7	Truck Drivers, Light or Delivery Services	11.4
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	19.0	Security Guards	10.4
Cooks, Fast Food	18.8	First-Line Supervisors/Managers of Office and Administrative Support Workers	10.1
Maintenance and Repair Workers, General	18.7	Executive Secretaries and Administrative Assistants	9.9
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	18.4	Cashiers	7.1
First-Line Supervisors/Managers of Food Preparation and Serving Workers	18.2	Counter and Rental Clerks	5.9
Food Servers, Nonrestaurant	18.2	Office Clerks, General	3.2
Landscaping and Groundskeeping Workers	18.2	Bookkeeping, Accounting, and Auditing Clerks	3.0
Combined Food Preparation and Serving Workers, Including Fast Food	18.1	Concierges	0.0
Cooks, Restaurant	17.3	Dispatchers, Except Police, Fire, and Ambulance	0.0
Waiters and Waitresses	16.8	Fitness Trainers and Aerobics Instructors	0.0
Cooks, Short Order	16.7	Secretaries, Except Legal, Medical, and Executive	0.0
Dining Room and Cafeteria Attendants and Bartender Helpers	16.4	Cooks, Institution and Cafeteria	-10.0

Assigned Values: **Red:** 3 points | **Yellow:** 2 points | **Green:** 1 point | **Black:** 0 points

From this chart, we can use the average growth rate for all occupations of between 10-18 percent to divide the occupations into three groups: those growing slower than average; those growing about as fast as average; and those growing faster than average. A fourth group would be for occupations with negative growth.



Worker Replacements

Net Replacement openings are occupation-specific estimates of the number of job openings expected due to workers who will leave their occupations. The estimates are based on a national formula developed by the Bureau of Labor Statistics that includes estimates of occupational transfers and all labor force separations except deaths. As such, it is important to note that net replacement openings do not represent the *total* number of jobs to be filled due to the need to replace workers (i.e. statistics on total worker turnover by occupation is not available). For many occupations, net replacements create more job openings than new job growth. Therefore net replacement openings are a very important indicator of potential worker shortages. As with job growth, it is important to remember that the number of projected openings from net replacements is the total number in all industries that provide employment for the occupation.

Occupations Ranked by Annual Net Replacements (2004-2014)

Retail Salespersons	105	Security Guards	10
Waiters and Waitresses	67	First-Line Supervisors/Managers of Food Preparation and Serving Workers	8
Cashiers	62	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	8
Combined Food Preparation and Serving Workers, Including Fast Food	41	Chefs and Head Cooks	6
Office Clerks, General	35	Counter and Rental Clerks	6
Food Preparation Workers	31	Food Service Managers	6
Bookkeeping, Accounting, and Auditing Clerks	25	Hotel, Motel, and Resort Desk Clerks	6
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	25	Cooks, Fast Food	5
Landscaping and Groundskeeping Workers	22	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	5
Executive Secretaries and Administrative Assistants	21	Amusement and Recreation Attendants	4
Dining Room and Cafeteria Attendants and Bartender Helpers	20	Food Servers, Nonrestaurant	4
Receptionists and Information Clerks	20	Cooks, Institution and Cafeteria	3
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	19	Fitness Trainers and Aerobics Instructors	3
Maids and Housekeeping Cleaners	19	Truck Drivers, Light or Delivery Services	3
First-Line Supervisors/Managers of Office and Administrative Support Workers	17	Bakers	2
Cooks, Restaurant	16	Cooks, Short Order	2
Dishwashers	14	Dispatchers, Except Police, Fire, and Ambulance	2
Maintenance and Repair Workers, General	14	Taxi Drivers and Chauffeurs	2
Secretaries, Except Legal, Medical, and Executive	13	Concierges	1
Bartenders	12	Lodging Managers	1

Assigned Values: **Red**: 3 points | **Yellow**: 2 points | **Green**: 1 point | **Black**: 0 points

From this chart, we can divide the occupations into quartiles (roughly speaking) and assign values accordingly. The top quartile is for the occupations with the largest net replacement projections. The bottom quartile is for the occupations with minimal net replacement projections. The two middle quartiles represent occupations with modest net replacement projections.



Hiring Difficulties

Reports of occupations for which employers consistently have difficulty finding qualified applicants (who meet their hiring standards) are a valuable indicator of supply and demand, and potential worker shortages. When employers generally report that, for a specific occupation, they have no difficulty finding qualified applicants, this indicates an over-supply of job candidates for the available job openings. Conversely, when employers generally report that, for a specific occupation, they have considerable difficulty finding qualified applicants, this indicates a shortage of job candidates for the available job openings.

Based on our surveys with hospitality and tourism businesses in Napa County, the following were identified as those occupations for which employers consistently have difficulty finding qualified applicants:

- Amusement and Recreation Attendants
- Bakers
- Bartenders
- Cashiers
- Chefs and Head Cooks
- Combined Food Preparation and Serving Workers, Including Fast Food and Catering
- Concierges
- Cooks, Fast Food
- Cooks, Restaurant
- Counter Attendants, Cafeteria, Food Concession, and Coffee Shop
- Dining Room and Cafeteria Attendants and Bartender Helpers
- Dishwashers
- First-Line Supervisors/Managers of Food Preparation and Serving Workers
- First-Line Supervisors/Managers of Housekeeping and Janitorial Workers
- Food Preparation Workers
- Food Service Managers
- Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
- Hotel, Motel, and Resort Desk Clerks
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners
- Landscaping and Groundskeeping Workers
- Lodging Managers
- Maids and Housekeeping Cleaners
- Retail Sales Workers
- Security Guards
- Taxi Drivers and Chauffeurs
- Travel Guides*
- Truck Drivers, Light or Delivery Services
- Waiters and Waitresses

For hiring difficulties, we don't have data on all occupations to be able to assign relative number values. What we have is a list of occupations for which employers indicated having consistent difficulty in finding qualified applicants to fill their open positions. **Therefore each occupation on this list receives three points.**

* *Travel Guides* is the one difficult-to-fill job title provided by survey participants that isn't one of the 40 hospitality and tourism occupations that are part of this workforce gap analysis - due to the lack of available projections data (for that occupation).

Note that a complete list of difficult-to-fill job titles can be found in the Industry Survey Results Summary of this report.



Changes in Average Wages

Although changes in average wages for an occupation can have any number of reasons, there is generally a strong correlation between occupational supply/demand and wage increases or decreases. That is because employers often respond to labor shortages by offering higher wages in order to attract more job candidates and to improve retention of their current workforce. Conversely, employers sometimes decrease wage offers if they are having an easy time finding qualified job candidates, suggesting an over-supply of qualified applicants. (This is how it is possible to have a decrease in average wages for an occupation even if no worker in that occupation may have received a pay-cut.) Of course, there are other potential explanations for wage decreases: workers who take pay-cuts as a condition of continued employment; higher paying positions replaced with lower paying positions; and retirement of higher paid workers who are then replaced with lesser experienced and lesser paid workers. Lay-offs can also be a factor. For the purpose of our analysis, the occupations with the highest upward wage pressure (suggesting possible shortages) are indicated by the highest percent change in wages over the past two years. *Note that the average median wage for all occupations in Napa County in the first quarter of 2007 was: \$17.14/hr*

	Hourly Median Wages			% Change (ranked by)
	2005-Q1	2006-Q1	2007-Q1	
Food Service Managers	\$19.30	\$21.40	\$28.81	0.49
Concierges	\$15.33	\$17.73	\$20.20	0.32
Hotel, Motel, and Resort Desk Clerks	\$8.88	\$11.70	\$11.09	0.25
Counter and Rental Clerks	\$9.53	\$10.59	\$11.58	0.22
Maintenance and Repair Workers, General	\$16.58	\$18.38	\$19.90	0.2
Security Guards	\$10.77	\$13.08	\$12.91	0.2
Bartenders	\$8.08	\$8.58	\$9.71	0.2
Lodging Managers	\$18.43	\$21.06	\$21.87	0.19
First-Line Supervisors/Managers of Food Preparation and Serving	\$14.16	\$15.59	\$16.52	0.17
Food Preparation Workers	\$8.52	\$10.18	\$9.99	0.17
Maids and Housekeeping Cleaners	\$9.00	\$10.02	\$10.36	0.15
Office Clerks, General	\$12.87	\$13.72	\$14.83	0.15
Cooks, Restaurant	\$10.54	\$11.56	\$12.05	0.14
Food Servers, Nonrestaurant	\$9.21	\$9.57	\$10.49	0.14
First-Line Supervisors/Managers of Office and Administrative Support	\$22.28	\$24.46	\$25.51	0.14
Receptionists and Information Clerks	\$12.43	\$14.00	\$14.17	0.14
Secretaries, Except Legal, Medical, and Executive	\$15.91	\$17.50	\$18.09	0.14
Cashiers	\$8.74	\$10.54	\$9.90	0.13
Bookkeeping, Accounting, and Auditing Clerks	\$16.36	\$17.36	\$18.36	0.12
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$10.48	\$10.94	\$11.71	0.12
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$8.01	\$8.43	\$8.90	0.11
Landscaping and Groundskeeping Workers	\$12.03	\$13.01	\$13.36	0.11
Retail Sales Workers	\$9.91	\$10.64	\$10.98	0.11
Truck Drivers, Light or Delivery Services	\$11.49	\$9.91	\$10.28	0.11
Cooks, Short Order	\$10.12	\$12.07	\$11.09	0.1
Cooks, Institution and Cafeteria	\$11.67	\$13.43	\$12.75	0.09
Dishwashers	\$8.12	\$8.58	\$8.87	0.09
Combined Food Preparation and Serving Workers	\$8.24	\$8.84	\$8.89	0.08
Dining Room and Cafeteria Attendants and Bartender Helpers	\$7.80	\$8.25	\$8.33	0.07
Taxi Drivers and Chauffeurs	\$10.51	\$14.02	\$11.15	0.06
Executive Secretaries and Administrative Assistants	\$18.88	\$18.81	\$19.82	0.05
Chefs and Head Cooks	\$20.07	\$19.30	\$21.00	0.05
Amusement and Recreation Attendants	\$8.34	\$8.32	\$8.74	0.04
Cooks, Fast Food	\$8.09	\$8.46	\$8.33	0.03
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$8.46	\$8.84	\$8.49	0
Bakers	\$11.93	\$11.85	\$11.87	0
First-Line Supervisors/Managers of Housekeeping and Janitorial	\$17.37	\$16.14	\$17.20	-0.01
Waiters and Waitresses	\$8.15	\$8.12	\$8.05	-0.01
Dispatchers, Except Police, Fire, and Ambulance	\$18.01	\$18.03	\$17.23	-0.04
Fitness Trainers and Aerobics Instructors	\$18.47	\$9.83	\$10.00	-0.46

Source: Occupational Employment Statistics (OES) Salary Survey – www.labormarketinfo.edd.ca.gov

Assigned Values: **Red:** 3 points | **Yellow:** 2 points | **Green:** 1 point | **Black:** 0 points

From this chart, we can divide the occupations into quartiles (roughly speaking) and assign values accordingly. The top quartile is for the occupations with the highest percent change in wages over the past two years. The bottom quartile is for the occupations with lowest percent change. The two middle quartiles represent occupations with modest percent change. A fifth group is for occupations with negative % change.



Workforce Gap Analysis Summary

This final step in the Workforce Gap Analysis shows the results of the values assigned throughout the process:

- Occupations in the **Red Group** indicate probable workforce gaps or shortages. For these occupations, it is highly likely that the number of job openings will exceed the number of qualified candidates.
- Occupations in the **Yellow Group** indicate possible workforce gaps or shortages, but are probably limited in most cases to those employers whose wages, working conditions or recruitment strategies are not able to attract an adequate number of qualified candidates.
- Occupations in the **Green Group** show little or no indication of a workforce gap or shortage - based on available data.

Food Preparation Workers (14 pts)
Landscaping and Groundskeeping Workers (14 pts)
Retail Salespersons (14 pts)
Combined Food Preparation and Serving Workers, Including Fast Food and Catering (13 pts)
Hotel, Motel, and Resort Desk Clerks (13 pts)
Janitors and Cleaners, Except Maids and Housekeeping Cleaners (13 pts)
Maids and Housekeeping Cleaners (13 pts)
Bartenders (12 pts)
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop (12 pts)
Dining Room and Cafeteria Attendants and Bartender Helpers (12 pts)
First-Line Supervisors/Managers of Food Preparation and Serving Workers (12 pts)
Food Service Managers (12 pts)
Security Guards (12 pts)

Cashiers (11 pts)
Cooks, Fast Food (11 pts)
Cooks, Restaurant (11 pts)
Dishwashers (11 pts)
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop (11 pts)
Lodging Managers (11 pts)
Maintenance and Repair Workers, General (11 pts)
Waiters and Waitresses (11 pts)
Bakers (10 pts)
Chefs and Head Cooks (10 pts)
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers (10 pts)
Receptionists and Information Clerks (10 pts)
Taxi Drivers and Chauffeurs (10 pts)
Truck Drivers, Light or Delivery Services (10 pts)
Concierges (9 pts)

Amusement and Recreation Attendants (8 pts)
Bookkeeping, Accounting, and Auditing Clerks (8 pts)
Executive Secretaries and Administrative Assistants (8 pts)
First-Line Supervisors/Managers of Office and Administrative Support Workers (8 pts)
Office Clerks, General (8 pts)
Counter and Rental Clerks (7 pts)
Food Servers, Nonrestaurant (7 pts)
Cooks, Short Order (6 pts)
Secretaries, Except Legal, Medical, and Executive (6 pts)
Cooks, Institution and Cafeteria (3 pts)
Dispatchers, Except Police, Fire, and Ambulance (3 pts)
Fitness Trainers and Aerobics Instructors (3 pts)



Industry Survey Results Summary

See Appendix for survey results for specific industry sectors

Survey Highlights

- 466 current businesses found in the hospitality and tourism industry in Napa County
- Between 13,500 – 15,850 current workers in the hospitality and tourism industry in Napa County
- Within the hospitality and tourism industry, the largest industry sector by far is *food services and drinking places* (about 70 percent of the employers and 65 percent of the jobs)
- About 55 percent of the jobs in the hospitality and tourism industry are Full Time, about 35 percent are Part Time; about 8 percent are On Call, and about 3 percent are Temporary
- Job growth rate over last 12 months: 4.5 percent (based on a net gain of 303 jobs)
- According to current employers, almost 700 new jobs are expected to be created in this industry over the next two years (by surveyed employers)
- Of the new jobs, about 37 percent are expected to be Part Time, another 37 percent are expected to be Full Time, and about 24 percent are expected to be On Call
- Very few employers (less than 1 percent) in this industry expect to reduce their number of regular employees over the next 12 months
- About 14 percent of the local hospitality and tourism workforce is recruited from outside of Napa County
- Employers generally have **some** difficulty finding qualified applicants when recruiting for non-management positions in which previous experience is required... suggesting a **good** outlook for these job seekers
- Employers generally have only **a little** difficulty finding qualified applicants when recruiting for non-management positions in which previous experience is not required... suggesting a **competitive** outlook for these job seekers
- Employers generally have **some** difficulty finding qualified applicants when recruiting for management positions in which previous experience is required... suggesting a **good** outlook for these job seekers
- Employers generally have **some** difficulty finding qualified applicants when recruiting for management positions in which previous experience is not required... suggesting a **good** outlook for these job seekers
- Most important skills and abilities for entry level jobs in this industry: a) Always courteous in dealing with customers, supervisors, and colleagues; b) Strong work ethic; and c) Good teamwork skills
- About 9 percent of surveyed employers require pre-employment drug testing (mostly limo/taxi services and some winery tasting rooms)



Survey Questions

Question A: How many employees do you currently have working at your Napa County location(s)?

A total of 225 Napa County employers participated in our workforce needs survey of the hospitality and tourism industry, representing a total of 7,099 workers. This included some regular jobs filled by independent contractors and contract workers. For wineries, only the tasting room jobs were included in the survey. Further, for the purposes of this study, only wineries with tasting rooms “open to the public” were included as part of the hospitality and tourism industry.

A more detailed breakdown of the survey responses by “industry sector” follows:

Industry	Employees	Employers
Accommodations -- Bed and Breakfast Inns, including Rental Cottages	165	21
Accommodations -- Hotels and Motels, including Resort Hotels	1,461	19
Amusement and Recreation Services	719	13
Food Services and Drinking Places -- Caterers	424	9
Food Services and Drinking Places -- Full-Service Restaurants	2,946	61
Food Services and Drinking Places -- Limited-Service Eating Places	490	36
Food Services and Drinking Places -- Tasting Rooms and Drinking Places (Alcohol Beverages)	599	49
Limousine and Taxi Services	221	8
Museums and Art Galleries	74	9
TOTAL:	7,099	225

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 55 percent of the jobs in this industry are Full Time, with the typical weekly hours ranging from 35 to 41 hours/week. About 35 percent of the jobs are Part Time and typically range from 15 to 30 hours/week. About 8 percent of the jobs are On Call, and about 3 percent of the jobs are Temporary (which includes seasonal employment).

	Employees	Weekly Hours Worked:		
		Median (middle value)	Range 10 th Percentile	Range 90 th Percentile
Full Time	3,887	40	35	42
Part Time	2,418	20	14	30
On Call	564	10	3	27
Temporary	230	25	7	40

Question C: About what percent of your company’s local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 4 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which the work is subcontracted, such as when a business contracts out its janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.



Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow?

Of 225 survey respondents, 53 reported that their employment levels had increased by a total of 460 workers over the last 12 months. One hundred fifty (66.7 percent) of the employers said their number of workers had remained stable. Twenty (8.9 percent) said their number of workers had declined by a total of 157 jobs over the last 12 months.

	# of employers	# of workers (jobs)
Decline	20	-157
Remain Stable	150	0
Grow	53	460

With a total employment level of 7,099 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	# of workers (jobs)
Employment level for mid 2006	6,796
Job growth rate (over last 12 months)	4.5%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey indicates that a total of 695 new jobs are expected to be created over the next two years (by existing employers). About 37 percent of those jobs are expected to be Part Time positions, while another 37 percent are expected to be Full Time positions. About 24 percent are expected to be On Call positions. The addition of these 695 new jobs is projected by 111 (49.3 percent) of the 225 businesses represented by the survey respondents.

	# of new jobs expected	# of employers adding new jobs
Full Time	254	81
Part Time	255	73
On Call	165	18
Temporary	21	5
Total	695	111

Question F: What jobs will make up the most new positions, if any?

Administration	Customer Service (2)	Housekeeping (2)	Servers (24)
Administrative Assistant	Deli Managers	Ice Cream Servers	Shift Manager
Assistant Managers (2)	Director of Operations	Innkeepers (3)	Stock Clerks
Assistant Wine Club Manager	Dishwashers (6)	Kitchen Staff (5)	Take Out Counter Workers
Back Waiters	Drivers (2)	Level 1 Associates	Tasting Room (5)
Bakers	Event Coordinators	Line Cooks (4)	Tasting Room Associates (2)
Banquet Servers	Event Managers	Maids	Tasting Room Host/Hostess
Barrista	Food Handlers	Management & Supervisors	Tasting Room Manager (2)
Bartenders (5)	Food Runners	Managers (7)	Tasting Room
Bellmen	Food Service	Marketing	Representatives (5)
Bussers (5)	Front Desk Clerk (5)	Office Assistants	Tasting Room Sales (2)
Cashiers (11)	Gardeners	Office Workers	Tasting Room Staff (3)
Cellar Workers	General Managers	Pizza Makers (2)	Taxi Drivers
Chauffeurs (4)	Golf Course Workers	Prep Cooks (3)	Tour Guide (3)
Chefs (4)	Golf Shop Staff	Retail Associates (2)	Tour Support
Cleaners	Guest Services	Retail Counter Staff	Valets
Clerical	Hospitality	Sales (4)	Visitor Center Representative
Concierge	Hospitality & Winery Relations	Sales & Marketing Positions	Warehouse Workers
Cooks (13)	Hospitality Associate	Sales Associate	Wine Consultants
Counter Service	Hospitality Representatives	Sales Executives	Wine Informants
Crew	Hospitality/Wine Educators	Sandwich Makers	Wineshop Buyer
Crew Persons	Hostess	Scooper	
Culinary Planner	Housekeepers (8)	Security	



Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

Two out of 225 survey respondents (less than 1 percent) reported that they expected to reduce their number of regular employees over the next 12 months. Both employers were full-service restaurants. Their plans included reducing their number of workers by 11 and 5, out of a combined total of 100 workers (for both businesses). As reported by the survey participants, this amounts to a negligible .23 percent of the overall hospitality and tourism employment, and an equally negligible .55 percent of the total full-service restaurant employment (2,891 workers).

Question H: In what occupations do you expect most of these lay-offs to occur?

Bartenders, Bussers, Cooks & Prep Cooks, Dishwashers, and Servers

Question I: What are the main reasons for the planned reduction in your number of regular employees?

One business reported that **company reorganization** was the reason for the expected reduction in the number of workers over the next 12 months. The second business reported that **higher fuel & maintaining waste cost** was the reason for the expected reduction.

Question J: About what percent of your employees are recruited from outside Napa County?

Based on the 225 survey respondents, it appears that, overall, 13.6 percent of local hospitality and tourism industry workers are recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

<i>"Not At All Difficult"</i>	<i>"A Little Difficult"</i>	<i>"Somewhat Difficult"</i>	<i>"Very Difficult"</i>
1	2	3	4
<i>"Very competitive outlook" for job seekers</i>	<i>"Competitive outlook" for job seekers</i>	<i>"Good outlook" for job seekers</i>	<i>"Very good outlook" for job seekers</i>

For non-management positions in which previous experience IS required:

2.7 average response (weighted by # of employees) from a total of 221 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.2 average response (weighted by # of employees) from a total of 201 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.1 average response (weighted by # of employees) from a total of 142 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

3.2 average response (weighted by # of employees) from a total of 68 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience. However, it is also noteworthy that only 68 (30 percent) of the 225 survey respondents will consider hiring managers who don't have previous management experience.



Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Accommodations -- Bed and Breakfast Inns, including Rental Cottages:

Concierge	Housekeepers (5)	Innkeepers, Live in
Front Desk (2)	Innkeeper, Temporary	Innsitters
Front Desk Clerks	Innkeepers (5)	

Accommodations -- Hotels and Motels, including Resort Hotels:

Assistant Front Office Supervisors	Front Desk Clerks (5)	Massage Therapists
Desk Help	Housekeepers (4)	Night Auditors (2)
Engineers	Housekeeping	Sales (2)
Estate Service	Housekeeping Manager	Security
Food Servers	Maids	Servers (for restaurant)
Front Desk (3)	Maintenance	
Front Desk Agent (2)	Managers (2)	

Amusement and Recreation Services:

Balloon Chase Crew	Golf Shop Staff	Reservation Desk
Banquet Staff	Grounds Keepers	Servers
Cart & Golf Shop	Housekeepers (3)	Spa Therapists
Dishwashers	Manager	Trainers
Food Service	Miller	Valets

Food Services and Drinking Places -- Caterers:

Account Executives	Direct Sales	Office Assistants
Bakery & Chef Managers	Dishwashers	Sales Executives
Cashiers	Event Coordinators	Sous Chef
Chefs (2)	Event Managers	Wait Staff
Culinary Workers	Line Cooks	Wait Staff, On-call

Food Services and Drinking Places -- Full-Service Restaurants:

4th Cook	Cooks (12)	Main Cooks
Assistant Managers (4)	Delivery Drivers	Maitre d'
Bakers	Dishwashers (2)	Management
Banquet Servers	Dough Rollers	Managers (11)
Bartenders (3)	Food Servers (2)	Pizza Makers
Buspers	General Managers	Servers (13)
Bussers (3)	Hostesses	Sous Chefs
Cashiers (5)	Housekeepers	Supervisors
Chefs (3)	Kitchen Prep	Wait Staff (2)
Cleaners	Late Night Positions	Waiters (2)
Concierge	Line Cooks (8)	

Food Services and Drinking Places -- Limited-Service Eating Places:

Bakers	Deli Manager	Pizza Kitchen Managers
Barista (2)	Dishwashers	(Evening)
Cashiers (7)	Drivers	Sandwich Makers (2)
Cooks (4)	Food Servers	Servers
Counter Service	Janitors	Shift Manager
Counter Staff	Managers (6)	Waiters
Customer Service (3)		

Question L – continued on following page



Question L (continued): For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Food Services and Drinking Places -- Tasting Rooms and Drinking Places (Alcoholic Beverages):

Assistant Managers (2)	Hospitality/Wine Educators	Tasting Room Attendants
Assistant Tasting Room Managers	Management	Tasting Room Managers
Managers	Managers (3)	Tasting Room Positions (2)
Associates	Marketing Personnel	Tasting Room Representatives (4)
Bartenders (2)	Retail Associates	Tour Guides (2)
Cashiers	Retail Hostess	Tours
Directors of Consumer Hospitality	Retail Management	Visitor Center Hospitality Representatives
Guest Services	Retail Sales	Wine Club Managers
Hospitality	Sales (4)	Wine Educators
Hospitality & Winery Relations	Sales Associates	
Hospitality Associates	Tasting Room	
Hospitality Representatives	Tasting Room Associates (2)	

Limousine and Taxi Services:

Chauffeurs (3)	Drivers	Tour Guides
Dispatchers	Taxi Drivers	

Museums and Art Galleries:

Art Sales	Sales	Wine Educators
Art Sales Consultants	Sales Associates	
Gallery Managers	Sales Clerks	

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, "Chauffeurs (3)" means that three of the survey respondents (employers) reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

	Average Response
Strong work ethic	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.1
Good teamwork skills	1.5
Consistently shows self-discipline and self-confidence	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.0
Basic math skills	2.5
Basic computer operation skills	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.2
Research and problem-solving skills	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.3

Note: For the purposes of this survey, employers were asked to interpret "entry level jobs" as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.



Question N: Other skills or abilities that are extremely important:

Accommodations -- Bed and Breakfast Inns, including Rental Cottages:

Attention to detail (2)	Honesty	Think outside the box
Cleanliness	Interpersonal communication	Timeliness
Communication	People/social skills (2)	Trustworthy
English speaking	Sales	

Accommodations -- Hotels and Motels, including Resort Hotels:

Customer Service	Think outside the box	
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Amusement and Recreation Services:

Handling stress	Knowledge of area	Punctuality
Interpersonal skills	Positive outlook	

Food Services and Drinking Places – Caterers:

Good DMV record	Timeliness	
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Food Services and Drinking Places -- Full-Service Restaurants:

Common sense (2)	Good judgment	Manners & politeness
Communication skills (2)	Hospitality	Multitasking
Consistency	Independent worker	People skills (3)
Customer service	Integrity	Trustworthy
Friendliness	Listens to management	

Food Services and Drinking Places -- Limited-Service Eating Places:

Count	Hygiene	Punctuality
Customer service skills	Make change	Read
English speaking	Multitasking	Reliability
Honesty	Positive attitude	Timeliness

Food Services and Drinking Places -- Tasting Rooms and Drinking Places (Alcoholic Beverages):

Able to close sale	Food & safety course	Personable
Charisma	Good physical condition	Positive attitude
Communication skills (2)	Hospitality	Sales
Compliant w/company policies	Initiative (2)	Timeliness
Customer relations	Integrity	Wine Knowledge (3)
Customer service skills (6)	Make change	
Dependability	People skills (3)	

Limousine and Taxi Services:

Communication	Driving (2)	People
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Museums and Art Galleries:

Advanced Knowledge of Art	Reliability	
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Question O: Do you require pre-employment drug testing?

Overall, about 9 percent of the survey respondents reported that they required pre-employment drug testing. This requirement was most common in limo & taxi services (63 percent) and winery tasting rooms (15 percent).



Challenges and Recommendations

Our survey of the Napa County hospitality and tourism industry clearly shows a strong demand for skilled and qualified workers now and into the future. There are also unmistakable signs of worker shortages, as evidenced by the difficulty employers report having when trying to fill many of their positions. Even without considering new hospitality and tourism businesses that will be opening their doors and creating new employment opportunities, our survey of current hospitality and tourism businesses indicates significant job growth with projections of almost 700 new jobs over the next two years. Whether the job growth projections are overly optimistic or not, the situation clearly presents a major challenge for both the industry and the community to meet the need for skilled and qualified workers. And that's without even considering worker replacement needs.

What are the advantages and disadvantages of a worker shortage?

The optimal situation is when labor supply and demand are in balance, i.e. when the number of qualified applicants is roughly equal to the number of positions that employers have to fill. Employers generally prefer the balance to be somewhat in their favor, meaning that they have a large pool of qualified applicants to choose from – thus giving them the opportunity to hire better qualified workers (than they might otherwise get) and reducing the pressure to increase compensation (to attract the pool of applicants they desire). Jobseekers prefer the balance to be somewhat in their favor, meaning that there are fewer applicants competing for the same jobs and employers are more willing to increase compensation and improve working conditions. But if the supply and demand becomes too unbalanced, what may be good for some workers can also be disastrous for some businesses. The cost to businesses is primarily because more resources have to be spent on recruitment and training, and because of the costs associated with missed production, paid overtime, and lost customer satisfaction. Some businesses have a thin margin for error, and the point of no return is a relatively short walk. When these businesses fail, people lose jobs and communities suffer economically.

When an industry and a community can work together to develop and implement a comprehensive set of workforce development strategies to address worker shortages, everyone benefits. Enter the Napa County Workforce Investment Board. It is the role of the Workforce Investment Board to help forge those strategies and partnerships, and it is their mission to respond to the labor and training needs of local employers and job seekers by ensuring that the local workforce delivery system is responsive to the needs of individuals and to the needs of the community.

