



Regional Economic Analysis Profile

Northern Economic Market

June 2015



Butte, Colusa, Del Norte, Glenn, Humboldt, Lassen, Mendocino, Modoc, Plumas,
Shasta, Sierra, Siskiyou, Tehama, and Trinity Counties



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TABLE OF CONTENTS

Summary of the Northern Economic Market Industry Clusters	1
Industry Cluster Descriptions	2
Industry Cluster Definitions	4
Occupational Analysis: Retail Cluster	6
What is the Retail Cluster?	7
Top 10 Occupations in the Retail Cluster	7
Top 10 Occupations and Recent Job Demand in the Retail Cluster	8
Top Occupations for the Retail Cluster by Education Level	9
Skill Requirements in the Retail Cluster	10
Work Activities in the Retail Cluster	11
Related Occupations for the Retail Cluster	12
Employer Demand for the Retail Cluster	13
Instructional Programs for the Top Retail Cluster Occupations	14
Geographic Information Systems Maps: Percentage of Total County Establishments: Retail Cluster	15