Challenges

The Napa County hospitality and tourism industry is facing two primary workforce challenges:

Challenge 1 - Attracting and Recruiting Workers (Quantity Issue)

As a result of significant industry growth and difficulties in attracting new workers to entry level hospitality jobs, the industry is confronting a potentially serious and continuing shortage of workers.

Challenge 2 - Preparing Skilled, Qualified Workers (Quality Issue)

As hospitality and tourism employers continue to report shortages of skilled workers, we must confront the fact that new entrants to the industry workforce sometimes lack the necessary skills. This includes workforce readiness skills, basic skills, and cross-industry demand skills.

Recommendations

This report recommends that the Napa County Workforce Investment Board work closely and cooperatively with public and private sector partners, including the hospitality and tourism industry and educational institutions, to create and coordinate a comprehensive set of workforce development strategies to be implemented over the next five years.

1. A local media campaign designed to address the fact that many of the jobseekers who have the skills necessary for hospitality and tourism jobs have a low degree of interest in the industry, often based on inaccurate information or perceptions. For example, one of the common perceptions about this industry is that hospitality jobs pay poorly. However, the avg. hourly wage for the 40 hospitality occupations in our Workforce Gap Analysis is \$13/hr, while the avg. for all occupations (across all industries) is \$16/hr. That's only a difference of about \$3/hr, and that difference completely disappears when you consider that most of the lower paying hospitality



occupations also include tip earnings. So the belief that hospitality jobs don't pay well is actually a misconception that continues to discourage people from considering a career in this industry. Another common perception is that jobs in this industry don't offer career potential. However, as evidenced by the occupational profiles in this report, jobs in this industry always have options for career advancement. This media campaign effort should be designed to make hospitality employment cool, attractive, and full of opportunity. This can be done by profiling appealing people and places to work.

2. Support and expand postsecondary vocational training efforts for the hospitality and tourism industry. For example, Napa Valley College has instituted two new programs to train workers for this industry at both the management/supervisory level and at the entry level. These programs were established with grants from the Chancellors Office of the California Community Colleges and are therefore at risk of being eliminated when the grant terms end. We believe it is critically important that the industry support this training effort, as it represents a significant step toward the creation of a skilled hospitality and tourism workforce. These programs need to be marketed and supported by the hospitality and tourism industry to ensure their long term sustainability.
3. While Napa County enjoys the benefits of having one of the lowest average unemployment rates in the state (3.9% in 2006), this is also a double-edged sword as we don't have the usual pool of unemployed workers to help meet the needs of business and industry. Thus, our strategies must be creative and bold. We need to appeal to the interests of high school and community college students. We must also increase our efforts to recruit workers from currently underutilized labor pools such as immigrants, people with disabilities, recipients of public aid, and senior citizens who need part-time employment. All these populations represent a viable source of labor at all levels of skill and experience, but especially for entry level positions. The Workforce Investment Board and its local One-Stop Career Center already access and serve these population groups. But with a greater commitment from the local hospitality and tourism industry, the One-Stop Career Center could recruit far greater numbers of applicants from these labor pools and even conduct pre-screenings to help facilitate the recruitment and hiring process.
4. Many other potential workers from these underutilized labor pools could be drawn to hospitality and tourism jobs if/when we address both perceived and real barriers regarding transportation, family-friendly work scheduling, and language. And there are many other possibilities for appealing to potential workers from these population groups. For example, offering after-school programs for school-age children could be a big draw for parents who want to work, but otherwise need to be home for their children in the afternoon/evening. Another big draw might be offering "English as a second language" training delivered at the worksite with a commitment from employers to release workers for the training. Senior citizens might be more interested in hospitality and tourism jobs if they could be assured of some combination of part-time, day-time and flexible work hours. Seniors are also often attracted to the possibility of jobs that include prescription drug coverage.
5. Our workforce development strategies must also address the fact that many of the younger jobseekers who are interested in hospitality jobs lack the necessary workplace readiness skills that both jobseekers and employers need. To help prepare a skilled and qualified workforce, we can work with educators and industry leaders to institute a school-based certificate program to ensure that greater numbers of high school students receive workplace readiness and cross-industry demand skill training (see page 21). With skills such as teamwork, communication, problem solving and critical thinking applicable to all disciplines, these skills can often be recognized or incorporated into existing programs and curricula. Students demonstrating qualities such as showing up on time and exhibiting responsibility and initiative should be recognized in the high school experience as workplace readiness skills. This certificate program (potentially entitled SchoolMatters) would reward students for promising behavior such as consistently high attendance rates, above average academic performance, finishing their junior year on time, and taking initiative by enrolling in extra courses. Hospitality and tourism employers would need to agree to accept the certificate as evidence of workforce preparedness.
6. Institute a skills assessment based certificate program for highly motivated students who wish to improve their chances of hire and career advancement within the hospitality and tourism industry. Such a certificate program is currently being piloted by the Workforce Investment Board in partnership with the Napa Chamber of Commerce, Economic Development Corporation and Napa Unified School District. It is founded on a nationally recognized program called WorkKeys which involves continual dialogue with employers to define their skill needs and a subsequent assessment of potential workers to determine if they hold the matching skill sets. Like the SchoolMatters certificate, the WorkKeys certificate program would need to be endorsed, accepted and promoted by the employer community. (Note: while this certificate is currently being piloted with primarily adult populations, it can easily be used by secondary students.)

Appendix

Specific Industry Sector Survey Results

Accommodations -- Bed and Breakfast Inns, including Rental Cottages

Accommodations -- Hotels and Motels, including Resort Hotels

Amusement and Recreation Services

Food Services and Drinking Places – Caterers

Food Services and Drinking Places -- Full-Service Restaurants

Food Services and Drinking Places -- Limited-Service Eating Places

Food Services and Drinking Places – Tasting Rooms and Drinking Places (Alcoholic Beverages)

Limousine and Taxi Services

Museums and Art Galleries

Accommodations -- Bed and Breakfast Inns, including Rental Cottages

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 57 Napa County businesses in this industry sector, of which 40 appear to have at least one employee. Of those 40 businesses, 21 participated in our workforce needs survey. Those 21 businesses have a combined total of 165 workers. This is roughly 10 percent of the workers in all accommodations industry sectors combined. (The other 90 percent are employed by Hotels and Motels, including Resort Hotels.)

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 68 percent of the jobs in this industry sector are Part-Time, and about 30 percent of the jobs are Full-Time. On-Call and Temporary work (including seasonal employment) is minimal.

	Employees	Weekly Hours Worked:		
		Median (middle value)	Range 10 th Percentile	Range 90 th Percentile
Full Time	49	40	30	41
Part Time	112	20	7	30
On Call	3	17	4	30
Temporary	1	20	20	20

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 12 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 21 survey respondents for this industry sector, 3 (14 percent) reported that their employment levels had increased by a combined total of 4 workers over the last 12 months. Seventeen (81 percent) of the employers said their number of workers had remained stable. One (5 percent) said their number of workers had declined by a total of 1 job over the last 12 months.

	# of employers	# of workers (jobs)
Decline	1	1
Remain Stable	17	0
Grow	3	4

With a total employment level of 165 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	# of workers (jobs)
Employment level for mid 2006	162
Job growth rate (over last 12 months)	1.9%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 12 new jobs are expected to be created over the next two years by 7 of our 21 survey participants. About 42 percent of those jobs are expected to be Full-Time positions, while another 42 percent are expected to be Part-Time positions. About 17 percent are expected to be On-Call positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	5	3
Part Time	5	3
On Call	2	1
Temporary	0	0
Total	12	7

Question F: What jobs will make up the most new positions, if any?

Chefs
General Managers

Housekeepers (4)
Innkeepers (3)

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 21 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?**Question I: What are the main reasons for the planned reduction in your number of regular employees?**

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 2 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult” 1	“A Little Difficult” 2	“Somewhat Difficult” 3	“Very Difficult” 4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

2.6 average response (weighted by # of employees) from a total of 20 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

1.9 average response (weighted by # of employees) from a total of 15 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.6 average response (weighted by # of employees) from a total of 5 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

Insufficient data

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Concierge
Front Desk (2)
Front Desk Clerks

Housekeepers (5)
Innkeeper, Temporary
Innkeepers (5)

Innkeepers, Live in
Innsitters

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Innkeepers (5)” means that five of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.3	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.1	1.1
Good teamwork skills	1.9	1.5
Consistently shows self-discipline and self-confidence	2.2	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.9	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.2	2.0
Basic math skills	2.9	2.5
Basic computer operation skills	2.8	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.2	2.2
Research and problem-solving skills	2.8	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.0	2.3

Note: For the purposes of this survey, employers were asked to interpret "entry level jobs" as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Attention to detail (2)
Cleanliness
Communication
English speaking

Honesty
Interpersonal communication
People/social skills (2)
Sales

Think outside the box
Timeliness
Trustworthy

Question O: Do you require pre-employment drug testing?

Overall, about 4.8 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Accommodations -- Hotels and Motels, including Resort Hotels

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 46 Napa County businesses in this industry sector. Of those 46 businesses, 19 participated in our workforce needs survey. Those 19 businesses have a combined total of 1,461 workers. This is roughly 90 percent of the workers in all accommodations industry sectors combined. (The other 10 percent are employed by Bed and Breakfast Inns, including Rental Cottages.)

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 63 percent of the jobs in this industry sector are Full-Time, and about 25 percent of the jobs are Part-Time. On-Call accounts for about 6 percent of the jobs, and Temporary (including seasonal employment) accounts for another 6 percent.

	<i>Employees</i>	<i>Weekly Hours Worked:</i>		
		<i>Median (middle value)</i>	<i>Range 10th Percentile</i>	<i>Range 90th Percentile</i>
Full Time	916	40	34	40
Part Time	366	20	17	30
On Call	92	8	3	24
Temporary	87	22	20	30

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 10-11 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 19 survey respondents for this industry sector, 6 (32 percent) reported that their employment levels had increased by a combined total of 265 workers over the last 12 months. Ten (53 percent) of the employers said their number of workers had remained stable. Three (16 percent) said their number of workers had declined by a total of 57 job over the last 12 months.

	<i># of employers</i>	<i># of workers (jobs)</i>
Decline	3	57
Remain Stable	10	0
Grow	6	265

With a total employment level of 1,461 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	<i># of workers (jobs)</i>
Employment level for mid 2006	1,253
Job growth rate (over last 12 months)	16.6%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 90 new jobs are expected to be created over the next two years by 6 of our 19 survey participants. About 54 percent of those jobs are expected to be Full-Time positions, while about 29 percent are expected to be Part-Time positions. About 17 percent are expected to be On-Call positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	49	4
Part Time	26	6
On Call	15	1
Temporary	0	0
Total	90	6

Question F: What jobs will make up the most new positions, if any?

Administration	Housekeepers (2)
Banquet Servers	Housekeeping
Bellmen	Maids
Food Service	Restaurant Servers
Front Desk Clerks (4)	

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 19 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?**Question I: What are the main reasons for the planned reduction in your number of regular employees?**

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 11.2 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult”	“A Little Difficult”	“Somewhat Difficult”	“Very Difficult”
1	2	3	4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

2.7 average response (weighted by # of employees) from a total of 19 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.2 average response (weighted by # of employees) from a total of 19 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

2.8 average response (weighted by # of employees) from a total of 15 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

3.3 average response (weighted by # of employees) from a total of 9 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Assistant Front Office Supervisors	Front Desk Clerks (5)	Massage Therapists
Desk Help	Housekeepers (4)	Night Auditors (2)
Engineers	Housekeeping	Sales (2)
Estate Service	Housekeeping Manager	Security
Food Servers	Maids	Servers (for restaurant)
Front Desk (3)	Maintenance	
Front Desk Agent (2)	Managers (2)	

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Front Desk Clerks (5)” means that five of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.4	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.3	1.1
Good teamwork skills	1.6	1.5
Consistently shows self-discipline and self-confidence	1.8	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	2.2	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.3	2.0
Basic math skills	2.6	2.5
Basic computer operation skills	2.5	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.9	2.2
Research and problem-solving skills	2.6	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.2	2.3

Note: For the purposes of this survey, employers were asked to interpret "entry level jobs" as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Customer Service

Think outside the box

Question O: Do you require pre-employment drug testing?

Overall, about 5.3 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Amusement and Recreation Services

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 39 Napa County businesses in this industry sector, of which 27 appear to have at least one employee. Of those 27 businesses, 13 participated in our workforce needs survey. Those 13 businesses have a combined total of 719 workers.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 68 percent of the jobs in this industry sector are Full-Time, and about 22 percent of the jobs are Part-Time. Temporary work (including seasonal employment) accounts for about 6 percent, and On-Call jobs account for about 4 percent.

	<i>Employees</i>	<i>Weekly Hours Worked:</i>		
		Median (middle value)	Range 10th Percentile	Range 90th Percentile
Full Time	487	40	35	40
Part Time	156	20	14	36
On Call	30	15	10	20
Temporary	46	15	5	30

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, less than 1 percent of their current jobs appear to be filled by independent contractors or other contract workers who – in all other aspects – function as regular employees.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 13 survey respondents for this industry sector, 5 (38 percent) reported that their employment levels had increased by a combined total of 18 workers over the last 12 months. Eight (62 percent) of the employers said their number of workers had remained stable. None of the 13 survey respondents said their number of workers had declined over the last 12 months.

	# of employers	# of workers (jobs)
Decline	0	0
Remain Stable	8	0
Grow	5	18

With a total employment level of 719 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	# of workers (jobs)
Employment level for mid 2006	701
Job growth rate (over last 12 months)	2.6%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 44 new jobs are expected to be created over the next two years by 5 of our 13 survey participants. About 52 percent of those jobs are expected to be On-Call positions, while about 25 percent are expected to be Part-Time positions. Full-Time positions are expected to account for about 23 percent of the new jobs.

	# of new jobs expected	# of employers adding new jobs
Full Time	10	4
Part Time	11	2
On Call	23	3
Temporary	0	0
Total	44	5

Question F: What jobs will make up the most new positions, if any?

Assistant Managers	Front Desk
Event Coordinators	Gardeners
Food & Beverage Servers	Security
Golf Course Workers	Servers (2)
Golf Shop Staff	Tour Guides
Housekeepers (2)	Valets

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 13 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?**Question I: What are the main reasons for the planned reduction in your number of regular employees?**

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 13.6 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult” 1	“A Little Difficult” 2	“Somewhat Difficult” 3	“Very Difficult” 4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

2.6 average response (weighted by # of employees) from a total of 13 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.4 average response (weighted by # of employees) from a total of 11 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.4 average response (weighted by # of employees) from a total of 6 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

3.7 average response (weighted by # of employees) from a total of 3 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Balloon Chase Crew	Golf Shop Staff	Reservation Desk
Banquet Staff	Grounds Keepers	Servers
Cart & Golf Shop	Housekeepers (3)	Spa Therapists
Dishwashers	Manager	Trainers
Food Service	Miller	Valets

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Housekeepers (3)” means that three of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.2	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.2	1.1
Good teamwork skills	1.5	1.5
Consistently shows self-discipline and self-confidence	1.7	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.8	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.2	2.0
Basic math skills	2.5	2.5
Basic computer operation skills	2.9	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.1	2.2
Research and problem-solving skills	2.6	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.2	2.3

Note: For the purposes of this survey, employers were asked to interpret "entry level jobs" as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Handling stress
Interpersonal skills

Knowledge of area
Positive outlook

Punctuality

Question O: Do you require pre-employment drug testing?

Overall, about 25 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Food Services and Drinking Places – Caterers

Note that this industry sector does not include full-service restaurants or hotels who also provide catering services.

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 284 Napa County businesses in the Food Services and Drinking Places industry sectors (combined). We estimate that there are 15 establishments in this industry sector known as Caterers, of which 11 appear to have at least one employee. Of those 11 businesses, 9 participated in our workforce needs survey. Those 9 businesses have a combined total of 424 workers. This is roughly 9-10 percent of the workers in all the Food Services and Drinking Places industry sectors combined.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 56 percent of the jobs in this industry sector are On-Call, and about 29 percent of the jobs are Full-Time. Part-Time jobs account for the remaining 15 percent.

	<i>Employees</i>	<i>Weekly Hours Worked:</i>		
		Median (middle value)	Range 10th Percentile	Range 90th Percentile
Full Time	121	40	40	50
Part Time	65	20	20	27
On Call	238	17	8	27
Temporary	0	-	-	-

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 8 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 9 survey respondents for this industry sector, 4 (44 percent) reported that their employment levels had increased by a combined total of 41 workers over the last 12 months. Four (44 percent) of the employers said their number of workers had remained stable. One (11 percent) said their number of workers had declined by a total of 4 job over the last 12 months.

	<i># of employers</i>	<i># of workers (jobs)</i>
Decline	1	4
Remain Stable	4	0
Grow	4	41

With a total employment level of 424 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	<i># of workers (jobs)</i>
Employment level for mid 2006	387
Job growth rate (over last 12 months)	9.6%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 134 new jobs are expected to be created over the next two years by 6 of our 9 survey participants. About 71 percent of those jobs are expected to be On-Call positions, while about 18 percent are expected to be Full-Time positions. About 11 percent are expected to be Part-Time positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	24	6
Part Time	15	4
On Call	95	4
Temporary	0	0
Total	134	6

Question F: What jobs will make up the most new positions, if any?

Bakers	Office Assistants
Bussers	Retail Counter Staff
Chefs and Cooks (2)	Sales
Clerical	Sales Executives
Event Managers	Servers (2)
Food Runners	Warehouse Workers
Kitchen Staff (2)	

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 9 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?**Question I: What are the main reasons for the planned reduction in your number of regular employees?**

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 25.7 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult”	“A Little Difficult”	“Somewhat Difficult”	“Very Difficult”
1	2	3	4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

3.2 average response (weighted by # of employees) from a total of 9 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.5 average response (weighted by # of employees) from a total of 8 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.8 average response (weighted by # of employees) from a total of 7 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

2.6 average response (weighted by # of employees) from a total of 5 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Account Executives	Direct Sales	Office Assistants
Bakery & Chef Managers	Dishwashers	Sales Executives
Cashiers	Event Coordinators	Sous Chef
Chefs (2)	Event Managers	Wait Staff
Culinary Workers	Line Cooks	Wait Staff, On-call

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Chefs (2)” means that two of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.3	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.1	1.1
Good teamwork skills	1.4	1.5
Consistently shows self-discipline and self-confidence	1.8	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.7	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.1	2.0
Basic math skills	2.2	2.5
Basic computer operation skills	2.4	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.1	2.2
Research and problem-solving skills	2.1	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.2	2.3

Note: For the purposes of this survey, employers were asked to interpret “entry level jobs” as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Good DMV record

Timeliness

Question O: Do you require pre-employment drug testing?

Overall, about 11 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Food Services and Drinking Places -- Full-Service Restaurants

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 284 Napa County businesses in the Food Services and Drinking Places industry sectors (combined). We estimate that there are 130 establishments in this industry sector known as Full-Service Restaurants. Of those 130 businesses, 61 participated in our workforce needs survey. Those 61 businesses have a combined total of 2,946 workers. This is roughly 66 percent of the workers in all the Food Services and Drinking Places industry sectors combined.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 68 percent of the jobs in this industry sector are Part-Time, and about 30 percent of the jobs are Full-Time. On-Call and Temporary work (including seasonal employment) is minimal.

	Employees	Weekly Hours Worked:		
		Median (middle value)	Range 10 th Percentile	Range 90 th Percentile
Full Time	1,649	40	35	40
Part Time	1,126	23	17	30
On Call	136	12	2	25
Temporary	35	35	7	40

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 1 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 61 survey respondents for this industry sector, 3 (14 percent) reported that their employment levels had increased by a combined total of 4 workers over the last 12 months. Seventeen (81 percent) of the employers said their number of workers had remained stable. One (5 percent) said their number of workers had declined by a total of 1 job over the last 12 months.

	# of employers	# of workers (jobs)
Decline	4	12
Remain Stable	49	0
Grow	8	62

With a total employment level of 2,946 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	# of workers (jobs)
Employment level for mid 2006	2,896
Job growth rate (over last 12 months)	1.7%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 187 new jobs are expected to be created over the next two years by 26 of our 61 survey participants. About 61 percent of those jobs are expected to be Part-Time positions, while about 34 percent are expected to be Full-Time positions. About 4 percent are expected to be On-Call positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	64	19
Part Time	115	23
On Call	8	1
Temporary	0	0
Total	187	26

Question F: What jobs will make up the most new positions, if any?

- Back Waiters
- Bartenders (3)
- Bussers (4)
- Cashiers (7)
- Chefs
- Cooks (7)
- Dishwashers (6)
- Hostess
- Kitchen Staff (3)
- Line Cooks (4)
- Managers (5)
- Pizza Makers
- Prep Cooks (3)
- Servers (18)
- Supervisors
- Take Out Counter Workers
- Wineshop Buyers

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

Two of the 61 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months. Their plans included reducing their number of workers by 11 and 5, out of a combined total of 100 workers (for both businesses). As reported by the survey participants, this amounts to a negligible .55 percent of the total full-service restaurant employment (2,946 workers).

Question H: In what occupations do you expect most of these lay-offs to occur?

Bartenders, Bussers, Cooks & Prep Cooks, Dishwashers, and Servers

Question I: What are the main reasons for the planned reduction in your number of regular employees?

One business reported that **company reorganization** was the reason for the expected reduction in the number of workers over the next 12 months. The second business reported that **higher fuel & maintaining waste cost** was the reason for the expected reduction.

Question J: About what percent of your employees are recruited from outside Napa County?

About 15.7 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult”	“A Little Difficult”	“Somewhat Difficult”	“Very Difficult”
1	2	3	4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

2.6 average response (weighted by # of employees) from a total of 59 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.2 average response (weighted by # of employees) from a total of 58 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

2.9 average response (weighted by # of employees) from a total of 47 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

3.1 average response (weighted by # of employees) from a total of 20 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

4th Cook	Cooks (12)	Main Cooks
Assistant Managers (4)	Delivery Drivers	Maitre d'
Bakers	Dishwashers (2)	Management
Banquet Servers	Dough Rollers	Managers (11)
Bartenders (3)	Food Servers (2)	Pizza Makers
Buspers	General Managers	Servers (13)
Bussers (3)	Hostesses	Sous Chefs
Cashiers (5)	Housekeepers	Supervisors
Chefs (3)	Kitchen Prep	Wait Staff (2)
Cleaners	Late Night Positions	Waiters (2)
Concierge	Line Cooks (8)	

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Servers (13)” means that 13 of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.4	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.2	1.1
Good teamwork skills	1.4	1.5
Consistently shows self-discipline and self-confidence	1.7	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.8	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.0	2.0
Basic math skills	2.5	2.5
Basic computer operation skills	3.1	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.3	2.2
Research and problem-solving skills	2.7	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.5	2.3

Note: For the purposes of this survey, employers were asked to interpret “entry level jobs” as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Common sense (2)	Good judgment	Manners & politeness
Communication skills (2)	Hospitality	Multitasking
Consistency	Independent worker	People skills (3)
Customer service	Integrity	Trustworthy
Friendliness	Listens to management	

Question O: Do you require pre-employment drug testing?

Overall, about 1.6 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Food Services and Drinking Places -- Limited-Service Eating Places

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 284 Napa County businesses in the Food Services and Drinking Places industry sectors (combined). We estimate that there are 75 establishments in this industry sector known as Limited-Service Eating Places. This includes a variety of food service establishments where customers generally pay for their food before eating. Of those 75 businesses, 36 participated in our workforce needs survey. Those 36 businesses have a combined total of 490 workers. This is roughly 11 percent of the workers in all the Food Services and Drinking Places industry sectors combined.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 56 percent of the jobs in this industry sector are Part-Time, and about 43 percent of the jobs are Full-Time. Temporary jobs (including seasonal employment) and On-Call jobs account for less than 1 percent.

	<i>Employees</i>	<i>Weekly Hours Worked:</i>		
		Median (middle value)	Range 10th Percentile	Range 90th Percentile
Full Time	212	40	35	44
Part Time	276	20	14	32
On Call	0	-	-	-
Temporary	2	38	38	38

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 2-3 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 36 survey respondents for this industry sector, 7 (19 percent) reported that their employment levels had increased by a combined total of 21 workers over the last 12 months. Twenty-five (69 percent) of the employers said their number of workers had remained stable. Four (11 percent) said their number of workers had declined by a total of 13 jobs over the last 12 months.

	<i># of employers</i>	<i># of workers (jobs)</i>
Decline	4	13
Remain Stable	25	0
Grow	7	21

With a total employment level of 490 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	<i># of workers (jobs)</i>
Employment level for mid 2006	482
Job growth rate (over last 12 months)	1.7%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 69 new jobs are expected to be created over the next two years by 17 of our 36 survey participants. About 59 percent of those jobs are expected to be Part-Time positions, while about 41 percent are expected to be Full-Time positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	28	12
Part Time	41	12
On Call	0	0
Temporary	0	0
Total	69	17

Question F: What jobs will make up the most new positions, if any?

- | | |
|----------------------|-----------------------|
| Assistant Managers | Ice Cream Servers |
| Barristas | Level 1 Associates |
| Cashiers (5) | Managers (3) |
| Cooks (4) | Pizza Makers |
| Counter Service | Sandwich Makers |
| Crew (2) | Scoopers |
| Customer Service (2) | Shift Managers |
| Deli Managers | Tasting Room Managers |
| Food Handlers | |

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 36 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?

Question I: What are the main reasons for the planned reduction in your number of regular employees?

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 3.5 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

<i>"Not At All Difficult"</i>	<i>"A Little Difficult"</i>	<i>"Somewhat Difficult"</i>	<i>"Very Difficult"</i>
1	2	3	4
<i>"Very competitive outlook" for job seekers</i>	<i>"Competitive outlook" for job seekers</i>	<i>"Good outlook" for job seekers</i>	<i>"Very good outlook" for job seekers</i>

For non-management positions in which previous experience IS required:

2.7 average response (weighted by # of employees) from a total of 35 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.2 average response (weighted by # of employees) from a total of 34 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.5 average response (weighted by # of employees) from a total of 21 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

3.5 average response (weighted by # of employees) from a total of 9 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Bakers	Deli Manager	Pizza Kitchen Managers
Barista (2)	Dishwashers	(Evening)
Cashiers (7)	Drivers	Sandwich Makers (2)
Cooks (4)	Food Servers	Servers
Counter Service	Janitors	Shift Manager
Counter Staff	Managers (6)	Waiters
Customer Service (3)		

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, "Managers (6)" means that six of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

Skills and Abilities Rated for Importance	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.4	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.1	1.1
Good teamwork skills	1.3	1.5
Consistently shows self-discipline and self-confidence	1.7	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.7	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.1	2.0
Basic math skills	2.4	2.5
Basic computer operation skills	3.5	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.6	2.2
Research and problem-solving skills	2.7	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.3	2.3

Note: For the purposes of this survey, employers were asked to interpret “entry level jobs” as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Count	Hygiene	Punctuality
Customer service skills	Make change	Read
English speaking	Multitasking	Reliability
Honesty	Positive attitude	Timeliness

Question O: Do you require pre-employment drug testing?

Overall, less than 1 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Food Services and Drinking Places – Tasting Rooms and Drinking Places (Alcoholic Beverages)

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 284 Napa County businesses in the Food Services and Drinking Places industry sectors (combined). Using the criteria discussed on page 5, we were able to identify 70 Napa County businesses in this industry sector, known as Tasting Rooms and Drinking Places, of which 69 appear to have at least one employee. Of those 69 businesses, 49 participated in our workforce needs survey. Those 49 businesses have a combined total of 599 workers. (For wineries, this only includes their tasting room employment.) This is roughly 13-14 percent of the workers in all the Food Services and Drinking Places industry sectors combined.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 68 percent of the jobs in this industry sector are Part-Time, and about 30 percent of the jobs are Full-Time. On-Call and Temporary work (including seasonal employment) is minimal.

	<i>Employees</i>	<i>Weekly Hours Worked:</i>		
		Median (middle value)	Range 10th Percentile	Range 90th Percentile
Full Time	271	40	37	41
Part Time	209	20	13	28
On Call	60	8	2	36
Temporary	59	25	12	40

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 2-3 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 49 survey respondents for this industry sector, 16 (33 percent) reported that their employment levels had increased by a combined total of 31 workers over the last 12 months. Twenty-nine (59 percent) of the employers said their number of workers had remained stable. Four (8 percent) said their number of workers had declined by a total of 39 jobs over the last 12 months.

	<i># of employers</i>	<i># of workers (jobs)</i>
Decline	4	39
Remain Stable	29	0
Grow	16	31

With a total employment level of 599 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	<i># of workers (jobs)</i>
Employment level for mid 2006	607
Job growth rate (over last 12 months)	-1.3%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 118 new jobs are expected to be created over the next two years by 35 of our 49 survey participants. About 36 percent of those jobs are expected to be Full-Time positions, while about 32 percent are expected to be Part-Time positions. About 18 percent are expected to be Temporary positions, and about 14 percent are expected to be On-Call positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	43	25
Part Time	38	20
On Call	16	6
Temporary	21	5
Total	118	35

Question F: What jobs will make up the most new positions, if any?

- | | |
|---------------------------------|----------------------------------|
| Assistant Wine Club Manager | Sales Associates |
| Bartenders (2) | Stock Clerks |
| Cellar Workers | Tasting Room (2) |
| Concierge | Tasting Room Associates (2) |
| Culinary Planners | Tasting Room Host/Hostess |
| Guest Services | Tasting Room Jobs |
| Hospitality | Tasting Room Managers |
| Hospitality & Winery Relations | Tasting Room Representatives (5) |
| Hospitality Associates | Tasting Room Sales (2) |
| Hospitality Representatives | Tasting Room Staff (3) |
| Hospitality/Wine Educators | Tour Guide (2) |
| Pouring for customers | Tour Support |
| Regular tasting room activities | Visitor Center Representatives |
| Retail Associates (2) | Wine Consultants |
| Sales (2) | Wine Informants |

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 49 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?

Question I: What are the main reasons for the planned reduction in your number of regular employees?

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 17 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult”	“A Little Difficult”	“Somewhat Difficult”	“Very Difficult”
1	2	3	4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

3.0 average response (weighted by # of employees) from a total of 49 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.5 average response (weighted by # of employees) from a total of 42 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.2 average response (weighted by # of employees) from a total of 32 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

2.8 average response (weighted by # of employees) from a total of 14 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Assistant Managers (2)	Hospitality/Wine Educators	Tasting Room Attendants
Assistant Tasting Room Managers	Management	Tasting Room Managers
Managers	Managers (3)	Tasting Room Positions (2)
Associates	Marketing Personnel	Tasting Room Representatives (4)
Bartenders (2)	Retail Associates	Tour Guides (2)
Cashiers	Retail Hostess	Tours
Directors of Consumer Hospitality	Retail Management	Visitor Center Hospitality
Guest Services	Retail Sales	Representatives
Hospitality	Sales (4)	Wine Club Managers
Hospitality & Winery Relations	Sales Associates	Wine Educators
Hospitality Associates	Tasting Room	
Hospitality Representatives	Tasting Room Associates (2)	

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Managers (3)” means that three of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

Skills and Abilities Rated for Importance	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.3	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.0	1.1
Good teamwork skills	1.4	1.5
Consistently shows self-discipline and self-confidence	1.6	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.6	1.7
Language proficiency, including appropriate speaking, reading, and writing	1.7	2.0
Basic math skills	2.2	2.5
Basic computer operation skills	2.4	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	1.8	2.2
Research and problem-solving skills	2.3	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.2	2.3

Note: For the purposes of this survey, employers were asked to interpret “entry level jobs” as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Able to close sale	Food & safety course	Personable
Charisma	Good physical condition	Positive attitude
Communication skills (2)	Hospitality	Sales
Compliant w/company policies	Initiative (2)	Timeliness
Customer relations	Integrity	Wine Knowledge (3)
Customer service skills (6)	Make change	
Dependability	People skills (3)	

Question O: Do you require pre-employment drug testing?

Overall, about 14.6 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Limousine and Taxi Services

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 16 Napa County businesses in this industry sector, of which 15 appear to have at least one employee. Of those 15 businesses, 8 participated in our workforce needs survey. Those 8 businesses have a combined total of 221 workers.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 68 percent of the jobs in this industry sector are Part-Time, and about 30 percent of the jobs are Full-Time. On-Call and Temporary work (including seasonal employment) is minimal.

	Employees	Weekly Hours Worked:		
		Median (middle value)	Range 10 th Percentile	Range 90 th Percentile
Full Time	147	45	40	50
Part Time	69	25	15	30
On Call	5	25	20	30
Temporary	0	-	-	-

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, less than 1 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 8 survey respondents for this industry sector, 3 (37-38 percent) reported that their employment levels had increased by a combined total of 15 workers over the last 12 months. Three (37-38 percent) of the employers said their number of workers had remained stable. Two (25 percent) said their number of workers had declined by a total of 3 jobs over the last 12 months.

	# of employers	# of workers (jobs)
Decline	2	3
Remain Stable	3	0
Grow	3	15

With a total employment level of 165 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	# of workers (jobs)
Employment level for mid 2006	153
Job growth rate (over last 12 months)	7.8%

Question E: How many new jobs do you expect to add during the next 2 years, if any?

Our survey of this industry sector indicates that a total of 38 new jobs are expected to be created over the next two years by 7 of our 8 survey participants. About 76 percent of those jobs are expected to be Full-Time positions. About 16 percent are expected to be On-Call positions, while about 8 percent are expected to be Part-Time positions.

	# of new jobs expected	# of employers adding new jobs
Full Time	29	7
Part Time	3	2
On Call	6	2
Temporary	0	0
Total	38	7

Question F: What jobs will make up the most new positions, if any?

Chauffeurs (4)
Drivers (2)
Marketing

Office Workers
Sales & Marketing Positions
Taxi Drivers

Question G: Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months? If yes, about how many regular employees do you expect to lay-off?

None of the 8 survey respondents in this industry sector reported that they expected to reduce their number of regular employees over the next 12 months.

Question H: In what occupations do you expect most of these lay-offs to occur?**Question I: What are the main reasons for the planned reduction in your number of regular employees?**

NA

Question J: About what percent of your employees are recruited from outside Napa County?

About 1 percent of the workforce for survey participants in this industry sector is recruited from outside of Napa County.

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult”	“A Little Difficult”	“Somewhat Difficult”	“Very Difficult”
1	2	3	4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

3.0 average response (weighted by # of employees) from a total of 8 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.1 average response (weighted by # of employees) from a total of 8 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.9 average response (weighted by # of employees) from a total of 3 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

3.9 average response (weighted by # of employees) from a total of 3 employers. Overall, this indicates that employers have **great** difficulty finding qualified applicants and, in turn, suggests a **very good** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Chauffeurs (3)
Dispatchers

Drivers
Taxi Drivers

Tour Guides

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market. When titles reported by employers are duplicative, we indicate the number of times it was reported in parentheses. For example, “Chauffeurs (3)” means that three of the survey respondents (employers) in this industry sector reported this title as one of their positions for which they consistently have difficulty in finding qualified applicants.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.6	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.1	1.1
Good teamwork skills	1.9	1.5
Consistently shows self-discipline and self-confidence	1.6	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.8	1.7
Language proficiency, including appropriate speaking, reading, and writing	2.0	2.0
Basic math skills	2.8	2.5
Basic computer operation skills	3.1	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.3	2.2
Research and problem-solving skills	2.1	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.0	2.3

Note: For the purposes of this survey, employers were asked to interpret "entry level jobs" as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Communication

Driving (2)

People

Question O: Do you require pre-employment drug testing?

Overall, about 62.5 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Museums and Art Galleries

Question A: How many employees do you currently have working at your Napa County location(s)?

We were able to identify 20 Napa County businesses in this industry sector, of which 13 appear to have at least one employee. Of those 13 businesses, 9 participated in our workforce needs survey. Those 9 businesses have a combined total of 74 workers.

Question B: Of your current employees, how many are: Full Time, Part Time, On Call, Temporary

Our survey found that about 68 percent of the jobs in this industry sector are Part-Time, and about 30 percent of the jobs are Full-Time. On-Call and Temporary work (including seasonal employment) is minimal.

	<i>Employees</i>	<i>Weekly Hours Worked:</i>		
		Median (middle value)	Range 10th Percentile	Range 90th Percentile
Full Time	35	40	40	65
Part Time	39	18	8	26
On Call	0	-	-	-
Temporary	0	-	-	-

Question C: About what percent of your company's local workforce is comprised of contract workers?

Of the employers who participated in the survey, about 15-16 percent of their current jobs appear to be filled by independent contractors or other contract workers who are – in all other aspects – functioning as regular employees. In cases in which work is subcontracted, such as when a business contracts out to janitorial or groundskeeping services, we asked the employer to not include information on those jobs when completing the survey.

Question D: Over the last 12 months, did your overall employment level: Decline, Remain Stable, Grow

Of the 9 survey respondents for this industry sector, 3 (33.3 percent) reported that their employment levels had increased by a combined total of 3 workers over the last 12 months. Five (55.6 percent) of the employers said their number of workers had remained stable. One (11 percent) said their number of workers had declined by a total of 28 jobs over the last 12 months.

	<i># of employers</i>	<i># of workers (jobs)</i>
Decline	1	28
Remain Stable	5	0
Grow	3	3

With a total employment level of 74 current workers, if we adjust that number by the number of jobs reported lost and gained over the last 12 months, we can estimate the following:

	<i># of workers (jobs)</i>
Employment level for mid 2006	99
Job growth rate (over last 12 months)	-25%

Question K: When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

KEY:

“Not At All Difficult” 1	“A Little Difficult” 2	“Somewhat Difficult” 3	“Very Difficult” 4
“Very competitive outlook” for job seekers	“Competitive outlook” for job seekers	“Good outlook” for job seekers	“Very good outlook” for job seekers

For non-management positions in which previous experience IS required:

2.3 average response (weighted by # of employees) from a total of 9 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For non-management positions in which previous experience IS NOT required:

2.2 average response (weighted by # of employees) from a total of 6 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS required:

3.0 average response (weighted by # of employees) from a total of 6 employers. Overall, this indicates that employers have **some** difficulty finding qualified applicants and, in turn, suggests a **good** outlook for job seekers at this level of skill and experience.

For management (but not executive management) positions in which previous experience IS NOT required:

1.8 average response (weighted by # of employees) from a total of 3 employers. Overall, this indicates that employers have only **a little** difficulty finding qualified applicants and, in turn, suggests a **competitive** outlook for job seekers at this level of skill and experience.

Question L: For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards?

Art Sales
Art Sales Consultants
Gallery Managers

Sales
Sales Associates
Sales Clerks

Wine Educators

Note: Some of the above position titles are obviously for the same occupations, but we chose to show all non-duplicative titles reported by employers in order to show what titles are being used in the actual labor market.

Question M: Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

KEY:

<i>Extremely Important</i>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>
1	2	3	4

<i>Skills and Abilities Rated for Importance</i>	Average Response for this Industry Sector	Compared to the Overall Hospitality Industry
Strong work ethic	1.1	1.3
Always courteous in dealing with customers, supervisors, and colleagues	1.0	1.1
Good teamwork skills	1.8	1.5
Consistently shows self-discipline and self-confidence	1.6	1.7
Ability to conform to prevailing norms, including vocabulary and appearance	1.7	1.7
Language proficiency, including appropriate speaking, reading, and writing	1.7	2.0
Basic math skills	2.7	2.5
Basic computer operation skills	2.4	2.8
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	2.1	2.2
Research and problem-solving skills	1.9	2.5
Ability to work part-time, temp or on-call, and to work less desirable shifts	2.6	2.3

Note: For the purposes of this survey, employers were asked to interpret “entry level jobs” as non-supervisory and non-management jobs in which they fill open positions by hiring new employees.

Question N: Other skills or abilities that are extremely important:

Advanced Knowledge of Art Reliability

Question O: Do you require pre-employment drug testing?

Overall, less than 1 percent of the survey respondents in this industry sector reported that they required pre-employment drug testing.

Appendix

Industry Survey Methodology and Sample Questionnaire

This study was commissioned by the Napa County Workforce Investment Board in order to better understand the workforce needs of local hospitality and tourism employers and the labor market opportunities they provide.

Our *Workforce Needs Survey* began with a D&B (Dun & Bradstreet) database list of all employers that were classified as hospitality and tourism businesses operating in Napa County. The original list included approximately 550 businesses in the following industry sectors:

Tourism Industries:

Amusement Parks
Aquariums
Art Galleries
Beaches & Parks
Casinos
Forests, Lakes & Nature Preserves
Gardens
Heritage railways
Hiking trails
Historic houses
Monuments and memorials
Museums
National & State Parks
Religious Places
Resorts
Restaurants
Roadside Attractions
Ski Resorts
Watermills & Windmills
World Heritage Sites
Zoos

Accommodations Industries:

Campgrounds
Hotels
Inns
Motels
Sporting and Recreational Camps

Eating & Drinking Industries:

Bars
Cafeterias
Caterers
Fast Food Restaurants
Food Service Contractors
Restaurants

At the client's request, we then added tasting rooms ("open to the public") and limousine/taxi services. Once we were able to determine which tasting rooms were open to the public, and once we had cleaned our original survey sample of duplicate and misclassified businesses, we had a total sample size of about 600 businesses.

Our next step was to develop and test a survey instrument that could be used for all employers participating in our *Workforce Needs Survey* regardless of their industry sector (see sample questionnaire in this section). The questionnaire was based largely on a survey instrument that we have tested and used in previous studies, but also customized to meet the needs of this particular project.

Our next step was to mail out surveys with cover letters. This is done in batches, so that we can time our telephone follow-up contact so that it follows the mail-out by 1-3 weeks. The phone follow-up gives us an opportunity to determine the status of the survey response, as well as to identify businesses that are no longer operating. Depending on the employer's response, we may make anywhere from one to a dozen phone calls until we either have their completed survey in hand or until we are reasonably certain that we won't be getting a completed survey from them. Potential survey respondents are asked to participate in the survey by phone, fax, or mail. If they request that we email them the survey, we do that as well. To encourage participation from the highest possible number of employers, they are assured that any information provided will be kept strictly confidential and that any information published will be prepared in summary form and will not identify any specific employers who participate in the survey. If an employer says "No" to our survey request – then we don't usually bother them with any further survey prompts. The exception to that is when we have an employer whose participation in the survey is critical (usually this would be a very large employer). In that case, we may attempt to find someone else in the organization that can help us.

The typical survey respondent is the person who does the hiring. For many businesses, this is a human resources manager. For others, it may be a business owner, a general manager, a store manager, or whatever person has the knowledge to complete the questionnaire.

The survey/data collection period lasted approximately 3 months. When we were finished, we were able to have made contact with approximately 525 businesses. (The difference between 525 and 600 reflects business listings in the D&B database that we simply could find no records for, nor any valid contact information. This is not unusual in using such database resources - as the list providers are reluctant to purge their lists with old and outdated business listings.)

Completed and/or returned questionnaires were reviewed and checked for consistency and completeness. Unclear or inconsistent responses were clarified through follow-up phone calls to the survey respondents. Reviewed and clarified survey responses were entered into a survey database and survey response tabulations were prepared for use in the data analysis and report writing process.

Survey Response Numbers:

Response Category	Number
Survey completed (CS)	225
Not part of hospitality & Tourism Industry (NH)	12
Not a Tasting Room or not open-to-the-public (NT)	1
Has no employees (NE)	50
Has no employees in Napa County (OA)	3
Declined to participate in this survey (DP)	23
No response/doesn't answer phones (NR)	118
Didn't follow through with survey as promised (DF)	3
Could not locate/probably out of business (NL)	40
Out of business (OB)	20
Going out of business within 6 months (GB)	1
Duplicate contact (DU)	11
Closed for renovation (CR)	2
Language barrier (LB)	6
Total Employers Contacted:	525

For questions regarding the data in this report:

<p>Technical Questions: Jim Cassio Workforce Information Group, Inc. 198 Willow Creek Drive Folsom, California 95630 Phone: (916) 984-9615 www.cassio.com</p>	<p>Other Questions: Bruce Wilson, Director Napa County Workforce Investment Board 650 Imperial Way Napa, California 94559 Phone: (707) 259-8679 Fax: (707) 259-8681 www.napaworkforce.org</p>
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Confidential Survey of Hospitality & Tourism Employers in Napa County

For the purposes of this survey, please include any contract workers in your responses to questions about your employees.

Please also confine your answers to this survey to worksite locations in Napa County.

Questions?

Please call the Workforce Information Group at 916-984-9615

After completing survey:

Please fax it to: 866-237-4209 (toll-free)
(Please retain your original copy after faxing!)

Or if you prefer to mail in your completed survey:
Workforce Information Group
198 Willow Creek Drive, Folsom, CA 95630

Contact information:

(in case we need to clarify any survey information and to notify you of the results of this study)

Your Name: _____

Title: _____

Company: _____

Address: _____

Phone: _____

email: _____

Please complete and return your survey by:

1. Please describe – in brief – what type of work your company does in Napa County:

2. How many employees do you currently have working at your Napa County location(s)?

If you currently have no employees, please return the questionnaire without answering any further questions. Thank you!

3. Of your current employees, how many are:

Full time: _____ Average weekly hours: _____

Part time: _____ Average weekly hours: _____

On call: _____ Average weekly hours: _____

Temporary: _____ Average weekly hours: _____

4. About what percent of your company's local workforce is comprised of contract workers?

Current estimate: _____% Annual estimate: _____%

5. Over the last 12 months, did your overall employment level: (Check one) Decline Remain Stable Grow

6. If you said **Grow**, by about how many jobs did your employment level increase overall (in the last 12 months)?

7. If you said **Decline**, by about how many jobs did your employment level decline overall (in the last 12 months)?

8. How many **new jobs** do you expect to add during the next 2 years, if any?

Full Time: _____ Part Time: _____ On Call: _____ Temporary: _____

9. What jobs will make up the most new positions, if any? (Please use common job titles.)

10. Do you expect to reduce your number of regular employees (non-temporary and non-seasonal) within the next 12 months?

Yes No

Reminder: Please do not factor in typical seasonal employment fluctuations in your response to the above question.

11. If yes, about how many regular employees do you expect to lay-off?

12. In what occupations do you expect most of these lay-offs to occur? (Please use common job titles.)

Confidential Survey of Hospitality & Tourism Employers in Napa County
Page Two of Three

13. What are the main reasons for the planned reduction in your number of regular employees? (check all that apply)

- | | | |
|--|--|--|
| <input type="checkbox"/> Automation | <input type="checkbox"/> Contract cancellation | <input type="checkbox"/> Material shortage |
| <input type="checkbox"/> Bankruptcy | <input type="checkbox"/> Contract completed | <input type="checkbox"/> Natural disaster |
| <input type="checkbox"/> Business ownership change | <input type="checkbox"/> Financial difficulty | <input type="checkbox"/> Equipment repair |
| <input type="checkbox"/> Owner retiring | <input type="checkbox"/> Import competition | <input type="checkbox"/> Product line discontinued |
| <input type="checkbox"/> Business moving | <input type="checkbox"/> Labor dispute | <input type="checkbox"/> Company reorganization |

14. What other main reasons are there for any planned reduction in your number of regular employees? (please describe)

15. About what percent of your employees are recruited from outside Napa County?

16. When hiring new employees, how would you rate the overall degree of difficulty you have in finding qualified applicants who meet your hiring standards?

For non-management positions in which previous experience is required: (Circle one)

"Not At All Difficult" 1 2 3 4 "Very Difficult"

For non-management positions in which previous experience is not required: (Circle one)

"Not At All Difficult" 1 2 3 4 "Very Difficult"

For management (but not executive management) positions in which previous experience is required: (Circle one)

"Not At All Difficult" 1 2 3 4 "Very Difficult"

For management (but not executive management) positions in which previous experience is not required: (Circle one)

"Not At All Difficult" 1 2 3 4 "Very Difficult"

17. For what positions do you consistently have difficulty in finding qualified applicants who meet your hiring standards? (Please use common job titles.)

18. Please rate the following skills and abilities in terms of their importance in the satisfactory performance of your most common entry level jobs:

Note: For the purposes of this survey, please interpret "entry level jobs" as non-supervisory and non-management jobs in which you fill open positions by hiring new employees.

	Extremely Important	Very Important	Somewhat Important	Not Important
Strong work ethic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Always courteous in dealing with customers, supervisors, and colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good teamwork skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistently shows self-discipline and self-confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to conform to prevailing norms, including vocabulary and appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language proficiency, including appropriate speaking, reading, and writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basic math skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basic computer operation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical abilities, including strength to lift 30 lbs, flexibility, and coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and problem-solving skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to work part-time, temp or on-call, and to work less desirable shifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other skills or abilities that are extremely important (please specify):				

19. Do you require pre-employment drug testing?

- Yes No

Confidential Survey of Hospitality & Tourism Employers in Napa County
Page Three of Three

20. Please indicate your level of interest in the following business services:

HUMAN RESOURCES	Very Interested	Somewhat Interested	Not Interested
Recruiting or prescreening assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free online job postings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-site recruitment at One-Stop Career Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career fairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-job training incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outplacement services or lay-off assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CUSTOMIZED TRAINING	Very Interested	Somewhat Interested	Not Interested
Supervisory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude & ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills upgrade or staff development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LEGAL & REGULATORY	Very Interested	Somewhat Interested	Not Interested
Understanding regulatory or legal issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee tax credits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ADA compliance counseling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business legal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINANCE & ACCOUNTING	Very Interested	Somewhat Interested	Not Interested
Accounting/Bookkeeping services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Obtain business financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to angel investment networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PLANNING	Very Interested	Somewhat Interested	Not Interested
Developing a business plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing and implementing a marketing plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic growth planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business succession or employee ownership planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business closure assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labor market or occupational information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting or conference room space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other business services or customized training you're interested in (please specify):			

21. Would you be interested in receiving information on some of these business services that may be available (for free or at low cost) through the Workforce Investment Board of Napa County or its partners?

Yes No

22. If yes, which of the following service delivery methods would you prefer that we use when providing you with information?

Website email Workshop or seminar One-to-one consultation Phone Newsletter

Thank you for participating in this survey!

Appendix

Occupational Profiles and Career Ladders

Amusement and Recreation Attendants
Archivists
Bakers
Bartenders
Bookkeeping, Accounting, and Auditing Clerks
Cashiers
Chefs and Head Cooks
Combined Food Preparation and Serving Workers, Including Fast Food and Catering
Concierges
Cooks, Fast Food
Cooks, Institution and Cafeteria
Cooks, Restaurant
Cooks, Short Order
Counter and Rental Clerks
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop
Curators
Dining Room and Cafeteria Attendants and Bartender Helpers
Dishwashers
Dispatchers, Except Police, Fire, and Ambulance
Executive Secretaries and Administrative Assistants
Fine Artists, Including Painters, Sculptors, and Illustrators
First-Line Supervisors/Managers of Food Preparation and Serving Workers
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers
First-Line Supervisors/Managers of Office and Administrative Support Workers
Fitness Trainers and Aerobics Instructors
Food Preparation Workers
Food Servers, Non-Restaurant
Food Service Managers
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
Hotel, Motel, and Resort Desk Clerks
Janitors and Cleaners, Except Maids and Housekeeping Cleaners
Landscaping and Groundskeeping Workers
Lodging Managers
Maids and Housekeeping Cleaners
Maintenance and Repair Workers, General
Museum Technicians and Conservators
Office Clerks, General
Receptionists and Information Clerks
Retail Salespersons
Secretaries, Except Legal, Medical, and Executive
Security Guards
Taxi Drivers and Chauffeurs
Travel Agents
Travel Guides
Truck Drivers, Light or Delivery Services
Waiters and Waitresses (Including Tasting Room Servers)

Amusement and Recreation Attendants

Perform variety of attending duties at amusement or recreation facility. May schedule use of recreation facilities, maintain and provide equipment to participants of sporting events or recreational pursuits, or operate amusement concessions and rides. (SOC 39-3091)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
130	150	20	15.4	6

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.99	\$8.74	\$10.44

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers are willing to accept less than a high school level education for job entry. Some employers require a high school diploma or equivalent.
- Experience:** Almost all employers report that they do not always require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation. Some employers report that word processing and spreadsheet software skills are important.
- Hours:** Many jobs are seasonal and range from 20-30 hours per week. Some jobs are regular part-time, ranging from 15-25 hours per week. A few jobs are 35-40 hours per week. Most employers report that swing shifts are common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more) due to the high percentage of seasonal jobs.

Where the Jobs Are

Major employing industries include: Amusement and recreation facilities
Nationally, about 2% are self-employed.

Methods Used to Fill Job Openings

Most employers fill openings by hiring employee referrals and/or by hiring unsolicited applicants. Many recruit applicants through newspaper advertisements. Some fill job openings by hiring school referrals.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Attendant (Amusement and Recreation Attendants)	Supervisor	Manager (First-Line Supervisors/Managers of Personal Service Workers)	Regional Manager
			Facility Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Bartenders; Combined Food Preparation and Serving Workers, Including Fast Food; Waiters and Waitresses; Locker Room, Coatroom, and Dressing Room Attendants; Hairdressers, Hairstylists, and Cosmetologists; Tour Guides and Escorts; Counter and Rental Clerks; Retail Salespersons; Service Station Attendants

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Public Safety and Security — Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
- Skills:**
- 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.
 - Speaking — Talking to others to convey information effectively.
 - Coordination — Adjusting actions in relation to others' actions.
- Abilities:**
- Oral Expression — The ability to communicate information and ideas in speaking so others will understand.
 - Speech Clarity — The ability to speak clearly so others can understand you.
 - Oral Comprehension — The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Asia Halloran

What are some of the job titles you've held previously?

I have been Customer Service, and a Beer Tender, and now I am an Assistant Manager.

What kind of work do you do in a typical day?

I clean the equipment, I assign the pool tables, and I deal with the customers. I also serve beer, soda and food, and prep everything for the night shift.

What was it that attracted you to this type of work?

My dad was in the business and he offered me a position.

What knowledge, skills, and abilities are important in this kind of work?

You need to have good customer service skills and a lot of patience. This is a very customer service oriented business; you have to have the ability to deal with different types of people. And you have to know different ways to approach different people, as well as the ability to manage large groups of people.

What is the best preparation for someone who wants to go into this occupation?

You have to be willing to work. A lot of people come into this business thinking this job is a breeze, and you don't really have to do any work. But you have to be willing to handle and diffuse problems. There is alcohol served here. Sometimes people can get crazy, and you have to know how to deal with that. And you have to be willing to do the cleaning part of the job. It is not all about earning tips.

What is it that keeps you wanting to do this kind of work?

I love my job and I have a great time doing it.

What qualities make for an exceptional Amusement and Recreation Attendant?

You have to love working with people, and be very customer service oriented. You need to possess the ability to adapt to your environment and different types of people. It is also important to be open-minded.

What are the next steps in your career path?

I am not really sure, but if I stay in this business, I would consider owning a facility myself.

Source: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Archivists

Appraise, edit, and direct safekeeping of permanent records and historically valuable documents. Participate in research activities based on archival materials. (SOC 25-4011)

Employment Statistics

Data not available

Wage Information*

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$16.36	\$19.86	\$27.38

* Note that this data is for California because similar data is not available for the Napa County area

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division: www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Employment as an archivist, conservator, or curator usually requires graduate education and related work experience. While completing their formal education, many archivists and curators work in archives or museums to gain the “hands-on” experience that many employers seek.

Although archivists earn a variety of undergraduate degrees, a graduate degree in history or library science, with courses in archival science, is preferred by most employers. Also, a few institutions now offer master’s degrees in archival studies. Some positions may require knowledge of the discipline related to the collection, such as business or medicine. Many colleges and universities offer courses or practical training in archival science as part of their history, library science, or other curriculum. The Academy of Certified Archivists offers voluntary certification for archivists. The designation “Certified Archivist” is obtained by those with at least a master’s degree and a year of appropriate archival experience. The certification process requires candidates to pass a written examination, and they must renew their certification periodically.

Archivists need research and analytical ability to understand the content of documents and the context in which they were created and to decipher deteriorated or poor-quality printed matter, handwritten manuscripts, photographs, or films. A background in preservation management is often required of archivists because they are responsible for taking proper care of their records. Archivists also must be able to organize large amounts of information and write clear instructions for its retrieval and use. In addition, computer skills and the ability to work with electronic records and databases are very important. Because electronic records are becoming the prevalent form of recordkeeping, and archivists must create searchable databases, a knowledge of Web technology is increasingly being required.

Where the Jobs Are

Major employing industries include: Museums, historical sites, and similar institutions; State government agencies; State government educational services; Colleges, universities, and professional schools, private Nationwide, about 7-8 percent are self-employed.

Career Ladders

Many archives, including one-person shops, are very small and have limited opportunities for promotion. Archivists typically advance by transferring to a larger unit that has supervisory positions. A doctorate in history, library science, or a related field may be needed for some advanced positions, such as director of a State archive.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Park Naturalists; Urban and Regional Planners; Archeologists; Historians; Kindergarten Teachers, Except Special Education; Curators; Museum Technicians and Conservators

Important Knowledge, Skills and Abilities

- Knowledge:**
- Clerical — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
 - English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
 - Customer and Personal Service — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Reading Comprehension — Understanding written sentences and paragraphs in work related documents.
 - Writing — Communicating effectively in writing as appropriate for the needs of the audience.
 - 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.
- Abilities:**
- Information Ordering — The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
 - Written Comprehension — The ability to read and understand information and ideas presented in writing.
 - Category Flexibility — The ability to generate or use different sets of rules for combining or grouping things in different ways.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Bakers

Mix and bake ingredients according to recipes to produce breads, rolls, cookies, cakes, pies, pastries, or other baked goods. Does not include pastry chefs in fine dining restaurants. (51-3011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
100	140	40	40.0	6

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$10.32	\$11.87	\$13.59

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Many employers require a high school diploma or equivalent for job entry. Many others are willing to accept less than a high school level education.
- Experience:** Many employers do not require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation, although related training programs are available.
- Hours:** Most jobs are 35-40 hours per week. Some jobs are 16-30 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find inexperienced but qualified applicants, and very difficult to find qualified applicants with prior experience. This indicates a **good outlook** for job seekers without prior experience, and a **very good outlook** for those who are fully experienced. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include: Grocery stores; Bakeries and tortilla manufacturing; Limited-service eating places; Full-service restaurants; Other general merchandise stores; Specialty food stores; Special food services; Grocery and related product wholesalers
Nationally, about 8 percent are self-employed.

Methods Used to Fill Job Openings

Almost all employers fill openings by hiring employee referrals and/or by hiring unsolicited applicants. Almost all also recruit applicants through newspaper advertisements.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Bakery or Counter Clerk (Counter Attendants, Cafeteria, Food Concession, and Coffee Shop)	Baker (Bakers, Bread and Pastry)	Pastry Chef (Chefs and Head Cooks)	Bakery Owner
Dishwasher or Helper (Dishwashers)		Bakery Supervisor or Manager (Food Service Managers)	Restaurant Manager
			Restaurant Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Chefs and Head Cooks; Mail Clerks and Mail Machine Operators, Except Postal Service; Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic; Prepress Technicians and Workers; Glass Blowers, Molders, Benders, and Finishers; Molding and Casting Workers; Packers and Packagers, Hand

Important Knowledge, Skills and Abilities

- Knowledge:**
- Food Production - Knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including storage/handling techniques.
 - Production and Processing - Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.
- Skills:**
- Instructing - Teaching others how to do something.
 - Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Near Vision - The ability to see details at close range (within a few feet of the observer).

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Shannon Stapel

What are some of the jobs you've had?

I have been a Pastry Chef, Assistant Pastry Chef, and a Pastry Manager in training.

What kind of work do you do?

Most of my work consists of both management and baking. I do the morning bake, which includes pastry, muffins, and scones. I complete the ordering, assist up front, and also assist with the cleaning. We have our standard recipes, but sometimes we use our creativity to come up with new ideas and baked goods.

What attracted you to this type of work?

I baked at home as a young child. So I always knew that I wanted to bake and eventually own my own business. I enjoy my work so much, I couldn't imagine doing anything else.

What knowledge, skills, and abilities are important in this kind of work?

To do this type of work, you must be efficient and use your time well. The work is physically demanding and you are on your feet for long periods of time, so you must have stamina. You need to have a feel for cooking, enjoy baking, and have a passion for it. Good communication and creativity are also important, as well as precision - since baking requires exact measurements.

What is the best preparation for someone who wants to go into this occupation?

I would recommend formal training to learn the rules and discipline of the baking industry. A lot of training programs even require that you have had experience prior to admission.

What keeps you motivated at work?

I love what I do and it is a good creative outlet for me. I am also driven to own my own business, so this keeps me motivated. I think baking is a job that is flexible, interesting, and very different from sitting in an office all day.

What qualities make for an exceptional Baker?

You must have a passion for what you do. Common sense is also important, as well as experience and formal training. You must be organized, efficient, and have a strong desire to bake. Some other qualities are creativity, an ability to work well with others, and you must be easy-going.

Source for Career Dialogue: Career Pathways Handbook - www.work-info.com

Bartenders

Mix and serve drinks to patrons, directly or through waitstaff. (35-3011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
310	360	50	16.1	17

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.61	\$9.71	\$11.56

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Usually, bartenders must be at least 21 years of age, but employers prefer to hire people who are 25 or older. Bartenders should be familiar with State and local laws concerning the sale of alcoholic beverages.

Some bartenders pick up their skills on the job by observing and working with more experienced bartenders. Some others acquire their skills by attending a bartending or vocational/technical school. These programs often include instruction on State and local laws and regulations, cocktail recipes, proper attire and conduct, and stocking a bar. Some of these schools help their graduates find jobs. Although few employers require any minimum level of educational attainment, some specialized training is usually needed in food handling and legal issues surrounding serving alcoholic beverages and tobacco. Employers are more likely to hire and promote based on people skills and personal qualities rather than education.

Where the Jobs Are

Major employing industries include: Full-service restaurants; Drinking places (alcoholic beverages); Civic and social organizations; Hotels (except casino), motels, and all other traveler accommodation; Golf courses and country clubs; Limited-service eating places; Special food services
Nationally, less than 2 percent are self-employed.

Career Ladders

Due to the relatively small size of most food and beverage serving establishments, advancement for bartenders is usually limited to finding a job in a busier or more expensive restaurant or bar where prospects for tip earnings are better. Some bartenders advance to supervisory jobs, such as dining room supervisor, maitre d'hotel, or assistant restaurant manager. A few may eventually open their own businesses.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Food Preparation Workers; Combined Food Preparation and Serving Workers, Including Fast Food; Waiters and Waitresses; Locker Room, Coatroom, and Dressing Room Attendants; Flight Attendants; Transportation Attendants, Except Flight Attendants and Baggage Porters; Cashiers; Counter and Rental Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
 - Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.
 - Mathematics - Using mathematics to solve problems.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
 - Speech Recognition - The ability to identify and understand the speech of another person.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Bookkeeping, Accounting, and Auditing Clerks

Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers. (SOC 43-3031)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,330	1,370	40	3.0	29

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$15.89	\$18.36	\$21.79

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Most Bookkeeping, Accounting, And Auditing Clerks are required to have a high school degree at a minimum. However, having some college is increasingly important and an associate degree in business or accounting is required for some positions. Although a college degree is rarely required, graduates may accept entry level positions to get into a particular company or to enter the accounting or finance field with the hope of eventually being promoted to professional or managerial positions.

Experience in a related job and working in an office environment also is recommended. Employers prefer workers who are computer-literate; knowledge of word processing and spreadsheet software is especially valuable.

Once hired, Bookkeeping, Accounting, And Auditing Clerks usually receive on-the-job training. Under the guidance of a supervisor or other senior worker, new employees learn company procedures. Some formal classroom training also may be necessary, such as training in specific computer software. Bookkeeping, Accounting, And Auditing Clerks must be careful, orderly, and detail-oriented in order to avoid making errors and to recognize errors made by others. These workers also should be discreet and trustworthy, because they frequently come in contact with confidential material. In addition, all Bookkeeping, Accounting, And Auditing Clerks should have a strong aptitude for numbers.

Bookkeepers, particularly those who handle all the recordkeeping for companies, may find it beneficial to become certified. The Certified Bookkeeper designation, awarded by the American Institute of Professional Bookkeepers, assures employers that individuals have the skills and knowledge required to carry out all the bookkeeping and accounting functions up through the adjusted trial balance, including payroll functions. For certification, candidates must have at least 2 years of bookkeeping experience, pass three tests, and adhere to a code of ethics. More than 100 colleges and universities offer a preparatory course for certification and another 150 offer a course online. The Universal Accounting Center offers the Professional Bookkeeper designation.

Where the Jobs Are

Major employing industries include: Local government agencies; Accounting, tax preparation, bookkeeping, and payroll services; Management of companies and enterprises; State government agencies; Depository credit intermediation; Religious organizations; Employment services; Local government educational services; Automobile dealers; Offices of physicians; Legal services; State government educational services
Nationwide, about 6-7 percent are self-employed.

Source for Requirements and Industries: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Accounting Clerk (Bookkeeping, Accounting, and Auditing Clerks)	Bookkeeper	Full Charge Bookkeeper	Accountant
General Office Clerk (Office Clerks, General)		Supervisor or Office Manager (First-Line Supervisors, Administrative Support)	Auditor
Billing Clerk (Billing, Cost, and Rate Clerks)			

Source for Career Ladders: *Career Pathways Handbook* - www.work-info.com

Related Occupations

Occupations with similar skill requirements include: Billing, Cost, and Rate Clerks; Billing, Posting, and Calculating Machine Operators; Brokerage Clerks; Loan Interviewers and Clerks; Secretaries, Except Legal, Medical, and Executive; Office Clerks, General

Important Knowledge, Skills and Abilities

- Knowledge:**
- Clerical — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
 - Mathematics — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
 - English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
 - Economics and Accounting — Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.
- Skills:**
- Mathematics — Using mathematics to solve problems.
 - Reading Comprehension — Understanding written sentences and paragraphs in work related documents.
 - Time Management — Managing one's own time and the time of others.
- Abilities:**
- Near Vision — The ability to see details at close range (within a few feet of the observer).
 - Mathematical Reasoning — The ability to choose the right mathematical methods or formulas to solve a problem.
 - Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Nicole Figueroa

What are some of the jobs you've had?

Restaurant Hostess and Merchant Service Bank Teller.

What kind of work do you do?

I work 40 hours a week, 8 hours a day. I compile all the information to produce the financial statements. Our clients turn in the information to us on a monthly basis. We look at the checks the client has written, their deposits and their withdrawals. We look at their accounts payable. If they purchased anything with cash, we record that in the cash journal.

What attracted you to this type of work?

I was working at the bank and one of the merchants asked me if I would be interested in a job doing bookkeeping and I thought it sounded interesting. I really like what I do and I've been doing this for about 4 years now.

What knowledge, skills, and abilities are important in this kind of work?

Common sense is a must. Organizational skills, interpersonal skills and problem solving skills are all important. You have to have computer skills. We work with Excel a lot. You need to know accounting and payroll software, but these vary.

What is the best preparation for someone who wants to go into this occupation?

Get a job with an organization that is willing to train inexperienced people, or take accounting and bookkeeping classes. Working at a bank was very helpful for me. It taught me a little bit about how businesses work. I also learned about balancing cash and researching problems related to balancing cash.

What keeps you motivated at work?

I love problem solving and the rewarding feeling that comes with solving a problem.

What qualities make for an exceptional Bookkeeper or Accounting Clerk?

Having great interpersonal, organizational and problem solving skills.

What's next in your career path?

I would like to get into a supervisor or management position. I would also like to take some accounting courses in the near future.

Source for Career Dialogue: Career Pathways Handbook - www.work-info.com

Cashiers

Receive and disburse money in establishments other than financial institutions. Usually involves use of electronic scanners, cash registers, or related equipment. Often involved in processing credit or debit card transactions and validating checks. (SOC 41-2011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,270	1,360	90	7.1	71

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$8.50	\$9.90	\$14.02

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Cashier jobs tend to be entry-level positions requiring little or no previous work experience. Although there are no specific educational requirements, employers filling full-time jobs often prefer applicants with high school diplomas.

Nearly all Cashiers are trained on the job. In small businesses, an experienced worker often trains beginners. The trainee spends the first day observing the operation and becoming familiar with the store's equipment, policies, and procedures. After this, trainees are assigned to a register—frequently under the supervision of an experienced worker. In larger businesses, trainees spend several days in classes before being placed at cash registers. Topics typically covered in class include a description of the industry and the company, store policies and procedures, equipment operation, and security.

Training for experienced workers is not common, except when new equipment is introduced or when procedures change. In these cases, the employer or a representative of the equipment manufacturer trains workers on the job.

Persons who want to become Cashiers should be able to do repetitious work accurately. They also need basic mathematics skills and good manual dexterity. Because Cashiers deal constantly with the public, they should be neat in appearance and able to deal tactfully and pleasantly with customers. In addition, some businesses prefer to hire persons who can operate specialized equipment or who have business experience, such as typing, selling, or handling money.

Where the Jobs Are

Major employing industries include: Grocery stores; Gasoline stations; Other general merchandise stores; Department stores; Pharmacies and drug stores; Limited-service eating places; Building material and supplies dealers; Clothing stores; Office supplies, stationery, and gift stores; Full-service restaurants; Beer, wine, and liquor stores; Hobby, toy, sewing, and musical instrument stores; Book, periodical, and music stores; Specialty food stores; Other miscellaneous store retailers
Nationwide, less than 1 percent are self-employed.

Source for Requirements and Industries: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Cashier	Supervisor (First-Line Supervisors/Managers of Retail Sales Workers)	Store Manager	Regional Manager (Sales Managers)
Stocker (Stock Clerks, Sales Floor)	Grocery Checker	Buyer (Wholesale and Retail Buyers, Except Farm Products)	Store Owner
Courtesy Clerk (Packers and Packagers, Hand)			

Source for Career Ladders: Career Pathways Handbook - www.work-info.com

Related Occupations

Occupations with similar skill requirements include: Combined Food Preparation and Serving Workers, Including Fast Food; Counter and Rental Clerks; Parts Salespersons; Billing, Cost, and Rate Clerks; Receptionists and Information Clerks; Postal Service Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Mathematics - Using mathematics to solve problems.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Number Facility - The ability to add, subtract, multiply, or divide quickly and correctly.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Linda Shaver

What are some of the jobs you've had?

I started by working as a Cashier in a boutique. Now I work in a video store as the Cashier Manager.

What kind of work do you do?

Some of my duties include checking in new releases, entering the movies into the computer, and checking late lists for movies that haven't been returned. I conduct pre-interviews for potential employees, complete special orders, take customer complaints, oversee problems for the store, and handle any maintenance issues. My duties specifically related to Cashier include handling payments, credit transactions, making change, issuing receipts, and making deposits. We use a computer for the transactions, so all of the adding is computerized.

What attracted you to this type of work?

I like movies a lot. I am an avid movie watcher, and being a Cashier at a video store is interesting and enjoyable for me. The Cashier aspect is challenging and is a lot of responsibility. I enjoy handling money and working with people.

What knowledge, skills, and abilities are important in this kind of work?

You need to have good typing skills, computer skills, research skills, and an ability to receive and make change correctly. One also needs the ability to work independently and honestly when you are a Cashier. You need to have good people skills, since the job requires working with customers and the ability to communicate well. As a Cashier at a video store, knowledge of movies is also important.

What is the best preparation for someone who wants to go into this occupation?

I would recommend that someone interested in cashiering would take a business class in school. Other coursework I would recommend would be: typing, computers, English, and a specific course in cashiering would also be helpful. On-the-job training is valuable, but I would recommend that someone receive some basic skills before entering this occupation.

What keeps you motivated at work?

I feel pretty comfortable about the work; it is almost second nature to me. I also enjoy the movie aspect of my job. It makes the cashiering interesting.

What qualities make for an exceptional Cashier?

An exceptional Cashier is conscientious, uses proper procedures when handling money, and makes eye contact so that customers know that you are honest. Good people skills and self-confidence are also important. Good business skills, including typing and computer skills, are vital to work efficiently and effectively. To be outstanding in this occupation, you need a sense of professionalism, including dressing appropriately. You also need exuberance and good hygiene.

Source for Career Dialogue: *Career Pathways Handbook* - www.work-info.com

Chefs and Head Cooks

Direct the preparation, seasoning, and cooking of salads, soups, fish, meats, vegetables, desserts, or other foods. May plan and price menu items, order supplies, and keep records and accounts. May participate in cooking. (SOC 35-1011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
190	220	30	15.8	9

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$16.62	\$21.00	\$27.57

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Executive chefs and head cooks who work in fine-dining restaurants require many years of training and experience and an intense desire to cook. Some may start their training in high school or post-high school vocational programs. Others may receive formal training through independent cooking schools, professional culinary institutes, or 2- or 4-year college degree programs in hospitality or culinary arts. In addition, some large hotels and restaurants operate their own training programs for chefs. Most formal training programs require some form of apprenticeship, internship, or out-placement program jointly offered by the school and affiliated restaurants. Professional culinary institutes, industry associations, and trade unions also may sponsor formal apprenticeship programs in coordination with the U.S. Department of Labor. Many chefs are trained on the job, receiving real work experience and training from chef mentors in the restaurants where they work.

Where the Jobs Are

Major employing industries include: Full-service restaurants; Limited-service eating places; Hotels (with restaurants); Special food services; Golf courses and country clubs; Fitness and recreational sports centers (with restaurants); Casino hotels
Nationwide, about 5 percent are self-employed.

Source for Requirements and Industries: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Career Ladders

Entry Level ►	Mid-Level ►	Advanced Level ►	Options
Dishwasher or Helper (Dishwashers)	Line Cook (Cooks, Restaurant)	Lead Cook or Chef (Chefs and Head Cooks)	Restaurant Manager (Food Service Managers)
Prep Cook (Food Preparation Workers)	Food Server (Waiters and Waitresses)		Restaurant Owner

Related Occupations

Occupations with similar skill requirements include: Dietetic Technicians; First-Line Supervisors/Managers of Food Preparation and Serving Workers; Cooks, Fast Food

Important Knowledge, Skills and Abilities

- Knowledge:**
- Production and Processing - Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.
 - Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Food Production - Knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including storage/handling techniques.
- Skills:**
- Time Management - Managing one's own time and the time of others.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Career Dialogue with Alan R. Montes

What are some of the jobs you've had?

I have been a Sous Chef and an Executive Chef. I started as a Line Cook and then moved into Pantry Chef. I have been in this industry since 1968.

What kind of work do you do?

I cook on a line, do a lot of sauté, cut fish, help in the pantry, and I even wash dishes when necessary. I do anything that is asked of me. I also do the ordering for the restaurant.

What attracted you to this type of work?

My uncle owned nine restaurants when I was a child. I was about eight years old and knew I wanted to be a Chef in a restaurant. In junior high school, we had a cooking class and that was my first experience directly with cooking. And I loved it.

What knowledge, skills, and abilities are important in this kind of work?

You need good communication skills and you must be able to reason with people. In the industry today, there is a lot of diversity, so you must have the ability to communicate with many different types of people. You must have the ability to use the kitchen devices, including knives. It is also important to be creative and to have the skills to create a dish from scratch.

What is the best preparation for someone who wants to go into this occupation?

I would recommend going to culinary school because you are able to learn so much. You can also demand more money as a Cook or Chef. You also need to have hands-on experience or some type of on-the-job training. At my restaurant, we like to see Cooks come in with some experience doing this type of work. To have some formal training is an added advantage.

What keeps you motivated at work?

My position is familiar to me and I have fun doing this work. I can eat anything I want or make anything I want. Sometimes my boss comes to me and asks me to make a special dish, and I love that. This restaurant is a good environment and has a positive atmosphere. The people I work with are terrific. I am able to try new things and experiment with food and wine. To me, these are good benefits.

What qualities make for an exceptional Cook or Chef?

You need to have knowledge of many different culinary backgrounds, including Seafood, Italian, and Steak House. You must have the ability to learn new things and to work quickly and efficiently. An exceptional Cook knows how to listen to others and is a team player, since so much of this work is a group effort.

Source for Career Dialogue: Career Pathways Handbook - www.work-info.com

Combined Food Preparation and Serving Workers, Including Fast Food and Catering

Perform duties which combine both food preparation and food service. (SOC 35-3021)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
940	1,110	170	18.1	58

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.73	\$8.89	\$10.42

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers are willing to accept less than a high school level education for job entry. Many require a high school diploma or equivalent.
- Experience:** Of the employers surveyed, all report that they do not require prior experience; however, almost all employers do prefer some prior related experience.
- Training:** Important characteristics for Food Prep and Serving Workers include the ability to work as part of a team, a keen sense of taste and smell, and personal cleanliness. Most States require health certificates indicating that workers are free from communicable diseases. Employers generally provide on-the-job training for this occupation.
- Hours:** Most jobs are part-time, ranging from 11-32 hours per week. A few jobs are 35-40 hours per week. Almost all employers report that swing shifts are also common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more).

Where the Jobs Are

Major employing industries include: Restaurants, including fast-food establishments and coffee-shops, school districts, and grocery stores. Nationally, less than 1% are self-employed.

Methods Used to Fill Job Openings

Methods Used to Fill Job Openings: Almost all employers fill openings by hiring unsolicited applicants. Most also fill openings by hiring employee referrals. Many employers report that they advertise job openings by hanging a help-wanted sign in their stores.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Food Server (Waiters and Waitresses)	Food Prep/Service Worker (Combined Food Preparation and Serving Workers, Including Fast Food)	Shift Manager/Supervisor (First-Line Supervisors/Managers of Food Preparation and Serving Workers)	Restaurant Assistant Manager/Manager (Food Service Managers)
Dishwasher	Food Prep Worker	Cook (Cooks, Restaurant)	Lead Cook or Chef (Chefs and Head Cooks)
Bus Person (Dining Room and Cafeteria Attendants and Bartender Helpers)	Host or Hostess (Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop)		Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Cooks, Short Order; Food Preparation Workers; Bartenders; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Waiters and Waitresses; Food Servers, Nonrestaurant; Dining Room and Cafeteria Attendants and Bartender Helpers; Cashiers; Counter and Rental Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Food Production - Knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including storage/handling techniques.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Speech Clarity - The ability to speak clearly so others can understand you.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Valerie Miranda

What are some of the job titles you've held previously?

I've been a Shift Leader, an Assistant Manager and a Manager.

What kind of work do you do in a typical day?

I prep all the vegetables and fillet the chicken. I work on the cook's line sometimes. I take orders and serve food. I clean, clean and clean some more. At night I count the cash drawers and close the restaurant.

What was it that attracted you to this type of work?

I don't know that anything attracted me to this type of work. I just kind of fell into it at a young age, but I really do enjoy it. The daily routine is the same, but everyday is really different. You meet new people everyday, but you also see many of the same faces throughout the week.

What knowledge, skills and abilities are important in this kind of work?

Multi-tasking is extremely important. If you can't do three things at one time, this job will be very hard for you. You are serving food and you need to remember who that food goes to. You have to be able to think on your feet and if you can't do that, you will not make it in this field. You need to be able to act quickly and solve problems immediately. If you are someone who needs to spend a lot of time thinking about a problem, this isn't the job for you.

What is the best preparation for someone who wants to go into this occupation?

Start working at a fast food restaurant. If you like to cook, practice your cooking skills. Food preparation is a good occupation for hand-on learners. If you are more of a visual learner, food preparation might not be for you. The best way to learn how to do this job is to just jump right into it and learn the job on very busy days. Then there is not much chance to think out it, you just do it. I've noticed that people don't learn as fast when they train and work during the slower shifts.

What is it that keeps you wanting to do this kind of work?

I'm good at it and I've done it all my life. I've taken computer courses, but I always come back to this. It's easy for me. In a management position, it can be difficult if you have to learn something new all the time. I like knowing how to do all aspects of my job. I've been doing this so long, that I'm very comfortable with the things that I do and I'm on kind of on auto-pilot. I like that. Also, I'm a real people person and I like to interact with different people.

What qualities make for an exceptional Food Preparation Worker?

You have to be a real people person and be able to think on your feet.

What are the next steps in your career path?

I would never change fields. I really like what I do and I definitely want to continue working in restaurants. In the future, I might like to own my own restaurant.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Concierges

Assist patrons at hotel, apartment or office building with personal services. May take messages, arrange or give advice on transportation, business services or entertainment, or monitor guest requests for housekeeping and maintenance. (SOC 39-6012)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
30	30	0	0.0	1

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$15.33	\$17.73	\$20.20

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

About 50 percent of Concierges have a high school level education or less, about 34 percent have completed some college, and about 15 percent have completed a bachelor's degree or higher. Employment requirements for Concierges depend on the industry and the specific job in question. Hotel Concierges often begin in other entry level hotel positions. Other Concierge positions either require directly related experience or customer service experience. Business or corporate Concierge positions often require a bachelor degree and office skills. Regardless of the industry, Concierges provide personal services to individuals, so a professional appearance and a pleasant personality are important, as is a clear speaking voice and fluency in English. Speaking a foreign language fluently is increasingly helpful, because of the growing international clientele of many hotels and resorts.

Where the Jobs Are

Major employing industries include: Hotels (except casino), motels, and all other traveler accommodation; Lessors of real estate; Activities related to real estate; Business and professional associations; Casino hotels; Community care facilities for the elderly; Offices of real estate agents and brokers; Local government agencies; General medical and surgical hospitals, private
Nationwide, less than 1 percent are self-employed.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
	Concierge	Assistant Manager	General Manager (Lodging Managers)
Front Desk Clerk (Hotel, Motel, and Resort Desk Clerks)	Front Desk Supervisor		

Source for Requirements, Industries and Career Ladders: Workforce Information Group - www.work-info.com

Related Occupations

Data not available

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Skills:**
- 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.
 - Service Orientation - Actively looking for ways to help people.
 - Speaking - Talking to others to convey information effectively.
 - Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.

Source for Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Cooks, Fast Food

Prepare and cook food in a fast food restaurant with a limited menu. Duties of the cooks are limited to preparation of a few basic items and normally involve operating large-volume single-purpose cooking equipment. (SOC 35-2011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
160	190	30	18.8	8

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.57	\$8.33	\$9.20

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Most fast-food cook positions require little education or training; most skills are learned on the job. Training generally starts with basic sanitation and workplace safety subjects and continues with instruction on food handling, preparation, and cooking procedures. A high school diploma is not required for beginning jobs, but it is recommended for those planning a career as a cook or chef.

Where the Jobs Are

Major employing industries include: Fast food restaurants

Career Ladders

Advancement opportunities for chefs, cooks, and food preparation workers depend on their training, work experience, and ability to perform more responsible and sophisticated tasks. Many food preparation workers, for example, may move into assistant or line cook positions. Chefs and cooks who demonstrate an eagerness to learn new cooking skills and to accept greater responsibility may move up within the kitchen and take on responsibility for training or supervising newer or lesser skilled kitchen staff. Others may move from one kitchen or restaurant to another.

Some chefs and cooks go into business as caterers or personal chefs or they open their own restaurant. Others become instructors in culinary training programs. A number of cooks and chefs advance to executive chef positions or food service management positions, particularly in hotels, clubs, or larger, more elegant restaurants where they may oversee operations in a number of kitchens or restaurants.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Chefs and Head Cooks; Cooks, Short Order; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Dining Room and Cafeteria Attendants and Bartender Helpers; Maids and Housekeeping Cleaners; Butchers and Meat Cutters; Pressers, Textile, Garment, and Related Materials

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Cooks, Institution and Cafeteria

Prepare and cook large quantities of food for institutions, such as schools, hospitals, or cafeterias. (SOC 35-2012)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
100	90	-10	-10.0	3

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$11.07	\$12.75	\$14.82

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Most institution and cafeteria cook positions require little education or training; most skills are learned on the job. Training generally starts with basic sanitation and workplace safety subjects and continues with instruction on food handling, preparation, and cooking procedures. A high school diploma is not required for beginning jobs, but it is recommended for those planning a career as a cook or chef.

Where the Jobs Are

Major employing industries include: Local government agencies; schools and school districts; nursing care facilities; special food services; hospitals; senior/assisted living facilities

Source for Requirements and Industries: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Career Ladders

Entry Level ►	Mid-Level ►	Advanced Level ►	Options
Dishwasher or Helper (Dishwashers)	Cook (Cooks, Institution and Cafeteria)	Lead Cook or Chef (Chefs and Head Cooks)	Restaurant Manager (Food Service Managers)
Prep Cook (Food Preparation Workers)	Food Server (Waiters and Waitresses)		Restaurant Owner

Source for Career Ladders: Career Pathways Handbook - www.work-info.com

Related Occupations

Occupations with similar skill requirements include: Cooks, Fast Food; Cooks, Short Order; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Food Servers, Nonrestaurant; Dining Room and Cafeteria Attendants and Bartender Helpers; Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop; Maids and Housekeeping Cleaners; Hotel, Motel, and Resort Desk Clerks; Cargo and Freight Agents

Important Knowledge, Skills and Abilities

- Knowledge:**
- Food Production - Knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including storage/handling techniques.
- Skills:**
- Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - 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.
 - Instructing - Teaching others how to do something.
- Abilities:**
- Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Cooks, Restaurant

Prepare, season, and cook soups, meats, vegetables, desserts, or other foodstuffs in restaurants. May order supplies, keep records and accounts, price items on menu, or plan menu. (SOC 35-2014)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
520	610	90	17.3	25

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$10.55	\$12.05	\$13.76

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Almost all employers are willing to accept less than a high school level education for job entry. Some require a high school diploma or equivalent.
- Experience:** Many employers require 6-24 months of prior experience, although some are willing to accept training as a substitute for experience.
- Training:** Employers generally provide on-the-job training for this occupation, although related training programs are available.
- Hours:** Most jobs are 35-50 hours per week. A few jobs are 15-32 hours per week.

Supply/Demand Assessment

Employers generally report that it is very difficult to find applicants who meet their hiring standards. This indicates a **very good outlook** for qualified job seekers. Annual turnover is estimated to be high (30-39%).

Where the Jobs Are

Major employing industries include: Restaurants and hotels (with in-house restaurants), and other eating and drinking places. Nationally, about 1% are self-employed.

Methods Used to Fill Job Openings

Almost all employers fill openings by hiring employee referrals and/or by hiring unsolicited applicants. Most also recruit applicants through newspaper advertisements. Some fill openings by hiring referrals from schools and training programs.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Dishwasher or Helper (Dishwashers)	Line Cook (Cooks, Restaurant)	Lead Cook or Chef (Chefs and Head Cooks)	Restaurant Manager (Food Service Managers)
Prep Cook (Food Preparation Workers)	Food Server (Waiters and Waitresses)		Restaurant Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Dietetic Technicians; First-Line Supervisors/Managers of Food Preparation and Serving Workers; Food Preparation Workers; Hairdressers, Hairstylists, and Cosmetologists; Recreation Workers; Residential Advisors; Cashiers; Counter and Rental Clerks; First-Line Supervisors/Managers of Office and Administrative Support Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Food Production - Knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including storage/handling techniques.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
- Abilities:**
- Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
 - Information Ordering - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
 - Near Vision - The ability to see details at close range (within a few feet of the observer).
 - Time Sharing - The ability to shift back and forth between two or more activities or sources of information (such as speech, sounds, touch, or other sources).
 - Manual Dexterity - The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Alan R. Montes

What are some of the job titles you've held previously?

I have been a Sous Chef and an Executive Chef. I started as a Line Cook and then moved into Pantry Chef. I have been in this industry since 1968.

What kind of work do you do in your current job and what do you do in a typical day?

I cook on a line, I do a lot of sauté, I cut fish, help in the pantry, I even wash dishes when necessary. I do anything that is asked of me. I also do the ordering for the restaurant.

What was it that attracted you to this work?

My uncle owned nine restaurants when I was a child; I was about eight and knew I wanted to be a chef in a restaurant. In junior high, we had a cooking class for the guys, and that was my first experience directly with cooking and I loved it.

What knowledge, skills, and abilities are important in this kind of work?

You need good communication skills; you must be able to reason with people. In the industry today, there is a lot of diversity; you must have the ability to communicate with many different types of people. You must have the ability to use the kitchen devices, including knives. It is also important to be creative and to have the skill to create a dish from scratch.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

I would recommend going to culinary school because you are able to learn so much about the industry, you can also demand more money. You also need to have hands on experience or some type of on the job training. At my restaurant we like to see cooks come in with some experience doing this type of work and having some formal training is an added advantage.

What is it that keeps you wanting to do this kind of work?

My position is familiar to me and I have fun doing this work. I can eat anything I want or make anything I want. Sometimes my boss comes to me and asks me to make a special dish, and I love that. This restaurant is a good environment and has a positive atmosphere; the people I work with are terrific. I am able to try new things and experiment with food and wine; to me these are good benefits.

What qualities make for an exceptional Cook?

You need to have knowledge of many different culinary backgrounds including Seafood, Italian, and Steak House. You must have the ability to learn new things and to work quickly and efficiently. An exceptional Cook knows how to listen to others, and be a team player since so much of this work is a group effort.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Cooks, Short Order

Prepare and cook to order a variety of foods that require only a short preparation time. May take orders from customers and serve patrons at counters or tables. Does not include Fast Food Cooks. (SOC 35-2015)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
60	70	10	16.7	3

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$10.21	\$11.09	\$12.13

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Most short order cook positions require little education or training; most skills are learned on the job. Training generally starts with basic sanitation and workplace safety subjects and continues with instruction on food handling, preparation, and cooking procedures. A high school diploma is not required for beginning jobs, but it is recommended for those planning a career as a cook or chef.

Where the Jobs Are

Major employing industries include: Full-service restaurants and limited-service eating places

Career Ladders

Advancement opportunities for chefs, cooks, and food preparation workers depend on their training, work experience, and ability to perform more responsible and sophisticated tasks. Many food preparation workers, for example, may move into assistant or line cook positions. Chefs and cooks who demonstrate an eagerness to learn new cooking skills and to accept greater responsibility may move up within the kitchen and take on responsibility for training or supervising newer or lesser skilled kitchen staff. Others may move from one kitchen or restaurant to another.

Some chefs and cooks go into business as caterers or personal chefs or they open their own restaurant. Others become instructors in culinary training programs. A number of cooks and chefs advance to executive chef positions or food service management positions, particularly in hotels, clubs, or larger, more elegant restaurants where they may oversee operations in a number of kitchens or restaurants.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Cooks, Fast Food; Combined Food Preparation and Serving Workers, Including Fast Food; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Food Servers, Nonrestaurant; Dining Room and Cafeteria Attendants and Bartender Helpers; Maids and Housekeeping Cleaners; Ushers, Lobby Attendants, and Ticket Takers; Butchers and Meat Cutters

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Coordination - Adjusting actions in relation to others' actions.
 - 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.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Counter and Rental Clerks

Receive orders for repairs, rentals, and services. May describe available options, compute cost, and accept payment. (SOC 41-2021)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
170	180	10	5.9	7

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$10.04	\$11.58	\$14.36

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Many employers require a high school diploma or equivalent for job entry. Many others are willing to accept less than a high school level education.
- Experience:** Almost all employers report that they do not always require prior experience.
- Training:** Counter and Rental Clerks usually learn how to operate equipment and become familiar with the establishment's policies and procedures while under the observation and guidance of an experienced worker. They must become familiar with the different products and services rented or provided by their company in order to give customers the best possible service. Counter and Rental Clerks should enjoy working with people and have the ability to deal tactfully with difficult customers. They should be able to handle several tasks at once, while continuing to provide friendly service. In addition, good oral and written communication skills are essential.
- Hours:** Most jobs are 10-25 hours per week. Some jobs are 35-40 hours per week. Most employers report that swing shifts are common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more) due to the high percentage of seasonal jobs.

Where the Jobs Are

Major employing industries include: Video rental stores, laundry/cleaning services, automotive rental companies, equipment rental and leasing companies, and recreation and amusement facilities. Nationally, about 2% are self-employed.

Methods Used to Fill Job Openings

Almost all employers fill openings by hiring employee referrals. Most also fill openings by hiring unsolicited applicants. Many recruit applicants through newspaper advertisements. Some recruit applicants through internet job listings.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Counter or Rental Clerk	Shift Leader/Supervisor	Assistant Manager/ Manager (First-Line Supervisors/Managers of Non-Retail Sales Workers)	Regional Manager
Cashier		Sales Manager (First-Line Supervisors/Managers of Retail Sales Workers)	Store Owner
Retail Salesperson			

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Combined Food Preparation and Serving Workers, Including Fast Food; Cashiers; Parts Salespersons; Retail Salespersons; Customer Service Representatives; Hotel, Motel, and Resort Desk Clerks; New Accounts Clerks; Order Clerks; Receptionists and Information Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Alma Mendoza

What are some of the job titles you've held previously?

I have been in customer service, and now I am the Assistant Manager.

What kind of work do you do in a typical day?

We have to first help the customers get their clothes. If there are items missing, I have to look for them. We package the items and enter descriptions of each item in the computer, as well as price the clothes.

What was it that attracted you to this type of work?

I needed a job and the pay was decent. I work here because I have to work and I need a job.

What knowledge, skills, and abilities are important in this kind of work?

You have to be very customer oriented, and detail oriented.

What is the best preparation for someone who wants to go into this occupation?

It is a very easy job and you don't need to know anything special. We do the training here.

What is it that keeps you wanting to do this kind of work?

I am familiar with my job, and know how to do most of the stuff. I am comfortable here and it is a very nice environment. Everybody I work with is nice and the money is OK.

What qualities make for an exceptional Counter and Rental Clerk?

You must have the right personality, you have to be customer service oriented, and you need to fit in with the people you work with. You also must be a fast learner.

What are the next steps in your career path?

I am not really sure. I am not sure if I will stay in this industry. I would like to go to college and study something else in the special education field.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Counter Attendants, Cafeteria, Food Concession, and Coffee Shop

Serve food to diners at counter or from a steam table. Includes counter attendants who also wait tables. (SOC 35-3022)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
380	450	70	18.4	32

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.86	\$8.49	\$9.24

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

There are no specific educational requirements for food and beverage service jobs. Many employers prefer to hire high school graduates, but completion of high school usually is not required. For many people a job as a food and beverage service worker serves as a source of immediate income, rather than a career. Many entrants to these jobs are in their late teens or early twenties and have a high school education or less. Usually, they have little or no work experience. Many are full-time students or homemakers. Food and beverage service jobs are a major source of part-time employment for high school and college students. Restaurants rely on good food and quality customer service to retain loyal customers and succeed in a competitive industry.

Where the Jobs Are

Major employing industries include: Limited-service eating places; local government agencies; movie theaters; full-service restaurants; special food services; grocery stores

Career Ladders

Due to the relatively small size of most food-serving establishments, opportunities for promotion are limited. After gaining experience, some food and beverage service workers advance to waiter, waitress, or bartender jobs. For waiters, waitresses, and bartenders, advancement usually is limited to finding a job in a busier or more expensive restaurant or bar where prospects for tip earnings are better. Some bartenders, hosts and hostesses and waiters and waitresses advance to supervisory jobs, such as dining room supervisor, maitre d'hotel, assistant manager, or restaurant general manager. A few bartenders open their own businesses. In larger restaurant chains, food and beverage service workers who excel at their work often are invited to enter the company's formal management training program.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Cooks, Fast Food; Cooks, Short Order; Combined Food Preparation and Serving Workers, Including Fast Food; Food Servers, Nonrestaurant; Dining Room and Cafeteria Attendants and Bartender Helpers; Ushers, Lobby Attendants, and Ticket Takers; Baggage Porters and Bellhops; Hotel, Motel, and Resort Desk Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Speaking - Talking to others to convey information effectively.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Speech Recognition - The ability to identify and understand the speech of another person.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Curators

Administer affairs of museum and conduct research programs. Direct instructional, research, and public service activities of institution. (SOC 25-4012)

Employment Statistics*

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
110	120	10	9.1	5

* Note that this data is for Librarians, Curators, and Archivists (combined) because specific data for Curators is not available

Wage Information*

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$19.96	\$27.15	\$36.38

* Note that this data is for California because similar data is not available for the Napa County area

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Employment as a curator usually requires graduate education and related work experience. While completing their formal education, many curators work in museums to gain the “hands-on” experience that many employers seek. Most museums require a master’s degree in an appropriate discipline of the museum’s specialty—art, history, or archaeology—or in museum studies. Many employers prefer a doctoral degree, particularly for curators in natural history or science museums. Earning two graduate degrees—in museum studies (museology) and a specialized subject—gives a candidate a distinct advantage in this competitive job market. In small museums, curatorial positions may be available to individuals with a bachelor’s degree. For some positions, an internship of full-time museum work supplemented by courses in museum practices is needed.

Where the Jobs Are

Major employing industries include: Museums, historical sites, and similar institutions; State government agencies; State government educational services; local government agencies; colleges, universities, and professional schools

Career Ladders

In large museums, curators may advance through several levels of responsibility, eventually becoming the museum director. Curators in smaller museums often advance to larger museums. Individual research and publications are important for advancement in larger institutions.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Park Naturalists; Urban and Regional Planners; Archeologists; Historians; Kindergarten Teachers, Except Special Education; Elementary School Teachers, Except Special Education; Archivists; Museum Technicians and Conservators

Important Knowledge, Skills and Abilities

- Knowledge:**
- English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
 - Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- Skills:**
- 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.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Speaking - Talking to others to convey information effectively.
 - Writing - Communicating effectively in writing as appropriate for the needs of the audience.
 - Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Abilities:**
- Speech Clarity - The ability to speak clearly so others can understand you.
 - Deductive Reasoning - The ability to apply general rules to specific problems to produce answers that make sense.
 - Information Ordering - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
 - Near Vision - The ability to see details at close range (within a few feet of the observer).
 - Speech Recognition - The ability to identify and understand the speech of another person.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Dining Room and Cafeteria Attendants and Bartender Helpers

Facilitate food service. Clean tables, carry dirty dishes, replace soiled table linens; set tables; replenish supply of clean linens, silverware, glassware, and dishes; supply service bar with food, and serve water, butter, and coffee to patrons. (SOC 35-9011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
610	710	100	16.4	30

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.54	\$8.33	\$10.47

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Many employers require a high school diploma or equivalent for job entry. Many others are willing to accept less than a high school level education.
- Experience:** Almost all employers report that they do not always require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation. Because maintaining a restaurant's image is important to its success, employers emphasize personal qualities. Workers in this occupation are in close contact with the public, so they should be well spoken and have a neat, clean appearance. They should enjoy dealing with all kinds of people and possess a pleasant disposition.
- Hours:** Many jobs are 10-32 hours per week. Some jobs are on-call, averaging from 8-15 hours per week. A few jobs are 35-40 hours per week. Most employers report that swing shifts are common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be high (30-39%).

Where the Jobs Are

Major employing industries include: Eating and drinking establishments, hotels with restaurants, and educational institutions. Nationally, less than 1% are self-employed.

Methods Used to Fill Job Openings

Most employers fill openings by hiring employee referrals. Most also recruit applicants through newspaper advertisements. Some recruit applicants through internet job listings and/or fill openings through in-house promotion or transfer. Some others fill openings by hiring unsolicited applicants and/or by hiring referrals from colleges and universities.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Busser/Food Service Assistant (Dining Room and Cafeteria Attendants and Bartender Helpers)	Food Server (Waiters and Waitresses)	Shift Leader/Supervisor (First-Line Supervisors/Managers of Food Preparation and Serving Workers)	Restaurant Manager (Food Service Managers)
Dishwasher		Bartender	

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Chefs and Head Cooks; Cooks, Fast Food; Cooks, Short Order; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Dishwashers; Maids and Housekeeping Cleaners

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Speaking - Talking to others to convey information effectively.
 - 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.
- Abilities:**
- Manual Dexterity - The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.
 - Arm-Hand Steadiness - The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.
 - Trunk Strength - The ability to use your abdominal and lower back muscles to support part of the body repeatedly or continuously over time without 'giving out' or fatiguing.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Andrea Berdusco

What are some of the job titles you've held previously?

I used to be a Dishwasher.

What kind of work do you do in a typical day?

I clean tables and take dishes to the back. I make sure the condiments and dishes are stocked, trays are available, and the counters are clean. When the coffee or syrup is out on the soda, I change the lines. I also make coffee and tea all day.

What was it that attracted you to this type of work?

The pay is better than my last job, and I wanted to get experience in a restaurant, but not fast-food.

What knowledge, skills and abilities are important in this kind of work?

You need to be organized and clean. You get things ready to present to the customer and, if it is not appealing, it will turn them off and you will lose that customer. You have to be able to look around and see what needs to be done. You should have the ability to work well with different types of people.

What is the best preparation for someone who wants to go into this occupation?

This is a job that you learn by doing it. If this is what you want to do, then you should just apply. They will teach you everything you need to know when training you.

What is it that keeps you wanting to do this kind of work?

I am gaining experience, and I enjoy working with the public. I also like my current shift.

What qualities make for an exceptional Busser/Food Service Assistant?

Someone who is interested in people, and does not need constant supervision. Someone who is interested in keeping the dining room neat and the serving station clean.

What are the next steps in your career path?

I am applying for a waitressing position in another restaurant.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Dishwashers

Clean dishes, kitchen, food preparation equipment, or utensils. (SOC 35-9021)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
430	490	60	14.0	20

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$8.06	\$8.87	\$9.91

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

There are no specific educational requirements for food and beverage service jobs. Many employers prefer to hire high school graduates, but completion of high school usually is not required for fast-food workers, counter attendants, dishwashers, and dining room attendants and bartender helpers. For many people a job as a food and beverage service worker serves as a source of immediate income, rather than a career. Many entrants to these jobs are in their late teens or early twenties and have a high school education or less. Usually, they have little or no work experience. Many are full-time students or homemakers. Food and beverage service jobs are a major source of part-time employment for high school and college students.

Where the Jobs Are

Major employing industries include: Full-service restaurants; Limited-service eating places; Hotels (except casino), motels, and all other traveler accommodation; Special food services; Nursing care facilities; Golf courses, country clubs, and amusement parks; Drinking places (alcoholic beverages); Community care facilities for the elderly; Casino hotels

Career Ladders

Due to the relatively small size of most food-serving establishments, opportunities for promotion are limited. After gaining experience, some food and beverage service workers advance to waiter, waitress, or bartender jobs. For waiters, waitresses, and bartenders, advancement usually is limited to finding a job in a busier or more expensive restaurant or bar where prospects for tip earnings are better. Some bartenders, hosts and hostesses and waiters and waitresses advance to supervisory jobs, such as dining room supervisor, maitre d'hotel, assistant manager, or restaurant general manager. A few bartenders open their own businesses. In larger restaurant chains, food and beverage service workers who excel at their work often are invited to enter the company's formal management training program.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Dining Room and Cafeteria Attendants and Bartender Helpers; Floor Layers, Except Carpet, Wood, and Hard Tiles; Meat, Poultry, and Fish Cutters and Trimmers; Pressers, Textile, Garment, and Related Materials; Packers and Packagers, Hand

Important Knowledge, Skills and Abilities

- Manual Dexterity - The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.
- Arm-Hand Steadiness - The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.
- Trunk Strength - The ability to use your abdominal and lower back muscles to support part of the body repeatedly or continuously over time without 'giving out' or fatiguing.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Dispatchers, Except Police, Fire, and Ambulance

Schedule and dispatch workers, work crews, equipment, or service vehicles for conveyance of materials, freight, or passengers, or for normal installation, service, or emergency repairs rendered outside the place of business. Duties may include using radio, telephone, or computer to transmit assignments and compiling statistics and reports on work progress. (SOC 43-5032)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
70	70	0	0.0	2

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$13.44	\$17.23	\$19.83

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Of the employers surveyed, all report that they require a high school diploma or equivalent for job entry.
- Experience:** Almost all employers do not require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation, although related training programs are available.
- Hours:** Almost all jobs are 40-50 hours per week.

Supply/Demand Assessment

Employers generally report that it is very difficult to find applicants who meet their hiring standards. This indicates a **very good outlook** for qualified job seekers. Annual turnover is estimated to be moderate (20-29%).

Where the Jobs Are

Major employing industries include: Transportation; Trucking; Warehousing; Communications; Public utilities; Automotive services firms
Nationally, less than 1% are self-employed.

Methods Used to Fill Job Openings

Most employers recruit applicants through newspaper advertisements, fill openings by hiring employee referrals, and/or through in-house promotion or transfer. Many also fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Driver (Truck Drivers, Light or Delivery Services)	Truck Driver (Truck Drivers, Heavy)	Dispatcher (Except Police, Fire, Ambulance Dispatchers)	Dispatch Supervisor
			Operations Manager

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2000 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Licensing Examiners and Inspectors; Counter and Rental Clerks; Procurement Clerks; Hotel, Motel, and Resort Desk Clerks; Reservation and Transportation Ticket Agents and Travel Clerks; Police, Fire, and Ambulance Dispatchers; Subway and Streetcar Operators

Important Knowledge, Skills and Abilities

- Knowledge:**
- Transportation - Knowledge of principles and methods for moving people or goods by air, rail, sea, or road, including the relative costs and benefits.
- Skills:**
- 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.
 - Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Speaking - Talking to others to convey information effectively.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Information Ordering - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
 - Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Beth Lewis

What is your job title?

My job title is Communications Dispatcher.

What kind of work do you do?

I keep up with Drivers on the road and make sure they're running on time. If they have cancels, I have to radio them out to them (the Drivers) so they don't go to that address. I schedule their lunches and breaks, and if there are any accidents, I take care of those, too. When Drivers call in sick, I have to cover their routes by passing off all those people to different rides. On top of that we have busses breakdown and I have to take care of that.

What are the things that attracted you to this type of work?

I don't know, I just didn't know there was that many handicapped people in Sacramento when I started to work. It's rewarding because you get to help people who otherwise couldn't leave home for anything. We take people to doctor's appointments, hair appointments, dialysis...it's really rewarding.

What kind of things do you do at work (skills)?

We communicate with the highway patrol and any other agency that deals with handicapped people or has busses that could help us out of a jam. I talk with all of the passengers that we pick up because I have to verify their pick-up times will be and make sure the address is correct. When I get to work around 4:20 AM, people call in for their times. Sometimes I call taxis for people because the bus broke down, is running late, or we didn't have capacity for them on the regular bus.

If you were starting over to be a Dispatcher, knowing what you know now, how would you better prepare yourself?

I would get more computer skills. We also have what they call the MDCs inside the busses. These drivers don't have to call me on the radio. I just type in things to them and they can look on their MDCs. I can look on the MDC screen and see where they are. We only have them in 10 busses right now, but eventually they're going put them in all the busses. It's just amazing.

What keeps you wanting to do this type of work?

I'm old enough to retire because I'm 71, but there's nothing for me to do. My husband was killed in Vietnam and all of my children are grown. I don't want to just stop and sit at home or baby-sit my great-grandchildren when I can be helping others.

What qualities make an exceptional Dispatcher?

Dedication. You have to like people and be able to understand them. People are shut in sometimes. I have to try to get off the phone cause they want to talk, but they don't have anyone to talk to. You have to have a lot of patience, and you have to feel empathy for people. "What if I was in this situation?" "What if I had to go to dialysis and I couldn't get a ride?" You also have to reign in your emotions and try to be fair to everyone.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2000 - www.work-info.com/sampleclientpubs.htm

Executive Secretaries and Administrative Assistants

Provide high-level administrative support by conducting research, preparing statistical reports, handling information requests, and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls, and scheduling meetings. May also train and supervise lower-level clerical staff. Does not include General Secretaries. (SOC 43-6011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,110	1,220	110	9.9	32

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$14.90	\$19.82	\$24.88

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

High school graduates who have basic office skills may qualify for entry-level secretarial positions. However, employers increasingly require extensive knowledge of software applications, such as word processing, spreadsheets, and database management. Secretaries and administrative assistants should be proficient in keyboarding and good at spelling, punctuation, grammar, and oral communication. Employers also look for good customer service and interpersonal skills because secretaries and administrative assistants must be tactful in their dealings with people. Discretion, good judgment, organizational or management ability, initiative, and the ability to work independently are especially important for higher level administrative positions.

Where the Jobs Are

Major employing industries include: Educational services; Government agencies, Temporary employment agencies. Nationally, less than 5% are self-employed.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Receptionist (Receptionists and Information Clerks)	Secretary (Secretaries, Except Legal, Medical, and Executive)	Administrative Assistant (Executive Secretaries and Administrative Assistants)	Customer Service Manager (First-Line Supervisors, Customer Service)
Clerical Support Worker		Supervisor or Office Manager (First-Line Supervisors, Administrative Support)	Bookkeeper (Bookkeeping, Accounting, and Auditing Clerks)
			Sales Rep (Sales Representatives, Wholesale and Manufacturing)

Career Ladders

Administrative assistants generally advance by being promoted to other administrative positions with more responsibilities. Qualified administrative assistants who broaden their knowledge of a company's operations and enhance their skills may be promoted to senior or executive secretary or office manager.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Management Analysts; Library Technicians; Procurement Clerks; Municipal Clerks; Production, Planning, and Expediting Clerks; Legal Secretaries; Secretaries, Except Legal, Medical, and Executive

Important Knowledge, Skills and Abilities

- Knowledge:**
- Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
 - English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Written Comprehension - The ability to read and understand information and ideas presented in writing.
 - Written Expression - The ability to communicate information and ideas in writing so others will understand.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Speech Clarity - The ability to speak clearly so others can understand you.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Career Dialogue with Lori Lucero

What are some of the job titles you've held previously?

Administrative Manager, Customer Service Manager, Legal Secretary.

What kind of work do you do in your current job and what do you do in a typical day?

I am responsible for the administrative functions for the office. This includes assisting the Director and regional analyst, schedule meetings, take and transcribe meeting minutes, make travel arrangements for the office staff, as well as other clerical functions. I am also responsible for personnel matters such as time sheet input, new hire paperwork, and other related items.

What was it that attracted you to this work?

I enjoy working with different types of people. I also like helping them complete their tasks. The variety of tasks is also something that I like about my job. There is always something a little bit different to do each day.

What knowledge, skills, and abilities are important in this kind of work?

You will need computer skills especially the ability to use word processing and spreadsheet applications. You need to be very organized and be able to handle multiple tasks simultaneously. You need good communication skills both verbal and written. I would also recommend that someone possess basic typing and short hand skills. These are old school skills, but I still find that they are needed. I also think the ability to focus on a particular task is important.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

Again, you will need some fundamental computer knowledge like Windows, MS Word, MS Excel, etc. I also think you need to find an internship or work experience program. Make sure you like this type of work because it is not for everyone. You need to have good people skills because essentially a lot of your job is taking care of other people.

What is it that keeps you wanting to do this kind of work?

I like working with people, and helping them. I like the dynamics of this job in that there is always something new to learn and do. I like that I get to be somewhat of my own boss. I take direction from management, but it is mostly up to me to figure the best way to meet the task.

What qualities make for an exceptional Secretary?

The qualities that I feel are important are organization, having the ability to work well with people with various personalities, and you need to be a self-starter and disciplined.

Source for Career Dialogue: Career Pathways Handbook - www.work-info.com

Fine Artists, Including Painters, Sculptors, and Illustrators

Create original artwork using any of a wide variety of mediums and techniques, such as painting and sculpture. (SOC 27-1013)

Employment Statistics*

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
200	230	30	15.0	6

* Note that this data is for Art and Design Workers (combined) because specific data for Fine Artists is not available

Wage Information*

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$25.40	\$33.83	\$44.54

* Note that this data is for California because similar data is not available for the Napa County area

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

About 55 percent of Fine Artists have a bachelor degree or higher. Postsecondary training is recommended for all artist specialties. Although formal training is not strictly required, it is very difficult to become skilled enough to make a living without extensive training. Many colleges and universities offer programs leading to the bachelor's or master's degree in fine arts. Independent schools of art and design also offer postsecondary studio training in the craft, fine, and multi-media arts leading to a certificate in the specialty or to an associate's or bachelor's degree in fine arts. Typically, these programs focus more intensively on studio work than do the academic programs in a university setting. The National Association of Schools of Art and Design accredits about 250 postsecondary institutions with programs in art and design; most award a degree in art.

Where the Jobs Are

About 15-20 percent of Fine Artists are freelance (self-employed) artists, or they work for other artists. Others work in a wide variety of industries, from publishing companies to specialized design firms to amusement parks. Some make a living as art teachers, or art professors, or graphic designers, and pursue their fine art work on the side.

Career Ladders

Craft and fine artists advance professionally as their work circulates and as they establish a reputation for a particular style. Many of the most successful artists continually develop new ideas, and their work often evolves over time.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Floral Designers; Graphic Designers; Film and Video Editors; Costume Attendants; Makeup Artists, Theatrical and Performance; Jewelers; Precious Metal Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Fine Arts - Knowledge of the theory and techniques required to compose, produce, and perform works of music, dance, visual arts, drama, and sculpture.
 - Design - Knowledge of design techniques, tools, and principles involved in production of precision technical plans, blueprints, drawings, and models.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Sales and Marketing - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
- Skills:**
- Equipment Selection - Determining the kind of tools and equipment needed to do a job.
 - 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.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Originality - The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.
 - Visualization - The ability to imagine how something will look after it is moved around or when its parts are moved or rearranged.
 - Fluency of Ideas - The ability to come up with a number of ideas about a topic (the number of ideas is important, not their quality, correctness, or creativity).

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Anita Benson

What are some of the jobs you've had throughout your career?

Once I got married I had part-time jobs as a bookkeeper and a window decorator. That was my only art related job until I finished college. Then I immediately started teaching art classes at the college level for 25 years.

What's the most interesting piece of art you've worked on? What did you want it to accomplish?

My mural painting is the most interesting, and there are 2 pieces. One was a mural for Homescapes in Pacific Grove to fill up the back room. It was a 360 degree view of Pacific Grove, including the ceiling. I wanted a feeling of my love for the town, a joyous feeling so people would want to spend time in the room. The second mural was one that I did with my friends who had gotten together for a food kitchen in Seaside. I assembled 7 different artists, drew lines on the wall, and we each took a section. It was very impromptu, but it all came together as a landscape of California. We did it to try to help the kitchen and spruce up the place.

Is it feasible to consider art as a way of making a living? If so, why and what should one expect?

I think the world of art, which is teaching, framing, museum work, gallery work, and art restoration...those things pay and are reliable. Selling art does happen but it's too erratic to count on, and I think it's very important to have many skills that relate to art. But you can't rely on your paintings or sculpture to make a living on. If you do, you'll have to prostitute your work and have to paint in order to sell, so you come up with things less creative.

What are the advantages and disadvantages of being an artist?

If you're an artist you're addicted to creating. For me, I feel emotionally and physically uncomfortable if I'm not painting. So the advantage is the joy I get from doing it. The main disadvantage is not having a reliable income and having to seek out other ways to support my habit, which is painting.

Describe the tools you use for your job and why they are important?

The tools I use are basically brushes, paper and canvas. But my specific tools are different every time I work because I like to experiment with new materials.

What knowledge, skills, and abilities do you believe are the most important to succeed as an artist in your field?

As the old saying goes, creation is about 99% perspiration and 1% inspiration, and that's really true. The number one tool is discipline and number 2 would be tenacity. A knowledge of art history and contemporary art. If you're just going to become an artist without that background you're just going to repeat what's been done before and you won't add to the art form.

How do you promote yourself and your art?

I make sure to submit publicity to the newspapers about my shows and after that it kind of takes care of itself. If I do get an interview it's because I've been asked. I don't go out and pound on the streets and galleries.

What attracted you to this type of work? What keeps you wanting to do it?

Well like I said, it's an addiction. Once you become an artist, you can't help but make art. I go into a depression if I don't make art for more than a month or so. And I've been that way since I was about 4 years old - I spent hours and hours alone in my room drawing and painting.

What role can art play in a community of people?

I think art can express what people feel on a deeper level than words. Art is also the voice of the times. I think it also adds joy. I was in East Berlin before the wall came down and there was no art or color there; everything was grey. We don't notice how important color and shape are until you're not living with it.

How did you prepare yourself for this occupation? What is your advice for new or struggling artists?

I worked seriously at my art throughout my childhood and college, and I went on and got a master's degree because I didn't expect to make a living from selling my paintings. I knew that teaching could provide a good living, and I got to be with students and encourage them. I think we need artists and artists should be willing to dedicate their life to art, because it is such a demanding mistress, as they would say. You need to be in the studio almost all the time. If you just want to dabble, then you can't expect much in the way of progressing and having other people find interest in your work. And I keep up on art trends through magazines and art shows.

First-Line Supervisors/Managers of Food Preparation and Serving Workers

Supervise workers engaged in preparing and serving food. (SOC 35-1012)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
330	390	60	18.2	14

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$12.88	\$16.52	\$23.52

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Although many employers prefer to hire high school graduates, there usually are no specific educational requirements for entry-level food and beverage service jobs. And the supervisors of these workers are either promoted from these positions, or hired based on their extensive experience. For management positions, see Food Service Managers.

Where the Jobs Are

Major employing industries include: Limited-service eating places; Full-service restaurants

Career Ladders

After gaining experience, food and beverage service workers may advance to lead or supervisory positions, or to other positions that offer better pay. For some, advancement is limited to finding a job in a busier or more expensive restaurant or bar where earnings are better. In the hotel industry, some may advance or transfer to other occupations, such as assistant manager or manager trainee.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Food Service Managers; Farm and Home Management Advisors; Dietitians and Nutritionists; Dietetic Technicians; Chefs and Head Cooks; First-Line Supervisors/Managers of Housekeeping and Janitorial Workers; First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers; First-Line Supervisors/Managers of Personal Service Workers; Recreation Workers; First-Line Supervisors/Managers of Animal Husbandry and Animal Care Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Skills:**
- Speaking - Talking to others to convey information effectively.
 - 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.
 - Time Management - Managing one's own time and the time of others.
 - Instructing - Teaching others how to do something.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

First-Line Supervisors/Managers of Housekeeping and Janitorial Workers

Supervise work activities of cleaning personnel in hotels, hospitals, offices, and other establishments. (SOC 37-1011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
200	250	50	25.0	10

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$15.39	\$17.20	\$22.53

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

No special education is required for most janitorial or cleaning jobs, including supervisors. However, at the entry-level, beginners should know simple arithmetic and be able to follow instructions. Most building cleaners learn their skills on the job. Beginners usually work with an experienced cleaner, doing routine cleaning, and as they gain more experience, they are assigned more complicated tasks. Those who come in contact with the public should have good communication skills. At the entry-level, employers usually look for dependable, hard-working individuals who are in good health, follow directions well, and get along with other people. And the supervisors of these workers are either promoted from these positions, or hired based on their extensive experience.

Where the Jobs Are

Major employing industries include: Janitorial and housekeeping services; Government agencies; Lodging; Schools and colleges; Nursing care facilities; Hospitals
Nationwide, about 10 percent are self-employed.

Career Ladders

In organizations where there is a large maintenance staff, cleaning workers can be promoted to lead or supervisory positions, and eventually to area supervisor or manager. Supervisors usually move up through the ranks. Some set up their own maintenance or cleaning businesses.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Postmasters and Mail Superintendents; Social and Community Service Managers; Appraisers, Real Estate; Opticians, Dispensing; First-Line Supervisors/Managers of Food Preparation and Serving Workers; Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop; First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers; First-Line Supervisors/Managers of Personal Service Workers; First-Line Supervisors/Managers of Office and Administrative Support Workers; First-Line Supervisors/Managers of Construction Trades and Extraction Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Mechanical - Knowledge of machines and tools, including their designs, uses, repair, and maintenance.
- Skills:**
- Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - 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.
 - Instructing - Teaching others how to do something.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

First-Line Supervisors/Managers of Office and Administrative Support Workers

Supervise and coordinate the activities of clerical and administrative support workers. (SOC 43-1011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
790	870	80	10.1	25

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$20.79	\$25.51	\$30.26

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers require a high school diploma or equivalent for job entry. Some require an associate degree.
- Experience:** Most employers require 1-3 years of prior experience. Some are willing to accept 4-12 months of training as a substitute for experience.
- Training:** Almost all employers report that word processing skills are important. Many also report that spreadsheet skills are important.
- Hours:** Almost all jobs are 35-45 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very low (less than 10%).

Where the Jobs Are

Major employing industries include: Government agencies; Banks and financial institutions; Insurance companies; Educational institutions
Nationally, less than 1% are self-employed.

Methods Used to Fill Job Openings

Almost all employers recruit applicants through newspaper advertisements. Most also fill openings by hiring employee referrals. Many fill openings through in-house promotion or transfer and/or by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Receptionist (Receptionists and Information Clerks)	Secretary (Secretaries, Except Legal, Medical, and Executive)	Supervisor/Office Manager (First-Line Supervisors, Administrative Support)	Manager (Administrative Services Managers)
		Executive Secretary (Executive Secretaries and Administrative Assistants)	Bookkeeper (Bookkeeping, Accounting, and Auditing Clerks)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Administrative Services Managers; Transportation Managers; Storage and Distribution Managers; Food Service Managers; Lodging Managers; Medical and Health Services Managers; Social and Community Service Managers; First-Line Supervisors/Managers of Housekeeping and Janitorial Workers; First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
 - English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
 - Time Management - Managing one's own time and the time of others.
 - Management of Personnel Resources - Motivating, developing, and directing people as they work, identifying the best people for the job.
 - Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
 - Instructing - Teaching others how to do something.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Written Expression - The ability to communicate information and ideas in writing so others will understand.
 - Near Vision - The ability to see details at close range (within a few feet of the observer).
 - Written Comprehension - The ability to read and understand information and ideas presented in writing.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Number Facility - The ability to add, subtract, multiply, or divide quickly and correctly.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Career Dialogue with Lenee Connelly

What are some of the job titles you've held previously?

Some of the job titles I have held previously are Supervising Account Clerk, Customer Service Manager, Assistant Customer Service Manager, and Senior Teller.

What kind of work do you do in your current job and what do you do in a typical day?

I directly supervise and coordinate the activities of six staff. My supervisory duties include hiring, training, counseling and evaluating staff. On a typical day I balance accounts, prepare reports, make recommendations to management, resolve complex issues, and write correspondence. My job includes a lot of accounting and financial work.

What was it that attracted you to this work?

I like making a difference and I knew being in working in a supervisory capacity would be interesting. I enjoy training and mentoring other people, so a supervisory position is very rewarding to me. I take pleasure in starting a project, setting goals, knowing what needs to be done and accomplishing it.

What knowledge, skills, and abilities are important in this kind of work?

In my opinion, good people skills are critical in this type of work. You need to have the ability to handle all types of personalities and the ability to motivate people to work as a team. You need to have good leadership skills and management skills. In my job you also need to be good with numbers and like working with numbers since accounting is a main part of the work. I have to be able to work well under pressure, and work with many interruptions. Good organization skills and time management are also important, since you not only are responsible for yourself, but also your staff.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

I would recommend some supervisory or management training or education. Depending on what area of work you specialize in, I would also recommend some education in that field. I also think experience in different industries is also a good way to prepare yourself, since it provides you with a diverse background to work in many different situations and with many different types of people.

What is it that keeps you wanting to do this kind of work?

I have a passion for what I do. I enjoy making a difference both in the work that I do and in the supervision of my staff, my work is meaningful and is fulfilling because of that.

What qualities make for an exceptional Clerical Supervisor or Office Manager?

Listening skills make for an exceptional Supervisor. Mentoring, the ability to teach and train others also makes for a good leader. An excellent supervisor is also well organized and efficient and can work well under pressure. You need to have the vision to see the big picture and how all of the components fit together and an understanding of the fundamentals for each of those components.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Fitness Trainers and Aerobics Instructors

Instruct or coach groups or individuals in exercise activities and the fundamentals of sports. Demonstrate techniques and methods of participation. Observe participants and inform them of corrective measures necessary to improve their skills. Does not include those required to hold teaching degrees or "Athletic Trainers." (SOC 39-9031)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
110	110	0	0.0	3

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$8.46	\$10.00	\$18.13

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Almost all employers require a high school diploma or equivalent for job entry.
- Experience:** Many employers do not require prior experience. Many others require 1-12 months of prior experience.
- Training:** Fitness Trainers and Aerobics Instructors generally need to obtain a certification in the fitness field in order to qualify for employment. Certification may be offered in various areas including personal training, weight training, and aerobics. Many organizations offer certification testing in the fitness field, including the American College of Sports Medicine, American Council on Exercise, and National Strength and Conditioning Association. Most fitness workers are also required to maintain CPR certification. Some employers also require workers to be certified in first aid.
- Hours:** Many jobs are part-time, ranging from 12-25 hours per week. Some jobs range from 2-5 hours per week. A few jobs are full-time, ranging from 35-40 hours per week. Swing/evening shifts are common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be moderate (20-29%).

Where the Jobs Are

Fitness Trainers and Aerobics Instructors are usually employed in physical fitness facilities and health clubs, mainly within the amusement and recreation services industry or membership organizations. Nationwide, other employers include commercial recreation establishments, amusement parks, sports and entertainment centers, hotels and resorts, summer camps, and apartment complexes. Nationally, about 4% are self-employed; many of these are Personal Trainers.

Methods Used to Fill Job Openings

Most employers fill openings by hiring employee referrals. Many also fill openings by hiring unsolicited applicants and/or recruit applicants through newspaper advertisements.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Receptionist	Fitness or Exercise Instructor (Fitness Trainers and Aerobics Instructors)	Fitness Director	Fitness Club or Facility Manager
		Personal Trainer	Fitness Club or Facility Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Coaches and Scouts; Orthotists and Prosthetists; Fish and Game Wardens; Chefs and Head Cooks; Cooks, Restaurant; Recreation Workers; First-Line Supervisors/Managers of Logging Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Instructing - Teaching others how to do something.
 - Speaking - Talking to others to convey information effectively.
 - Coordination - Adjusting actions in relation to others' actions.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
 - Learning Strategies - Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Stamina - The ability to exert yourself physically over long periods of time without getting winded or out of breath.
 - Gross Body Coordination - The ability to coordinate the movement of your arms, legs, and torso together when the whole body is in motion.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Static Strength - The ability to exert maximum muscle force to lift, push, pull, or carry objects.
 - Dynamic Strength - The ability to exert muscle force repeatedly or continuously over time. This involves muscular endurance and resistance to muscle fatigue.
 - Trunk Strength - The ability to use your abdominal and lower back muscles to support part of the body repeatedly or continuously over time without 'giving out' or fatiguing.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Joy O'Dell

What are some of the job titles you've held previously in this career field?

I've worked in three different clubs as the Director of their aerobics program. I've always been an Instructor or Director.

What kind of work do you do in a typical day?

A typical day consists of getting to class about 30 minutes ahead of time to set up the stereo and the equipment to be used in that class. I get out the sign-in books and greet members as they come in. When class is over, I talk to members that have needs that require my help, and I do any paperwork that needs to be done. Then I clean everything up.

What was it that attracted you to this type of work?

I like to try to meet the needs of people. It's a challenge to work with seniors, people who have arthritis, and people who are rehabilitating in water after surgery. I just saw a great need in this area and this is where my main interests are now.

What knowledge, skills, and abilities are important in this kind of work?

It helps to be certified by the Aquatic Exercise Association. Beyond that, I have been certified by the Arthritis Foundation so I can work with that population a little bit better. I continue my education by attending seminars and yearly conferences. You need to know the correct way to teach a class, know the muscle groups, and know how to put a routine together so that you work all of the muscles of the body correctly. You need to know CPR, standard first aid, and you should have a little bit of knowledge about heart rate. You need to be able to take care of emergencies - if they occur. You need to have endurance and to be able to stand up there and teach under any conditions, whether it's hot, cold, or warm. You need to be able to create routines and put the moves to the music. It's also important to be able to handle the stress of member complaints and to deal with management.

What is the best preparation for someone who wants to go into this occupation?

Attending classes. The best instructors I have are those who have taken a class first and have an idea of what goes on in that class. They need to make sure that they recognize the needs of members in the class and be able to accommodate the challenges they face. They also need to be trained by someone who knows how to train and who has experience.

What is it that keeps you wanting to do this kind of work?

My greatest joy is seeing someone improve. I have a member that came to class in a wheelchair and, after 6 or 7 months, this person walked in using a cane. That's my fulfillment. Seeing people's overall health improve. I have someone that comes in who was totally paralyzed on the left side from brain surgery and now he is moving his left side. He's walking. His whole attitude has totally changed and that makes my job worth every effort that goes into it.

What qualities make for an exceptional worker in your occupation?

Understanding the needs of other people. Caring about other people. Being warm, loving, and genuine.

What are the next steps in your career path?

I intend to continue as long as I can. I don't foresee anything beyond being a director. I'll continue expanding my knowledge for the job and meeting the needs of the people.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Food Preparation Workers

Perform a variety of food preparation duties other than cooking, such as preparing cold foods and shellfish, slicing meat, and brewing coffee or tea. (SOC 35-2021)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
870	1,050	180	20.7	49

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$8.81	\$9.99	\$11.44

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers are willing to accept less than a high school level education for job entry. Some require a high school diploma or equivalent.
- Experience:** Most employers surveyed report that they do not always require prior experience. When prior experience is required or preferred, the length of experience generally ranges from 1-24 months. Most employers are willing to accept training as a substitute for experience.
- Training:** Employers generally provide on-the-job training for this occupation.
- Hours:** Some jobs are 35-40 hours per week. Some jobs are 30-32 hours per week. A few jobs are 16-24 hours per week. Most employers report that swing shifts are common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more).

Where the Jobs Are

Major employing industries include: Restaurants; School districts; Grocery stores
Nationally, less than 1% are self-employed.

Methods Used to Fill Job Openings

Almost all employers fill openings by hiring employee referrals. Most also recruit applicants through newspaper advertisements and/or fill openings by hiring unsolicited applicants. Some fill openings through in-house promotion or transfer.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Food Server (Waiters and Waitresses)	Food Prep Worker	Cook (Cooks, Restaurant)	Lead Cook or Chef (Chefs and Head Cooks)
Dishwasher	Host or Hostess (Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop)	Supervisor (First-Line Supervisors/Managers of Food Preparation and Serving Workers)	Restaurant Manager (Food Service Managers)
Bus Person (Dining Room and Cafeteria Attendants and Bartender Helpers)	Combined Food Prep or Service Worker (Combined Food Preparation and Serving Workers, Including Fast Food)	Assistant Manager	Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Cooks, Fast Food; Cooks, Institution and Cafeteria; Cooks, Short Order; Bartenders; Combined Food Preparation and Serving Workers, Including Fast Food; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Waiters and Waitresses; Food Servers, Nonrestaurant; Dining Room and Cafeteria Attendants and Bartender Helpers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Darren Allen

What are some of the job titles you've held previously?

I have been a Cashier, an Expeditor, and worked the broiler.

What kind of work do you do in a typical day?

I come in and get the produce ready for the day, slice meat, set up the display case, check the dates on the products, clean the stations, make trays for the catering customers, and set up the dining room.

What was it that attracted you to this type of work?

A friend of my family's is a part-owner in this business and I was offered better hours than what I was working in a fast-food restaurant.

What knowledge, skills and abilities are important in this kind of work?

You should be clean cut, able to follow directions, capable of standing for long periods of time, and know how to operate industrial kitchen appliances.

What is the best preparation for someone who wants to go into this occupation?

Working in any type of restaurant, deli or fast-food chain is good experience.

What is it that keeps you wanting to do this kind of work?

I really enjoy the crew here, the hours are great, and there is room for growth. We have a deli here and also a catering business, and there is potential to move more into the catering aspect of this particular job.

What qualities make for an exceptional Food Preparation Worker?

You need to always keep in mind that people eat things that are visually appealing to them, so you need to pay close attention to the produce and quality. You need to keep appeal in mind when setting up trays for the catering clients. You should be able to work under pressure, and be able to adapt when change is necessary. Sometimes clients call and change things at the last minute, drop an order, or change the sizes of trays. You have to be able to deal with this type of change without getting overly frustrated.

What are the next steps in your career path?

I would like to move more into the catering aspects of my job. I really enjoy being able to give the catering customers exactly what they are looking for. I see the catering as sort of an art; food is a necessity, but being able to make it visually appealing is an art form.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Food Servers, Non-Restaurant

Serve food to patrons outside of a restaurant environment, such as in hotels, hospital rooms, or cars. (SOC 35-3041)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
110	130	20	18.2	6

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$8.90	\$10.49	\$12.51

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Although many employers prefer to hire high school graduates, there usually are no specific educational requirements for entry-level food and beverage service jobs.

Where the Jobs Are

Major employing industries include: Hospitals; Nursing care facilities; Special food services; Community care facilities for the elderly; Limited-service eating places; Full-service restaurants

Career Ladders

After gaining experience, food and beverage service workers may advance to lead or supervisory positions, or to other positions that offer better pay. For some, advancement is limited to finding a job in a busier or more expensive restaurant or bar where earnings are better. In the hotel industry, some may advance or transfer to other occupations, such as assistant manager or manager trainee.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Cooks, Fast Food; Cooks, Short Order; Combined Food Preparation and Serving Workers, Including Fast Food; Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Dining Room and Cafeteria Attendants and Bartender Helpers; Ushers, Lobby Attendants, and Ticket Takers; Hotel, Motel, and Resort Desk Clerks; Parking Lot Attendants

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Service Orientation - Actively looking for ways to help people.
 - Speaking - Talking to others to convey information effectively.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Food Service Managers

Plan, direct, or coordinate activities of an organization or department that serves food and beverages. (SOC 11-9051)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
350	390	40	11.4	10

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$20.40	\$28.81	\$36.31

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers require a high school diploma or equivalent for job entry. Some require an associate degree.
- Experience:** All employers surveyed report that they either require or prefer prior experience. The experience requirement ranges from 6 months to 5 years, with the average at 22 months. Some employers are willing to accept 1-2 years of training as a substitute for experience.
- Training:** Most restaurant chains and food service management companies have rigorous training programs for management positions. Through a combination of classroom and on-the-job training, trainees receive instruction and experience in all aspects of restaurant or food service facility operations. Topics include food preparation, nutrition, sanitation, security, company policies and procedures, personnel management, recordkeeping, and preparation of reports. Most employers report that word processing software skills are important.
- Hours:** Almost all jobs are full-time, ranging from 40-60 hours per week. Evenings and weekends are popular dining periods, making evening and weekend work common among managers. Those who work in institutional food service facilities work more conventional hours because factory and office cafeterias are usually open only on weekdays for breakfast and lunch. However, hours for Food Service Managers are often unpredictable, as they may have to fill in for absent workers on short notice.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be moderate (20-29%).

Where the Jobs Are

Major employing industries include: Restaurants; Hotels (with in-house restaurants)
Nationally, about 32% are self-employed (restaurant owner/operators).

Methods Used to Fill Job Openings

Almost all employers fill openings through in-house promotion or transfer. Many also fill openings by hiring employee referrals. Some recruit applicants through newspaper advertisements. Some others recruit applicants through internet job listings.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Food Prep Worker	Cook (Cooks, Restaurant)	Assistant Manager	General Manager
Bus Person (Dining Room and Cafeteria Attendants and Bartender Helpers)	Head Cook/Chef (Chefs and Head Cooks)	Manager (Food Service Managers)	
Food Server (Waiters and Waitresses)	Bartender		

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Lodging Managers; Medical and Health Services Managers; Social and Community Service Managers; First-Line Supervisors/Managers of Food Preparation and Serving Workers; Recreation Workers; First-Line Supervisors/Managers of Office and Administrative Support Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
 - Production and Processing - Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.
 - Sales and Marketing - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
- Skills:**
- 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.
 - Instructing - Teaching others how to do something.
 - Speaking - Talking to others to convey information effectively.
 - Time Management - Managing one's own time and the time of others.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
 - Deductive Reasoning - The ability to apply general rules to specific problems to produce answers that make sense.
 - Speech Clarity - The ability to speak clearly so others can understand you.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Career Dialogue with Paul Tichy

What is your job title?

I am the Owner and Manager.

What kind of work do you do?

I usually run the kitchen in the back...all the cooking, the hot specials, soups of the day. My wife works in the front assisting the customers. I do many other things, and basically manage the whole place.

What are the things that attracted you to this type of work?

Since I was 14 I wanted to be a chef, so I went to culinary school in Czechoslovakia. After I finished, I came here and started working for hotels and catering companies as a sous chef. However, I was getting sick of being laid off because many people want to hire you for a season, and they don't want to pay the money you're asking for because it's only a temporary position. My wife and I decided to start our own business and now we don't have to deal with that anymore.

What kind of things do you do at work (skills)?

I come here early in the morning to do prep and breakfast cooking. I set up all the soups and chilis, make mochas, and help customers. Then I disappear in the back and start making the soup of the day and the special of the day. If someone calls for catering, I take care of that, too. On Fridays, I place supply orders. I also have to supervise people and make sure they follow safety, portion control, and food control. It's my responsibility to make sure everything is safe, follows nutritional guidelines, and adheres to the health codes. Everything is by the book. You just have to be very careful about what you're choosing and everything has to be fresh.

If you were starting over to be a food service manager, knowing what you know now, how would you better prepare yourself?

As I said, I was in the business since I was a little boy and I know a lot about cooking. But business itself is something completely new. Not just the paperwork, but how to provide service and make things appealing. Service is really important if you have a business, and I didn't know as much about that as I could have. We try to greet the people and be social. I believe that comes back in the form of more customers. Basically there's more to this business than just food, and some training or prior experience would have been helpful. Eventually I took some management classes.

What keeps you wanting to do this type of work?

It's our source of income, but more than that, it's our business and you have to take care of it like a little baby. I like that challenge. It's tough, but it's good.

What qualities make an exceptional food service manager?

You have to have a good service. Take care of your customers and just go with the flow.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop

Welcome patrons, seat them at tables or in lounge, and help ensure quality of facilities and service. (SOC 35-9031)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
250	290	40	16.0	12

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.93	\$8.90	\$10.33

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Almost all employers are willing to accept less than a high school level education for job entry.
- Experience:** Almost all employers report that they do not always require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation. Because maintaining a restaurant's image is important to its success, employers emphasize personal qualities. Hosts and Hostesses are in close contact with the public, so they should be well spoken and have a neat and clean appearance. They should enjoy dealing with all kinds of people and possess a pleasant disposition.
- Hours:** Almost all jobs are 10-33 hours per week. A few jobs are 35-40 hours per week. Hosts and Hostesses are expected to work nights, weekends, and holidays. Some work split shifts by working a few hours at mid-day, taking time off during the afternoon, then returning to work the evening shift. The wide range of hours available to restaurant workers creates a good opportunity for part-time work and makes this line of work particularly suitable for students.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more).

Where the Jobs Are

Major employing industries include: Eating and drinking establishments

Methods Used to Fill Job Openings

Almost all employers fill openings by hiring employee referrals. Most also fill openings by hiring unsolicited applicants. Many employers recruit applicants through newspaper advertisements.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Food Server (Waiters and Waitresses)	Host or Hostess (Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop)	Supervisor or Assistant Manager (First-Line Supervisors/Managers of Food Preparation and Serving Workers)	Restaurant Manager (Food Service Managers)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Meeting and Convention Planners; Opticians, Dispensing; Cooks, Institution and Cafeteria; First-Line Supervisors/Managers of Housekeeping and Janitorial Workers; Locker Room, Coatroom, and Dressing Room Attendants; Hotel, Motel, and Resort Desk Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Sara Mitchel

What are some of the job titles you've held previously?

This was an entry-level position here. Before this I worked in a fast-food restaurant.

What kind of work do you do in a typical day?

When customers come in, I get seating arranged for them and take them to their tables. I take their drink orders and serve them their drinks. I make sure all the tables are clean and that the condiments are well stocked. I also serve as the Cashier, so I ring up the meals, print the bills, and take the payments.

What was it that attracted you to this type of work?

I really enjoy working with the public and I needed a job during the evening hours so I could go to school. This job allows me the flexibility I need for college. Every semester my class schedule changes a bit, and they have always been willing to adjust my work schedule to accommodate my classes.

What knowledge, skills and abilities are important in this kind of work?

First and foremost you have to be able to work well with the public. Some customers are difficult, and you have to be able to handle that. You have to be a self-starter, to see what needs to be done, and get it done. You have to be able to smile, even when you don't feel like smiling. And you need to be able to work in a very fast paced environment. Things get to be hopping around here pretty darn fast, and you have to be able to keep up.

What is the best preparation for someone who wants to go into this occupation?

Any job where you are working with the public is good experience for this.

What is it that keeps you wanting to do this kind of work?

I enjoy my job; I like the people I work with and the management here. They have been flexible with my changing schedule and, for right now, this job meets my needs.

What qualities make for an exceptional Host or Hostess?

Being friendly, outgoing, and personable. You only have a few minutes with each customer, and you have to take advantage of that time and make a positive impression.

What are the next steps in your career path?

As I mentioned, I am a college student. My next steps are to graduate and become an Elementary School teacher. I still have one year of school, and then my student teaching.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Hotel, Motel, and Resort Desk Clerks

Accommodate hotel, motel, and resort patrons by registering and assigning rooms to guests, issuing room keys, transmitting and receiving messages, keeping records of occupied rooms and guests' accounts, making and confirming reservations, and presenting statements to and collecting payments from departing guests. (SOC 43-4081)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
130	170	40	30.8	10

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$9.25	\$11.09	\$12.96

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Many employers require a high school diploma or equivalent for job entry. Many others are willing to accept less than a high school level education.
- Experience:** Almost all employers report that they do not require prior experience; however, most employers do prefer 6-12 months of prior experience.
- Training:** Employers generally provide on-the-job training for this occupation, although related training programs are available. Training for new employees usually includes an explanation of the job duties and information about the establishment, such as room locations and available services. New employees then learn job tasks through on-the-job training under the guidance of a supervisor or an experienced clerk. They often need additional training in how to use the computerized reservation, room assignment, and billing systems and equipment. Most clerks continue to receive instruction on new procedures and company policies after their initial training ends. Many employers report that basic computer and word processing skills are important.
- Hours:** Most jobs are 40 hours per week. A few jobs are part-time, ranging from 20-32 hours per week. Almost all employers report that swing/evening shifts are also common for this occupation. Most also report that graveyard/night shifts are common.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be moderate (20-29%).

Where the Jobs Are

Major employing industries include: Hotels; Motels; Inns

Methods Used to Fill Job Openings

Almost all employers recruit applicants through newspaper advertisements. Most also fill openings by hiring employee referrals. Many fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Housekeeping Staff (Maids and Housekeeping Cleaners)	Front Desk Clerk (Hotel, Motel, and Resort Desk Clerks)	Front Desk Supervisor	General Manager (Lodging Managers)
Bell Staff/Concierge		Assistant Manager	

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Counter Attendants, Cafeteria, Food Concession, and Coffee Shop; Food Servers, Nonrestaurant; Ushers, Lobby Attendants, and Ticket Takers; Counter and Rental Clerks; Telephone Operators; License Clerks; Receptionists and Information Clerks; Reservation and Transportation Ticket Agents and Travel Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
 - Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
 - Service Orientation - Actively looking for ways to help people.
 - Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Speech Clarity - The ability to speak clearly so others can understand you.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Albert Couley

What are some of the jobs you've had?

I've been a Cook and a Bartender.

What kind of work do you do?

I work five to six days a week, 8 hours a day. Sometimes I work overtime. I check guests in and out of the hotel using a computer system. I handle all of the problems and complaints that come through the front desk. I train new hires. I'm also cross-trained as a Bellhop.

What attracted you to this type of work?

I like customer service and that is what attracted me to this vocation. I graduated with a four year degree in hotel, restaurant and institutional management. In that program, I had two years of culinary arts training, but that is more of a hobby for me.

What knowledge, skills, and abilities are important in this kind of work?

Basic computer knowledge and keyboard skills are important. It's also important to have good customer service and problem solving skills.

What is the best preparation for someone who wants to go into this occupation?

Anybody can jump into this; you don't need to have formal training unless you go into management. Most of my other colleagues graduated from high school and then started working here. The hotel does on-the-job training.

What keeps you motivated at work?

I like my job and working with different people every day.

What qualities make for an exceptional Hotel/Motel Desk Clerk?

Patience is the most important quality for an exceptional Desk Clerk. Good interpersonal skills are also important.

What's next in your career path?

I'm the lead agent now and I would like to go into management.

Source for Career Dialogue: Career Pathways Handbook - www.work-info.com

Janitors and Cleaners, Except Maids and Housekeeping Cleaners

Keep buildings in clean and orderly condition. Perform heavy cleaning duties, such as cleaning floors, shampooing rugs, washing walls and glass, and removing rubbish. Duties may include tending furnace and boiler, performing routine maintenance activities, notifying management of need for repairs, and cleaning snow or debris from sidewalk. (SOC 37-2011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,000	1,190	190	19.0	38

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$9.49	\$11.71	\$15.05

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers are willing to accept less than a high school level education for job entry. Some require a high school diploma or equivalent.
- Experience:** Most employers do not require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation.
- Hours:** Many jobs are 35-40 hours per week. Many other jobs are 12-24 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include: Schools and colleges; Janitorial/maintenance companies
Nationally, about 3% are self-employed.

Methods Used to Fill Job Openings

Almost all employers fill openings by hiring employee referrals and/or recruit applicants through newspaper advertisements. Most also fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Janitor/Cleaner (Janitors and Cleaners, Except Maids and Housekeeping Cleaners)	Janitor/Maintenance Worker	Supervisor or Manager (Janitorial Supervisors)	Janitorial Services Company Owner
Maid (Maids and Housekeeping Cleaners)	Lead Janitor	Maintenance Repairer (Maintenance and Repair Workers, General)	Construction Trades Worker (Skilled)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Landscaping and Groundskeeping Workers; Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters; Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters; Automotive Glass Installers and Repairers; Mechanical Door Repairers; Refractory Materials Repairers, Except Brickmasons; Helpers--Installation, Maintenance, and Repair Workers; Foundry Mold and Coremakers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - 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.
- Abilities:**
- Trunk Strength - The ability to use your abdominal and lower back muscles to support part of the body repeatedly or continuously over time without 'giving out' or fatiguing.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Bruce Flynn

What are some of the job titles you've held previously?

Building Maintenance Technician and worker.

What kind of work do you do in your current job and what do you do in a typical day?

I do residential and commercial cleaning. I specialize in cleaning windows and frames in new construction right before the owner takes possession. I also clean cabinets or whatever needs to be cleaned after the completion of construction. I can also do some minor repairs and adjustments. I am kind of a jack-of-all-trades. In a typical day I arrive on the job site and assess what needs to be cleaned on that day. I then proceed to clean the buildings.

What was it that attracted you to this work?

It was kind of funny. I was a Park Ranger, and I picked up the paper one day. I saw an ad for a "Jack of all Trades". This appealed to me as I really enjoy the variety that this job provides.

What knowledge, skills, and abilities are important in this kind of work?

Someone should be proficient at window cleaning, which involves technique and skill to do it right. I would also say that someone should be a good team player, reliable, honest, and have a keen sense of attention to detail. Above all dependability is important. My employer has to be confident that I will be at the job site when I am supposed to be.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

On-the-job training is the best way to learn this job. Any handy-person skills are a plus. But the thing that I would recommend to someone is to start at the bottom and prove yourself a hard and disciplined worker. If you are reliable, hard worker, and you are willing learn new things, you will progress pretty quickly.

What is it that keeps you wanting to do this kind of work?

I like the variety. I like that I travel to different job sites all of the time. I like working with people who may be in different trades. This allows me to learn new things.

What qualities make for an exceptional Janitor?

A person needs to be trustworthy. You have to pay attention to detail, and most importantly you need to be reliable and dependable.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Landscaping and Groundskeeping Workers

Landscape or maintain grounds of property using hand or power tools or equipment. Workers typically perform a variety of tasks, which may include any combination of the following: sod laying, mowing, trimming, planting, watering, fertilizing, digging, raking, sprinkler installation, and installation of mortarless segmental concrete masonry wall units. Does not include Farmworkers. (SOC 37-3011)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
990	1,170	180	18.2	40

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$11.24	\$13.36	\$16.34

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

There usually are no minimum educational requirements for entry-level positions in grounds maintenance, although a diploma is necessary for some jobs. In 2004, most workers had a high school education or less. Short-term on-the-job training generally is sufficient to teach new hires how to operate equipment such as mowers, trimmers, leaf blowers, and small tractors and to follow correct safety procedures. Entry-level workers must be able to follow directions and learn proper planting and maintenance procedures for their localities. They also must learn how to repair the equipment they're using. If driving is an essential part of a job, employers look for applicants with a good driving record and some experience driving a truck. Employers also look for responsible, self-motivated individuals because grounds maintenance workers often work with little supervision. Workers who deal directly with customers must get along well with people.

Where the Jobs Are

Major employing industries include: Landscaping services; Local government agencies; Golf courses, Country clubs Nationwide, about 20-25 percent are self-employed.

Source for Requirements and Industries: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Lawn Maintenance Worker (Landscaping and Groundskeeping Workers)	Crew Leader	Grounds Manager (Lawn Service Managers)	Lawn/Groundskeeping Services Company Owner
Landscape Construction Laborer/Worker	Landscaper - Journey Level	Supervisor or Foreman (First-Line Supervisors and Manager/Supervisors - Landscaping Workers)	Landscape Construction Contractor
			Landscape Architect

Source for Career Ladders: Career Pathways Handbook - www.work-info.com

Related Occupations

Occupations with similar skill requirements include: Dishwashers; Pesticide Handlers, Sprayers, and Applicators, Vegetation; Nursery Workers; Automotive Glass Installers and Repairers; Cleaners of Vehicles and Equipment; Laborers and Freight, Stock, and Material Movers, Hand

Important Knowledge, Skills and Abilities

- Knowledge:**
- Mechanical - Knowledge of machines and tools, including their designs, uses, repair, and maintenance.
- Skills:**
- Equipment Maintenance - Performing routine maintenance on equipment and determining when and what kind of maintenance is needed.
 - 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.
- Abilities:**
- Arm-Hand Steadiness - The ability to keep your hand and arm steady while moving your arm or while holding your arm and hand in one position.
 - Multilimb Coordination - The ability to coordinate two or more limbs (for example, two arms, two legs, or one leg and one arm) while sitting, standing, or lying down. It does not involve performing the activities while the whole body is in motion.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Greg Gordon

What are some of the jobs you've had?

I started working as a Private Gardener for a home with nine acres. After that I went into business for myself and have done that for the last 25 years. In all, I have worked in this field for 37 years.

What kind of work do you do?

I get up early, somewhere around 5 am. I prepare for the day by figuring out where the crew is going. We work on projects, so there is a lot of time spent keeping up with the cost summary, figuring out how the job is going, and where the hours and materials are compared to the estimate. By the time we get to the job, we are organized in what we are going to do. A typical day can include anything from concrete laying to general landscape and yard maintenance. For us, regular landscaping is more frequent in the wintertime, whereas in the summer months, we do more of the labor/construction type work.

What attracted you to this type of work?

I think it was the idea of being outside - I love to be outdoors. When I first entered this field as a Live-in Gardener, I found that it was both fun and overwhelming.

What knowledge, skills, and abilities are important in this kind of work?

It is important to have common sense, and to have the ability to keep things organized. You have to know what you are doing and have the precision to put things together. It takes time to develop skills to be a Landscaper/Laborer; it is not something you can just walk into and know. You also must have physical strength and be able to tolerate the elements (heat and cold) and the long hours. You must have plant knowledge and the ability to learn about gardening.

What is the best preparation for someone who wants to go into this occupation?

It would be best to get on-the-job experience or work as an apprentice. A person must realize that this is hard work and have the tolerance for the demand. Formal training is always helpful, but on-the-job experience is the best preparation.

What keeps you motivated at work?

I love being outdoors. Everything I do is outside. I can't imagine being inside an office all day long.

What qualities make for an exceptional worker in your occupation?

An exceptional worker in this position is very organized; when you leave a shop, making sure you have the appropriate tools is critical in order to work efficiently and effectively. You also must be clean and keep your job site clean. You must know measurement and construction.

Landscaping is extremely diversified, so you must have the ability to know many things about the work. The plant knowledge is also extremely important. The more you know, the better you can do your job.

Lodging Managers

Plan, direct, or coordinate activities of an organization or department that provides lodging and other accommodations. Does not include Food Service Managers in lodging establishments. (SOC 11-9081)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
80	100	20	25.0	3

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$19.91	\$21.87	\$25.78

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Many employers require a high school diploma or equivalent for job entry. Many others are willing to accept less than a high school level education.
- Experience:** Almost all employers require prior experience. When prior experience is required or preferred, the length of experience generally ranges from 12-24 months.
- Training:** In the past, Lodging Managers were often promoted from positions such as Front Desk Clerk, Housekeeper, Waiter, Chef, or Hotel Sales Worker. Although some still advance to lodging management positions without education beyond high school, postsecondary education is generally preferred. Even restaurant management training or experience is a good background for entering hotel management because the success of a hotel's food service and beverage operations often is of great importance to the profitability of the entire establishment. Nationwide, over 800 schools and training providers have certificate and/or degree programs in hotel or restaurant management. These programs typically include instruction in hotel administration, accounting, economics, marketing, housekeeping, food service management and catering, hotel maintenance engineering, and computer skills. Almost all employers report that word processing skills are important. Keeping up with labor laws is also of increasing importance.
- Hours:** Almost all jobs range from 40-50 hours per week. Some employers report that swing/evening shifts are common for this occupation. Some others report that their Lodging Managers must be on call, 24/7.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include: Hotels; Motels; Resorts; Inns
Some Lodging Managers work for companies that manage hotels and motels under contract.
Nationally, about 50% are self-employed managers - primarily owners of small lodging establishments.

Methods Used to Fill Job Openings

Almost all employers recruit applicants through newspaper advertisements. Most also fill openings by hiring employee referrals. Many recruit applicants through internet job listings. Some fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Front Desk Clerk (Hotel, Motel, and Resort Desk Clerks)	Front Desk Supervisor or Manager Trainee	Hotel or Lodging Manager (Lodging Managers)	General Manager – Hotel, Motel or Lodging Facility
Bell Staff	Assistant Manager		Owner – Hotel, Motel or Lodging Facility

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Food Service Managers; First-Line Supervisors/Managers of Food Preparation and Serving Workers; First-Line Supervisors/Managers of Housekeeping and Janitorial Workers; First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers; Recreation Workers; First-Line Supervisors/Managers of Office and Administrative Support Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Administration and Management - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
 - English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
 - Sales and Marketing - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
 - Personnel and Human Resources - Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
 - Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
 - Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.
 - Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
 - Active Learning - Understanding the implications of new information for both current and future problem-solving and decision-making.
 - Instructing - Teaching others how to do something.
 - Service Orientation - Actively looking for ways to help people.
 - Time Management - Managing one's own time and the time of others.
- Abilities:**
- Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Speech Clarity - The ability to speak clearly so others can understand you.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Fernando Morghadinho

What are some of the job titles you've held previously?

I have been a Front Desk Clerk, a Night Auditor, a Food and Beverage Cashier, a Lobby Porter, a Director of Sales, and a General Manager and a Front Office Manager.

What kind of work do you do in a typical day?

Now I am the Front Office Manager, which means I am responsible for the overall operation of the front desk, our Bell Hosts, our PDX Operators, and our concierge department. Primarily coordinating the operation and efforts of all the front departments, I make sure that the guest service we provide is at the highest possible level.

What was it that attracted you to this type of work?

I've always had a pretty outgoing personality and I enjoy dealing with the public very much. I derive a tremendous amount of pleasure in being able to assist people, whether it is with information, or solving a problem that they may have. In any way shape or form, assisting the guest and making a difference in the quality of their stay is enjoyable to me. I have always had that desire in me and I have also been able to pass that on to many of the people I have worked with.

What knowledge, skills and abilities are important in this kind of work?

For my position, it is important that you have good organizational skills. It is important that you have the ability to lead people and to lead by example. People have a tendency to follow your instructions a lot better and without reservation if you show them how you would do it if you were the person doing the job. Also, the ability to deal with the public is paramount, because that is what we do day in and day out - facing the guest and trying to constantly provide a good quality stay for our guests, and sometimes with limited resources.

What is the best preparation for someone who wants to go into this occupation?

It is almost impossible to come directly into the hospitality industry and get this type of position. More often than not, one has to take an entry level position and learn the business from the ground up until they can get into a management position. That is, unless you spend quite a bit of time in hotel school where you are going to be trained specifically for the job. So if you are just entering this industry, I think that some of the more important qualities to have are politeness, pleasantness, good manners and appearances. Then by training and teaching you can mold the people and eventually turn them into the professionals that you want and need. Very often we look for the finished product out there and it is not there. Our industry is not known for paying the highest salaries, so it is difficult to attract people to this industry.

What is it that keeps you wanting to do this kind of work?

I don't think I have hit the lottery yet, so that would be one of the reasons. I think that the idea of me being behind a desk for 8 hours a day is frightening. So the desire to be out there dealing with people constantly and making a difference is probably what has kept me in this industry for as many years as I have been.

What qualities make for an exceptional Lodging Manager?

I think I have mentioned some of them already. In this day and age where financial responsibility is so important, obviously having a good accounting background is very important, as well as having a good understanding of budgets. A strong understanding of the cost involved in operating a lodging facility is very important. It's also very important that you are a good hearted person. Very often we find managers that are quick with numbers and finances but lack the ability to relate to their employees.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Maids and Housekeeping Cleaners

Perform any combination of light cleaning duties to maintain private households or commercial establishments, such as hotels, restaurants, and hospitals, in a clean and orderly manner. Duties include making beds, replenishing linens, cleaning rooms and halls, and vacuuming. (SOC 37-2012)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
900	1,110	210	23.3	40

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$9.22	\$10.36	\$11.46

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers are willing to accept less than a high school level education for job entry. Some require a high school diploma or equivalent.
- Experience:** Almost all employers do not require prior experience.
- Training:** Employers generally provide on-the job training for this occupation.
- Hours:** Most jobs are 35-40 hours per week. Some jobs are 15-30 hours per week.

Supply/Demand Assessment

Employers generally report that it is not difficult to find applicants who meet their hiring standards. This indicates a **very competitive outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more).

Where the Jobs Are

Major employing industries include: Private households; Hotels; Motels; Building maintenance services; Residential care facilities; Skilled nursing facilities; Hospitals
Nationally, about 4% of all maids and housekeeping cleaners are self-employed.

Methods Used to Fill Job Openings

Of the employers surveyed, all report that they fill openings by hiring employee referrals. Almost all recruit applicants through newspaper advertisements and/or fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Maid (Maids and Housekeeping Cleaners)	Housekeeping Inspector (Housekeeping Supervisors)	Supervisor (First-Line Supervisors/Managers of Housekeeping and Janitorial Workers)	Innkeeper or Lodging Manager (Lodging Managers)
Janitor/Cleaner (Janitors and Cleaners, Except Maids and Housekeeping Cleaners)	Lead Janitor	Self-Employed Janitor/Housekeeper	Janitorial/Maid Services Company Owner
Front Desk Clerk (Hotel, Motel, and Resort Desk Clerks)			

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Chefs and Head Cooks; Cooks, Fast Food; Dining Room and Cafeteria Attendants and Bartender Helpers; Dishwashers; Floor Layers, Except Carpet, Wood, and Hard Tiles; Packers and Packagers, Hand

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
- Abilities:**
- Extent Flexibility - The ability to bend, stretch, twist, or reach with your body, arms, and/or legs.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Kathy Downing

What are some of the job titles you've held previously?

I started my hospitality career in an entry-level housekeeping position out of high school. I then worked as a Secretary and then went into a management program and became an Executive Housekeeper.

What kind of work do you do in your current job and what do you do in a typical day?

On a typical day as a Housekeeper, you receive your assignment, gather up what you need to do your days work. You look at your assignment to see how much time you can allot to each individual room because cleaning a sleep over room is quicker than cleaning a check out room, which is a more exact job. You chart your day by your assignments and complete the tasks that are given. When you enter the room you just start cleaning; it is a heavy job and it is very difficult. Housekeepers have to make judgment and decision calls all the time. They are cheerleaders for the hotel, they are front line people, they talk to guests all the time, and they must be smart and creative.

What was it that attracted you to this work?

I was attracted to the work because it was an entry-level position and I didn't have qualifications for anything else. The hospitality industry is exciting and fun, you work hard, but it is rewarding. Working in this department is enjoyable because it is instant gratification: from dirty to clean. You get positive feedback immediately.

What knowledge, skills, and abilities are important in this kind of work?

The ability to speak English is very helpful because you need to be able to communicate with everyone. You must be able to get along with other people since you work so closely with the other staff and guests. You have to be logical, methodical and have attention to detail. You also must have good cleaning abilities. You must be healthy, since the job is physically demanding and requires stamina.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

You must have the motivation to do the work. The job is very demanding and physically challenging; learning to stay motivated and to have a positive attitude is really the best way to prepare.

What is it that keeps you wanting to do this kind of work?

The hospitality industry is exciting and fun. There are so many things to do, such a variety of tasks it is changing constantly.

What qualities make for an exceptional Maids or Housekeeper?

To be an exceptional Maid or Housekeeper, you must have the ability to get along with your co-workers, have good presentation with guests, and you must have good cleaning abilities. Attitude is also important, you can train anyone to clean, but having a good attitude is extremely valuable. Enthusiasm and the ability to get people to do the work is also a critical asset. Discipline also is a quality that makes for an exceptional Maid or Housekeeper.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Maintenance and Repair Workers, General

Perform work involving the skills of two or more maintenance or craft occupations to keep machines, mechanical equipment, or the structure of an establishment in repair. Duties may involve pipe fitting; boiler making; insulating; welding; machining; carpentry; repairing electrical or mechanical equipment; installing, aligning, and balancing new equipment; and repairing buildings, floors, or stairs. (SOC 49-9042)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
750	890	140	18.7	28

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$15.53	\$19.90	\$25.01

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers require a high school diploma or equivalent. Many are willing to accept less than a high school level education.
- Experience:** Most employers require or prefer 1-5 years of prior experience. Some are willing to accept training as a substitute for experience.
- Training:** Most learn their skills informally on-the-job as helpers or through experience in various construction trades. It generally takes 1-4 years of training or experience to become fully qualified.
- Hours:** Almost all jobs are jobs are 40 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be moderate (20-29%).

Where the Jobs Are

Major employing industries include: Government agencies; Property/real estate management services; Schools

Methods Used to Fill Job Openings

Almost all employers recruit applicants through newspaper advertisements. Most also fill openings by hiring employee referrals. Many fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Helper, Laborer, or Apprentice (Helpers--Installation, Maintenance, and Repair Workers)	Maintenance Repairer – Semi-Skilled (Maintenance and Repair Workers, General)	Supervisor or Foreman (First-Line Supervisors and Manager/Supervisors-Construction Trades Workers)	Construction Trades Worker – Skilled (e.g., Carpenter, Electrician, Painter, Plumber, etc.)
Janitor/Cleaner (Janitors and Cleaners, Except Maids and Housekeeping Cleaners)	Janitor/Maintenance Worker	Maintenance Mechanic (Industrial Machinery Mechanics)	

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Boilermakers; Pipe Fitters and Steamfitters; Plumbers; Structural Iron and Steel Workers; Helpers—Carpenters; Elevator Installers and Repairers; Aircraft Mechanics and Service Technicians; Welders, Cutters, and Welder Fitters

Important Knowledge, Skills and Abilities

- Knowledge:**
- Mechanical - Knowledge of machines and tools, including their designs, uses, repair, and maintenance.
 - Building and Construction - Knowledge of materials, methods, and the tools involved in the construction or repair of houses, buildings, or other structures such as highways and roads.
 - Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
- Skills:**
- Equipment Maintenance - Performing routine maintenance on equipment and determining when and what kind of maintenance is needed.
 - Repairing - Repairing machines or systems using the needed tools.
 - Troubleshooting - Determining causes of operating errors and deciding what to do about it.
 - 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.
 - Installation - Installing equipment, machines, wiring, or programs to meet specifications.
 - Equipment Selection - Determining the kind of tools and equipment needed to do a job.
- Abilities:**
- Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
 - Information Ordering - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
 - Manual Dexterity - The ability to quickly move your hand, your hand together with your arm, or your two hands to grasp, manipulate, or assemble objects.

Career Dialogue with Conrad Rossback

What are some of the job titles you've held previously?

I began in this field by working as a self-employed Gardener then took a job with the County as a Grounds Maintenance Worker. After several years I moved into my current position as a Maintenance Repairer.

What kind of work do you do in your current job and what do you do in a typical day?

I do general maintenance repair. This can include moving new or surplus furniture, working on air conditioning units or heaters, troubleshooting, cleaning of sewers, maintenance on sinks and toilets. I do soldering, welding, change light bulbs, repair ballasts, and work on insulation, carpentry. Each day I am given a work order that helps me establish my work day and then I go from job to job to complete the necessary repairs.

What was it that attracted you to this work?

I like construction type work and the physical work involved in maintenance repair. I also like being outside and moving around from place to place.

What knowledge, skills, and abilities are important in this kind of work?

In my opinion you need to be mechanically inclined to do this type of work. You also need good people skills and the ability to get along with others. Being able to be a team player is also another skill that is important since much of your job requires working with other people in the maintenance department.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

I think you need the overall skill of being able to do most anything, since maintenance requires a broad knowledge of many different types of things. You also need general knowledge of basic mechanical functions. Specializing, for example in HVAC repair can also be beneficial.

What is it that keeps you wanting to do this kind of work?

I enjoy manual labor and working out in the field. Sitting behind a desk wouldn't appeal to me. I also enjoy the mechanics and doing the actual repair work on the facilities. I also enjoy the people that I meet on the different jobs.

What qualities make for an exceptional Maintenance Repairer?

I think having good people skills makes for an exceptional Maintenance Repairer, as well as the ability to get along with other people. A good attitude is also important and the ability to get the work done also makes for an exceptional Maintenance Repairer.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Museum Technicians and Conservators

Prepare specimens, such as fossils, skeletal parts, lace, and textiles, for museum collection and exhibits. May restore documents or install, arrange, and exhibit materials. (SOC 25-4013)

Employment Statistics*

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,000	1,100	100	10	30

* Note that this data is for California because similar data is not available for the Napa County area

Wage Information*

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$15.17	\$18.72	\$24.39

* Note that this data is for California because similar data is not available for the Napa County area

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

Museum technicians usually need a bachelor's degree in an appropriate discipline of the museum's specialty, training in museum studies, or previous experience working in museums, particularly in the design of exhibits. Similarly, archives technicians usually need a bachelor's degree in library science or history, or relevant work experience.

Where the Jobs Are

Major employing industries include: Museums, historical sites, and similar institutions; Federal government agencies; State government agencies; Local government agencies; State government educational services
Nationwide, about 10 percent are self-employed.

Career Ladders

Technician positions often serve as a steppingstone for individuals interested in archival and curatorial work. Except in small museums, a master's degree is needed for advancement.

Source for Requirements, Industries and Career Ladders: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Product Safety Engineers; Geological Sample Test Technicians; Set and Exhibit Designers; Costume Attendants; Food Batchmakers; Medical Appliance Technicians

Important Knowledge, Skills and Abilities

- Knowledge:**
- English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Skills:**
- Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
 - 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.
 - Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
- Abilities:**
- Near Vision - The ability to see details at close range (within a few feet of the observer).

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Office Clerks, General

Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring limited knowledge of office management systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing or word processing, stenography, office machine operation, and filing. (SOC 43-9061)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,570	1,620	50	3.2	40

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$11.21	\$14.83	\$17.52

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Almost all employers require a high school diploma or equivalent for job entry.
- Experience:** Most employers report that they do not always require prior experience. When prior experience is required or preferred, the length of experience generally ranges from 6-24 months. Most employers are willing to accept training as a substitute for experience.
- Training:** General Office Clerks acquire skills in various ways. Training ranges from high school vocational education programs that teach office skills and keyboarding to 1-2 year programs in office administration offered by vocational and technical schools and community colleges. Almost all employers report that word processing software skills are important. Most also report that spreadsheet skills are important. Some report that database skills are important as well.
- Hours:** Most jobs are 40 hours per week. Some jobs are 15-30 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be moderate (20-29%).

Where the Jobs Are

Major employing industries include: a wide variety of industries, with about one out of every three jobs provided by government agencies, educational institutions, and health care organizations. Nationally, less than 1% are self-employed.

Methods Used to Fill Job Openings

Most employers recruit applicants through newspaper advertisements. Many also recruit applicants through internet job listings and/or fill openings by hiring employee referrals. Some fill openings through in-house promotion or transfer.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
General Office Clerk (Office Clerks, General)	Secretary (Secretaries, Except Legal, Medical, and Executive)	Executive Secretary or Administrative Assistant	Office Manager/Supervisor (First-Line Supervisors/Managers, of Office and Administrative Support Workers)
Receptionist (Receptionists and Information Clerks)			Bookkeeper or Accountant

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Statement Clerks; Billing, Cost, and Rate Clerks; Procurement Clerks; Loan Interviewers and Clerks; Receptionists and Information Clerks; Secretaries, Except Legal, Medical, and Executive; Word Processors and Typists; Insurance Claims Clerks

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
- Skills:**
- 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.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Christina Smith

What are some of the job titles you've held previously?

Currently, I am an Elementary Registrar. I have also been an Office Assistant, Administrative Assistant, Front Desk Clerk, File Clerk and I have done some collections work.

What kind of work do you do in a typical day?

I answer questions about the programs we have, as well as answer questions about daily issues from families, parents and teachers. I also set up interviews. I take families on tour of our campus. I also keep the records for the children's emergency contact information. I am responsible for the attendance records and the cumulative records. I correspond through email with parents and teachers. I give general office support to the teachers and do a lot of data entry.

What was it that attracted you to this type of work?

Since I was very young I have always wanted to help other people. I enjoy interacting with people and I enjoy the continuity of this position.

What knowledge, skills and abilities are important in this kind of work?

You need to be a really good communicator. You have to be able to assess a situation and see what the true issue is, and then be able to help the students through that. You need to be detail-oriented and realize that even the littlest things are important.

What is the best preparation for someone who wants to go into this occupation?

Learning new things and keeping abreast of the information technologies. Taking communication courses.

What is it that keeps you wanting to do this kind of work?

I am blessed to be in a Christian environment, with Christian Administrators, staff and families that come in. I absolutely love my job every day. I like knowing that, at the end of the day, the things I have completed have affected and helped others. Even though it may seem like it is tedious work, it has helped others.

What qualities make for an exceptional General Office Clerk?

Flexibility is probably the most important quality. Also, possessing the ability to set things aside and be able to help someone. You also need to be self-motivated, to see a need and fill it.

What are the next steps in your career path?

I will probably be going back to school for some more training, but I really enjoy where I am at right now. I am happy here and I love my job. My daughter is here on campus, so I am not planning on leaving here anytime soon.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Receptionists and Information Clerks

Answer inquiries and obtain information for general public, customers, visitors, and other interested parties. Provide information regarding activities conducted at establishment; location of departments, offices, and employees within organization. Does not include Switchboard Operators. (SOC 43-4171)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
790	890	100	12.7	30

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$11.63	\$14.17	\$16.97

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Almost all employers require a high school diploma or equivalent for job entry.
- Experience:** Most employers report that they either require or prefer prior experience. The experience requirement ranges from 3 months to 3 years, with the average at 11 months. Most employers are willing to accept 4-12 months of training as a substitute for experience.
- Training:** Receptionists usually receive on-the-job training which may include procedures for greeting visitors, operating telephone and computer systems, and distributing mail, fax, and parcel deliveries. Almost all employers report that word processing software skills are important. Most also report that spreadsheet software skills are important. Many report that database software skills are important.
- Hours:** Almost all jobs are 40 hours per week. A few jobs are part-time or seasonal, ranging from 20-30 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover estimated to be moderate (20-29%). This turnover rate does not include temporary/on-call employment.

Where the Jobs Are

Major employing industries include: a wide variety of industries, with more than 1 in 4 employed in healthcare industries and dental offices. Nationally, about 9% are employed by temporary staffing agencies and less than 1% are self-employed.

Methods Used to Fill Job Openings

Most employers recruit applicants through newspaper advertisements. Many fill openings by hiring employee referrals. Some fill openings by hiring referrals from employment agencies. Some others fill openings through in-house promotion or transfer.

Career Ladders

Entry Level ►	Mid-Level ►	Advanced Level ►	Options
Receptionist (Receptionists and Information Clerks)	Secretary or Administrative Assistant (Secretaries, Except Legal, Medical, and Executive)	Executive Secretary (Executive Secretaries and Administrative Assistants)	Office Manager/Supervisor (First-Line Supervisors, Administrative Support)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Cashiers; Counter and Rental Clerks; Switchboard Operators, Including Answering Service; Statement Clerks; Hotel, Motel, and Resort Desk Clerks; New Accounts Clerks; Order Clerks; Secretaries, Except Legal, Medical, and Executive; Insurance Claims Clerks; Office Clerks, General

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
 - English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Skills:**
- 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.
 - Speaking - Talking to others to convey information effectively.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Writing - Communicating effectively in writing as appropriate for the needs of the audience.
 - Service Orientation - Actively looking for ways to help people.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Speech Recognition - The ability to identify and understand the speech of another person.
 - Speech Clarity - The ability to speak clearly so others can understand you.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Myria Jones

What is your job title?

Administrative Clerk II.

What kind of work do you do?

I answer phones. I do database keyboarding, sort and distribute mail, take messages, and give out applications. I also direct people to the right place when they come in looking for an appointment.

What are the things that attracted you to this type of work?

I like to help people.

What kind of things do you do at work (skills)?

You have to have a lot of patience to deal with people who are low income. They really don't have a lot going for them right now, so I try to motivate them to get what they need and then direct them to the employment side. Once they find employment, they're much happier with their lives and with themselves.

If you were starting over to be a Receptionist, knowing what you know now, how would you better prepare yourself?

I would do a lot more training because I came in from working in customer service. You need to know what to say, so you don't anger them, but I learned the hard way that interpersonal skills are vital. You want people leaving here happy, but you should also remember that you can't please everyone.

What keeps you wanting to do this type of work?

Again, it's the people. At first they come in here all mad and upset, but in the long run they appreciate that you were the one that helped them. And you're the one who helped them to finally find employment. It's interesting to watch them begin and struggle, but sometimes they have better jobs than I do after they leave.

What qualities make an exceptional Receptionist?

Patience. Attitude. Respect for the clients. You can't ask for anything more than that because if you have respect for them, they'll have respect for you.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Retail Salespersons

Sell merchandise, such as furniture, motor vehicles, appliances, or apparel in a retail establishment. Does not include "Cashiers." (SOC 41-2011).

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
2,900	3,610	710	24.5	176

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$9.02	\$10.98	\$14.11

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Many employers require a high school diploma or equivalent for job entry. Many others are willing to accept less than a high school level education.
- Experience:** Many employers report that they do not require prior experience; however, many employers do prefer 6-24 months of prior experience.
- Training:** Employers look for people who enjoy working with others and have the tact and patience to deal with difficult customers. Among other desirable characteristics are an interest in sales work, a neat appearance, and the ability to communicate clearly and effectively. The ability to speak more than one language may be helpful for employment in communities where people from various cultures tend to live and shop. Before hiring a Salesperson, some employers may conduct a background check, especially for a job selling high-priced items. Employers generally provide on-the-job training for this occupation.
- Hours:** Many jobs are part-time, ranging from 15-31 hours per week. Many other jobs are full-time, ranging from 35-40 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be high (30-39%).

Where the Jobs Are

Major employing industries include:

Methods Used to Fill Job Openings

Most employers fill openings by hiring unsolicited applicants. Many recruit applicants by hiring employee referrals and/or recruit applicants through newspaper advertisements. Some fill openings by hiring referrals from schools and training programs.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Stock Clerk	Sales Associates (Retail Sales Workers)	Assistant Manager	Store Manager
		Dept. Manager (First-Line Supervisors/Managers of Retail Sales Workers)	

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Counter and Rental Clerks; Sales Representatives, Wholesale and Manufacturing; Customer Service Representatives; Driver/Sales Workers

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Sales and Marketing - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
- Skills:**
- 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.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Arica Grafton

What is your job title?

My main title is Sales Associate.

What type of work do you do?

I deal with credit cards and am in charge of different activities that we conduct to boost credit card applications. We also work with hundreds of women every day as they come in to shop for personal items. We assist them in finding correct sizes as well as what's comfortable for them. It's a very large business and there's a lot of volume that comes through. We ensure that our sales are high enough for the company.

What are the things that attracted you to this type of work?

I like working with and helping people on a more personal level. This company has a good balance of work and personal involvement with the clientele and I enjoy that. I've had different jobs in the medical field where you deal with fewer people, but at a higher level of intensity. This type of work is done more at the surface level, but it's also very personal. There's a lot of variety as well. Something different happens every day and I enjoy that, too. It's very spontaneous.

What are the tasks that you perform at work?

We get credit card sign-ups frequently, which is really important for the company and the different promotions we run. We meet once a month after hours to change the floor set of the store. We promote products for the new season and stay organized to keep up with the different products coming out. We work one on one with the women and try to make it easy for them.

If you were starting over to be a Retail Salesperson, knowing what you know now, how would you better prepare yourself?

If I knew what I know now, I wouldn't have been as shy and I wouldn't have withdrawn myself as much. I would have gone out earlier and found another job that involved helping people so that I understood the whole concept of caring about the customer. I also would try to get some experience so that I had a better perspective of sales. My idea was that all salespeople were pushy and presumptuous, so I didn't know how to get the balance to where I was selling, but also helping.

What keeps you wanting to do this type of work?

I like helping people and making them happy and that's what makes me happy, so it's a good place for me. I like the flexibility and the closeness with my managers and the team. Overall it lets me keep a good balance of life and work, but again it's also very rewarding to help people.

What qualities, in your opinion, make a good Retail Salesperson?

A big heart, a lot of compassion, and not just the typical wheeler/dealer salesman attitude. Also, the ability to really see what customers need or want will help you make a sale and leave the customer feeling satisfied with your service. It's also important that you really care about the people you're working with and you're working for.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2003 - www.work-info.com/sampleclientpubs.htm

Secretaries, Except Legal, Medical, and Executive

Perform routine clerical and administrative functions such as drafting correspondence, scheduling appointments, organizing and maintaining paper and electronic files, or providing information to callers. Does not include legal, medical, or executive secretaries and administrative assistants. (SOC 43-6014)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
650	650	0	0.0	13

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$14.64	\$18.09	\$21.64

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Of the employers surveyed, all report that they require a high school diploma or equivalent for job entry.
- Experience:** Most employers require or prefer 1-3 years of prior experience.
- Training:** Secretaries acquire skills in various ways. Training ranges from high school vocational education programs that teach office skills and keyboarding to 1-2 year programs in office administration offered by vocational and technical schools and community colleges. Almost all employers report that word processing and spreadsheet skills are important. Most also report that database skills are important.
- Hours:** Almost all jobs are 40 hours per week. A few jobs are 20-32 hours per week.

Supply/Demand Assessment

Employers generally report that it is very difficult to find inexperienced but qualified applicants, and moderately difficult to find qualified applicants with prior experience. This indicates a **very good outlook** for job seekers without prior experience, and a **good outlook** for those who are fully experienced. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include: Educational services; Government agencies; Temporary employment agencies. Nationally, less than 5% are self-employed.

Methods Used to Fill Job Openings

Almost all employers recruit applicants through newspaper advertisements. Many fill openings by hiring employee referrals and/or by hiring unsolicited applicants.

Career Ladders

Entry Level ►	Mid-Level ►	Advanced Level ►	Options
Receptionist (Receptionists and Information Clerks)	Secretary (Secretaries, Except Legal, Medical, and Executive)	Administrative Assistant (Executive Secretaries and Administrative Assistants)	Customer Service Manager (First-Line Supervisors, Customer Service)
Clerical Support Worker		Supervisor or Office Manager (First-Line Supervisors, Administrative Support)	Bookkeeper (Bookkeeping, Accounting, and Auditing Clerks)
			Sales Rep (Sales Representatives, Wholesale and Manufacturing)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Billing, Cost, and Rate Clerks; Tellers; Municipal Clerks; Loan Interviewers and Clerks; Receptionists and Information Clerks; Legal Secretaries; Word Processors and Typists; Insurance Claims Clerks; Office Clerks, General

Important Knowledge, Skills and Abilities

- Knowledge:**
- Clerical - Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - English Language - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Skills:**
- 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.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Time Management - Managing one's own time and the time of others.
 - Speaking - Talking to others to convey information effectively.
 - Writing - Communicating effectively in writing as appropriate for the needs of the audience.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Written Comprehension - The ability to read and understand information and ideas presented in writing.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.
 - Information Ordering - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Elizabeth Walker

What are some of the job titles you've held previously?

I have been a Customer Service Representative and a Cashier.

What kind of work do you do in a typical day?

I sort the mail and code the bills with the date and amounts needed to be paid. I answer the phones and put together the customer folders. I make copies of all customer files. I do the filing and make the schedule for the shop personnel. I track all shipments to the customers, and I run the office errands.

What was it that attracted you to this type of work?

I enjoy working in a position where I can go home at the end of the day knowing that my job was done. I enjoy working in an office atmosphere, and this is a small office where we are sort of an extended family.

What knowledge, skills and abilities are important in this kind of work?

You need to be able to take orders from people and follow directions. You have to have good communications skills to deal with the customers and be a liaison between the office and the shop. You need to be able to multitask. You have to be organized and be a quick thinker. You should have some keyboarding and computer skills, and be familiar with basic office software.

What is the best preparation for someone who wants to go into this occupation?

It would be a good idea to take some computer courses.

What is it that keeps you wanting to do this kind of work?

I enjoy my job and the people I work with. I can go home at the end of the day satisfied that I did my job. I have a great office staff to work with, and a great bunch of customers.

What qualities make for an exceptional Administrative Assistant?

You need to be people oriented and able to follow directions. You need to be a self starter and able to work with little supervision. You have to enjoy working in an office atmosphere.

What are the next steps in your career path?

The company I work for is small, but we are growing. When the opportunity is available, I would like to move into the accounting portion of the company.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Security Guards

Guard, patrol, or monitor premises to prevent theft, violence, or infractions of rules. (SOC 33-9032)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
480	530	50	10.4	15

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$11.54	\$12.91	\$14.84

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Required for those who carry firearms or batons; contact the Bureau of Security and Investigative Services at 916-322-4000 for licensing information.
- Education:** Almost all employers require a high school diploma or equivalent for job entry. A few employers are willing to accept less than a high school level education.
- Experience:** Almost all employers report that they do not always require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation. Some employers report that word processing software skills are important.
- Hours:** Most jobs are 30-32 hours per week. A few jobs are 40-45 hours per week. A few other jobs are 15-25 hours per week. Almost all employers report that swing shifts and graveyard shifts are common for this occupation.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include: Private security firms and large organizations with in-house security personnel. Nationally, less than 1% of all security officers are self-employed.

Methods Used to Fill Job Openings

All employers surveyed report that they recruit applicants through newspaper advertisements. Most also fill openings by hiring employee referrals. Many fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Guard - Inexperienced (Security Guards)	Guard – Experienced	Supervisor/Sergeant (First-Line Supervisors/Managers, Protective Service Workers)	Law Enforcement Officer (e.g., Police Officer or Deputy Sheriff)
Receptionist (Receptionists and Information Clerks)			Correctional Officer (Correctional Officers and Jailers)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Fire Inspectors; Bailiffs; Correctional Officers and Jailers; Police Detectives; Criminal Investigators and Special Agents; Sheriffs and Deputy Sheriffs; Private Detectives and Investigators; Bus Drivers, School; Truck Drivers, Light or Delivery Services

Important Knowledge, Skills and Abilities

- Knowledge:**
- Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - 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.
 - Monitoring - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
 - Writing - Communicating effectively in writing as appropriate for the needs of the audience.
 - Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Abilities:**
- Problem Sensitivity - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
 - Selective Attention - The ability to concentrate on a task over a period of time without being distracted.
 - Inductive Reasoning - The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
 - Near Vision - The ability to see details at close range (within a few feet of the observer).
 - Deductive Reasoning - The ability to apply general rules to specific problems to produce answers that make sense.
 - Far Vision - The ability to see details at a distance.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Career Dialogue with Clifton J. Lee

What are some of the job titles you've held previously?

I joined the military in 1980 and was in for 20 years as an Aircraft Mechanic. Now I am a Security Guard.

What kind of work do you do in a typical day?

I work in the ER and I am the buffer between the doctors and nurses and the visitors. Sometimes working in the ER you have patients who get a little impatient or rowdy, so I do crowd control. I get to work and sign in, find out who my triage nurse is, and keep people from getting to her. Then I check the alarms on the ER doors, check with the registration desk and see what is going on with them to make sure everything is ok. I check exits and staff, (and) I monitor the visitors.

What was it that attracted you to this type of work?

Being a Security Guard does not pay a lot of money. But when I was in the military I had been constantly on the go all the time, constantly under pressure. I just wanted to get away from that for a little while. I wanted to take some time to not be under pressure. I wanted time for my family and to get to know my kids again, to relax.

What knowledge, skills, and abilities are important in this kind of work?

You have to be alert all the time. They like you to have military experience; a lot of places want security guards with that type of background because the military gives you a wide range of knowledge. With some jobs you need a gun permit. You also need the ability to be on your feet for a long time and you definitely have to have writing skills to produce clear and understandable reports.

What is the best preparation for someone who wants to go into this occupation?

The security business is a big money business if you want to make it a career. I would get as much background as I could in law enforcement, weapons training, and self-defense. You can enter any self-defense course in schools, and then there are courses at junior colleges to get EMT training. To get a weapons license, you can go through any law enforcement agency. I would get computer training because even this job is really starting to use computers.

What is it that keeps you wanting to do this kind of work?

I get to help a lot of people. The job is not boring to me, as far as this particular assignment. When I started working for this company, I told them specifically I am not going to a lumberyard. I am beyond that. I needed a job with purpose to it, so they sent me down to the hospital.

What qualities make for an exceptional Security Guard?

You have to have self-confidence. You have to be an outgoing person. You have to be good with first impressions because that is what a person is going to focus on. You need to be diplomatic. You have to be alert enough to look at a scene, focus on a scene and know if something is not right. You have to be alert enough to look at a person and know if that person is calm, or whether that person is on edge; you have to learn mannerisms of people.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Taxi Drivers and Chauffeurs

Drive automobiles, vans, or limousines to transport passengers. May occasionally carry cargo. Includes Hearse Drivers. Does not include Ambulance Drivers and Attendants or Bus Drivers. (SOC 53-3041)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
170	230	60	35.3	8

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$9.86	\$11.15	\$15.73

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Required for this occupation; local governments set license standards and requirements for Taxi Drivers and Chauffeurs that include minimum qualifications for driving experience and training.
- Education:** Almost all employers require a high school diploma or equivalent for job entry. A few are willing to accept less than a high school level education.
- Experience:** All employers surveyed report that they do not always require prior experience.
- Training:** Local authorities generally require applicants for a Taxi Driver or Chauffeur license to pass a written exam or complete a training program that may include up to 80 hours of instruction. To qualify through either an exam or a training program, applicants must know local geography, motor vehicle laws, safe driving practices, regulations governing taxicabs, and display some aptitude for customer service. Many taxicab and limousine companies sponsor applicants and give them a temporary permit that allows them to drive, although they may not yet have finished the training program or passed the test. Some taxi and limousine companies provide new drivers with on-the-job training.
- Hours:** Many jobs are 15-25 hours per week. Some jobs are 37-40 hours per week. Some others are 48-55 hours per week. Most employers report that swing shifts are common for this occupation. Many report that graveyard/night shifts are common as well.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find applicants who meet their hiring standards. This indicates a **good outlook** for qualified job seekers. Annual turnover is estimated to be very high (40% or more).

Where the Jobs Are

Major employing industries include: Taxicab and limousine companies
Nationally, about 25% are self-employed.

Methods Used to Fill Job Openings

Most employers recruit applicants through newspaper advertisements. Many fill openings by hiring employee referrals. Some fill openings by hiring unsolicited applicants and/or through word-of-mouth.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Driver (Taxi Drivers and Chauffeurs)	Dispatcher (Dispatchers, Except Police, Fire, and Ambulance)	Operations Manager	Owner

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Locker Room, Coatroom, and Dressing Room Attendants; Tour Guides and Escorts; Travel Guides; Transportation Attendants, Except Flight Attendants and Baggage Porters; Couriers and Messengers; Bus Drivers, Transit and Intercity; Bus Drivers, School; Railroad Brake, Signal, and Switch Operators; Subway and Streetcar Operators

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
- Skills:**
- Time Management - Managing one's own time and the time of others.
- Abilities:**
- Reaction Time - The ability to quickly respond (with the hand, finger, or foot) to a signal (sound, light, picture) when it appears.
 - Response Orientation - The ability to choose quickly between two or more movements in response to two or more different signals (lights, sounds, pictures). It includes the speed with which the correct response is started with the hand, foot, or other body part.
 - Far Vision - The ability to see details at a distance.
 - Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Myles Wenderoth

What are some of the job titles you've held previously?

I have been a Chauffer, a Sales and Marketing Representative, and an Operations Manager.

What kind of work do you do in a typical day?

As a Chauffer, you clean your car and make sure it is ready to go, docking it, and then go pick up your clients and take them where they need to go. In-between, you are cleaning your car and making sure it is presentable every time a customer gets in it.

What was it that attracted you to this type of work?

The money and the fact that there is a lot of room for advancement in this field. Plus I enjoy meeting new people.

What knowledge, skills and abilities are important in this kind of work?

A good driving record is essential. You have to be able to handle a big car and you must be good with people. Maybe anybody can drive a vehicle, but you have to sell yourself and the car, and you have to be able to talk to people.

What is the best preparation for someone who wants to go into this occupation?

This is the type of occupation where you have to want to do this job. You need to familiarize yourself with driving a big vehicle. If the thought of driving a large vehicle bothers you, you have to get over that quickly. You are driving around town in a \$100,000 to \$200,000 vehicle, so you have to be able to handle it.

What is it that keeps you wanting to do this kind of work?

This is great work. You get to meet new people, and talk to different type of people. Also the money is good and the atmosphere is great.

What qualities make for an exceptional Taxi or Limousine Driver?

The ability to take a bad situation and turn it into something good, an outgoing personality, and an excellent driving record and driving skills.

What are the next steps in your career path?

Starting off as a Chauffer, you could then become a Marketing Representative, and then move into working in the office. From Office Manager, you could become Operations Manager and, if you are lucky, you could become a partner or owner.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Travel Agents

Plan and sell transportation and accommodations for travel agency customers. Determine destination, modes of transportation, travel dates, costs, and accommodations required. (SOC 41-3041)

Employment Statistics*

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
12,100	11,800	-300	-2.5	270

* Note that this data is for California because similar data is not available for the Napa County area

Wage Information*

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$11.84	\$14.58	\$17.95

* Note that this data is for California because similar data is not available for the Napa County area

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Almost all employers require a high school diploma or equivalent for job entry.
- Experience:** Most employers require or prefer 1-3 years of prior experience. Many employers are willing to accept training as a substitute for experience. Some employers do not require prior experience.
- Training:** Most employers report that word processing skills are important. Some report that spreadsheet skills are important. Many employers require completion of a certificate training program.
- Hours:** Most jobs are 38-40 hours per week. Some jobs are 8-39 hours per week.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find inexperienced but qualified applicants, and very difficult to find qualified applicants with prior experience. This indicates a **good outlook** for job seekers without prior experience, and a **very good outlook** for those who are fully experienced. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include: Travel agencies
Nationally, about 6% are self-employed.

Methods Used to Fill Job Openings

Most employers fill openings by hiring employee referrals and/or recruit applicants through newspaper advertisements. Many also fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Reservation Clerk/Receptionist (Reservation and Transportation Ticket Agents)	Travel Agent or Consultant	Office Manager (First-Line Supervisors, Customer Service)	Travel Agency Owner
Travel Clerk			Tour/Travel Guide

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Wholesale and Retail Buyers, Except Farm Products; Tour Guides and Escorts; Travel Guides; Flight Attendants; Reservation and Transportation Ticket Agents and Travel Clerks; Cargo and Freight Agents; Couriers and Messengers; Dispatchers, Except Police, Fire, and Ambulance

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Geography - Knowledge of principles and methods for describing the features of land, sea, and air masses, including their physical characteristics, locations, interrelationships, and distribution of plant, animal, and human life.
 - Sales and Marketing - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
 - Transportation - Knowledge of principles and methods for moving people or goods by air, rail, sea, or road, including the relative costs and benefits.
- Skills:**
- 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.
 - Service Orientation - Actively looking for ways to help people.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Speaking - Talking to others to convey information effectively.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Linda Gallagher

What are some of the job titles you've held previously?

I have been a Travel Agent for 13 years.

What kind of work do you do in your current job and what do you do in a typical day?

In a typical day I check on my client's schedules, make telephone calls, handle changes and questions relating to travel, take payments and check payments due, research fares, including, air, hotels, train and car rentals. The fares are constantly changing so I need to make sure that I am constantly aware of the new rates, schedules, etc.

What was it that attracted you to this work?

I was very interested in travel and thought it would be a nice industry to work in. I attended the Western School of Travel and began my career.

What knowledge, skills, and abilities are important in this kind of work?

I think it is important to be friendly and truthful. The clients need to know that they can trust you with their travel arrangements. You need basic math skills; you need to be organized and efficient.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

I would recommend travel agent school as the best way to enter into this field. I had very little travel experience prior to this job, but since I have been working here, I have been able to travel and learn about the industry.

What is it that keeps you wanting to do this kind of work?

I love it! It is always changing and very interesting. I enjoy the people and meeting their travel needs.

What qualities make for an exceptional Travel Agent?

A Travel Agent needs to be extremely friendly, outgoing, assertive and truthful. If you want your clients to come back they need to be able to trust you and your ability to make their travel plans successfully.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Travel Guides

Plan, organize, and conduct long distance cruises, tours, and expeditions for individuals and groups. (SOC 39-6022)

Employment Statistics

Data not available

Wage Information*

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$12.41	\$13.84	\$15.35

* Note that this data is for California because similar data is not available for the Napa County area

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

About 38 percent have completed a high school level education or less. About 32 percent have completed a bachelor's degree or higher. About 30 percent have completed some college.

Where the Jobs Are

Major employing industries include: Tour operators; Travel agencies
Nationwide, about 18 percent are self-employed.

Source for Requirements and Industries: Occupational Outlook Handbook - www.bls.gov/oco/home.htm

Related Occupations

Occupations with similar skill requirements include: Tour Guides and Escorts; Travel Agents; Reservation and Transportation Ticket Agents and Travel Clerks; Ambulance Drivers and Attendants, Except Emergency Medical Technicians; Bus Drivers, Transit and Intercity; Bus Drivers, School; Truck Drivers, Light or Delivery Services; Taxi Drivers and Chauffeurs; Railroad Conductors and Yardmasters; Subway and Streetcar Operators

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
 - Sales and Marketing - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
 - Geography - Knowledge of principles and methods for describing the features of land, sea, and air masses, including their physical characteristics, locations, interrelationships, and distribution of plant, animal, and human life.
- Skills:**
- Speaking - Talking to others to convey information effectively.
 - Social Perceptiveness - Being aware of others' reactions and understanding why they react as they do.
 - 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.
 - Judgment and Decision Making - Considering the relative costs and benefits of potential actions to choose the most appropriate one.
 - Negotiation - Bringing others together and trying to reconcile differences.
 - Instructing - Teaching others how to do something.
 - Reading Comprehension - Understanding written sentences and paragraphs in work related documents.
 - Persuasion - Persuading others to change their minds or behavior.
 - Time Management - Managing one's own time and the time of others.
 - Service Orientation - Actively looking for ways to help people.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Speech Clarity - The ability to speak clearly so others can understand you.
 - Speech Recognition - The ability to identify and understand the speech of another person.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

*Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>*

Truck Drivers, Light or Delivery Services

Drive a truck or van with a capacity of under 26,000 GVW, primarily to deliver or pick up merchandise or to deliver packages within a specified area. May require use of automatic routing or location software. May load and unload truck. Does not include "Couriers and Messengers." (SOC 43-5021)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
350	390	40	11.4	7

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$8.49	\$10.28	\$13.16

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Employers may sometimes require a commercial drivers license for this occupation. Contact the Department of Motor Vehicles Commercial Driving License Office at 916-657-5771 for licensing information.
- Education:** Most employers require a high school diploma or equivalent for job entry. Some are willing to accept less than a high school level education.
- Experience:** Many employers require or prefer 6-36 months of prior experience. Some employers are willing to accept training as a substitute for experience. Some employers do not require prior experience.
- Training:** Employers generally provide on-the-job training for this occupation.
- Hours:** Almost all jobs are 40-60 hours per week. A few jobs are 10-35 hours per week.

Supply/Demand Assessment

Employers generally report that it is very difficult to find applicants who meet their hiring standards. This indicates a **very good outlook** for qualified job seekers. Annual turnover is estimated to be low (10-19%).

Where the Jobs Are

Major employing industries include:

Methods Used to Fill Job Openings

Most employers recruit applicants through newspaper advertisements and/or fill openings by hiring employee referrals. Many also fill openings by hiring unsolicited applicants.

Career Ladders

Entry Level ►	Mid-Level ►	Advanced Level ►	Options
Helper or Laborer (Freight, Stock, and Material Movers, Hand)	Light Truck Driver (Truck Drivers, Light or Delivery Services)	Truck Driver (Truck Drivers, Heavy)	Dispatcher or Operations Manager
Courier or Messenger (Couriers and Messengers)	Delivery Driver (Driver/Sales Workers)	Tractor-Trailer Truck Driver (Tractor-Trailer Truck Drivers)	Supervisor (First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators)

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Bus Drivers, Transit and Intercity; Bus Drivers, School; Truck Drivers, Heavy and Tractor-Trailer; Rail Yard Engineers, Dinkey Operators, and Hostlers; Railroad Brake, Signal, and Switch Operators; Motorboat Operators; Industrial Truck and Tractor Operators

Important Knowledge, Skills and Abilities

- Knowledge:**
- Transportation - Knowledge of principles and methods for moving people or goods by air, rail, sea, or road, including the relative costs and benefits.
 - Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- 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.
 - Time Management - Managing one's own time and the time of others.
 - Equipment Maintenance - Performing routine maintenance on equipment and determining when and what kind of maintenance is needed.
- Abilities:**
- Multilimb Coordination - The ability to coordinate two or more limbs (for example, two arms, two legs, or one leg and one arm) while sitting, standing, or lying down. It does not involve performing the activities while the whole body is in motion.
 - Far Vision - The ability to see details at a distance.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Mike Trunkey

What are some of the job titles you've held previously?

I have been a Truck Driver since 1974. I began by getting my Class 1 driver's license to drive a heavy truck (18-wheeler). I got tired of the long days and time away from home. I liked the rhythm of the light truck driving and the consistency of the work.

What kind of work do you do in your current job and what do you do in a typical day?

First thing in the morning I do an inspection of the truck. I have a check off list to check things like the brakes, tires, lights, mirrors, fuel, fluids and the overall condition of the truck. The truck is then loaded and I am given an invoice that tells me what materials are on the truck and where they are going. Sometimes I have one point of delivery and other times I have multiple delivery points. Once I get to the delivery point, I often assist with unloading. My truck has a forklift that fits on the back of the truck, called a piggyback to help with the big jobs.

What was it that attracted you to this work?

I like being able to move from one point to another; I am not stuck in the load. I get to travel around a lot and I enjoy being on the road. I also enjoy the solitude and independence. The responsibility of the truck is also fulfilling, to know the company relies on me to delivery the material safely and keep the truck in good condition.

What knowledge, skills, and abilities are important in this kind of work?

You need to have the mechanics of the job, a Class B license as a minimum. You need to be fairly well coordinated and have good common sense to deal with both the customers and other drivers on the road. Good communication skills to deal with customers. You also need to be safety conscious and know the rules of the road.

What would you recommend as the best preparation for someone who wants to enter into this occupation?

I would recommend some type of training course for truck drivers. On the job training is also critical; joining a company who is willing to train on the job is a plus. If you have a friend who is a truck driver, and if the company will allow it, I encourage a person interested to ride along to get a feel for the job.

What is it that keeps you wanting to do this kind of work?

I love being on the road. The job is different everyday and provides for a diverse work environment.

What qualities make for an exceptional Light Truck Driver?

To be an exceptional Light Truck Driver, you need to be an easygoing person and have the ability to get along with many different people: the customers, the general public, the other people on the road and the people that you work with.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2001 - www.work-info.com/sampleclientpubs.htm

Waiters and Waitresses (Including Tasting Room Servers)

Take orders and serve food and beverages to patrons at tables in dining establishment. Does not include Counter Attendants. (SOC 35-3031)

Employment Statistics

2004 Employment	2014 Employment	Numeric Change	Percent Change	Annual Avg Openings
1,310	1,530	220	16.8	89

Wage Information

Low Hourly Wages (25th percentile)	Median Hourly Wages (50th percentile)	High Hourly Wages (75th percentile)
\$7.50	\$8.05	\$8.95

Source for Employment Statistics and Wages: California Employment Development Department, Labor Market Information Division - www.labormarketinfo.edd.ca.gov

Training, Experience, and Other Requirements

- License:** Not required.
- Education:** Most employers are willing to accept less than a high school level education for job entry. Some require a high school diploma or equivalent.
- Experience:** Many employers require prior experience. When prior experience is required or preferred, the length of experience generally ranges from 6-36 months. Many employers are willing to accept training as a substitute for experience.
- Training:** Although some training program are available, most Waiters and Waitresses pick up their skills on-the-job by observing and working with more experienced workers. Because maintaining a restaurant's image is important to its success, employers emphasize personal qualities. Waiters and Waitresses are in close contact with the public, so they should be well spoken and have a neat, clean appearance. They should enjoy dealing with all kinds of people and possess a pleasant disposition.
- Hours:** Most jobs are 8-28 hours per week. Some jobs are 30-40 hours per week. Almost all employers report that swing shifts are common for this occupation. A few report that evening and graveyard shifts are common as well.

Supply/Demand Assessment

Employers generally report that it is moderately difficult to find inexperienced but qualified applicants, and very difficult to find qualified applicants with prior experience. This indicates a **good outlook** for job seekers without prior experience, and a **very good outlook** for those who are fully experienced. Annual turnover is estimated to be very high (40% or more).

Where the Jobs Are

Major employing industries include: Eating and drinking places; Hotels (with restaurants)

Methods Used to Fill Job Openings

Most employers recruit applicants through newspaper advertisements. Many fill openings by hiring employee referrals and/or unsolicited applicants. Some fill openings through in-house promotion or transfer.

Career Ladders

Entry Level ▶	Mid-Level ▶	Advanced Level ▶	Options
Bus Person (Dining Room and Cafeteria Attendants and Bartender Helpers)	Food Server (Waiters and Waitresses)	Supervisor or Assistant Manager (First-Line Supervisors/Managers of Food Preparation and Serving Workers)	Restaurant Manager (Food Service Managers)
	Host or Hostess (Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop)		

Source for Requirements, Supply-Demand, Industries, Recruitment Methods and Career Ladders: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm

Related Occupations

Occupations with similar skill requirements include: Food Preparation Workers; Bartenders; Combined Food Preparation and Serving Workers, Including Fast Food; Locker Room, Coatroom, and Dressing Room Attendants; Cashiers; Counter and Rental Clerks; Parts Salespersons; Stock Clerks, Sales Floor

Important Knowledge, Skills and Abilities

- Knowledge:**
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Skills:**
- Speaking - Talking to others to convey information effectively.
 - 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.
 - Service Orientation - Actively looking for ways to help people.
- Abilities:**
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
 - Oral Expression - The ability to communicate information and ideas in speaking so others will understand.

Source for Related Occupations and Important KSAs: O*NET OnLine - <http://online.onetcenter.org>

Career Dialogue with Jill Ellington

What are some of the job titles you've held previously?

Waitress and Hostess.

What kind of work do you do in a typical day?

Greet the customers (who have already been seated), tell them the day's specials, give them a little bit of time, take their order and write it down using our codes, check appearance of the food to make sure everything's correctly prepared, bring their food to them, suggest condiments and drinks, make sure the food's tasty, and then provide follow-up service.

What was it that attracted you to this type of work?

It's the social life. But I also think it was the money. It's not easy money, because you do work hard on the job. But I think it's the money that keeps me in it. Also, my whole family has been in the restaurant business. My father started as a Dishwasher, then he became a Cook, worked his way up and owned a restaurant, and retired at 47. So it's in our family blood.

What knowledge, skills, and abilities are important in this kind of work?

You need to be a good people person. You need a friendly personality and the ability to deal with a variety of different people. You need to be able to do a few different tasks at once. And it's a sales job.

What is the best preparation for someone who wants to go into this occupation?

I would say go out and eat at different restaurants and see what kind of service you get. That will help you see what service you prefer to get - by the lack of service you get from different restaurants. Food service or culinary classes in school can be helpful, but it's not a requirement.

What is it that keeps you wanting to do this kind of work?

It's a good social life for me. I enjoy getting to know my customers. So it's kind of like you're waiting on family and friends. I really like to get to know people.

What qualities make for an exceptional Waiter or Waitress?

Friendliness, knowledge, and sincerity are the three most important things.

What are the next steps in your career path?

I was offered a management position in another restaurant, but for me there was more money in being a Server, so I turned it down.

Source for Career Dialogue: North Bay Counties Occupational Outlook, 2002 - www.work-info.com/sampleclientpubs.htm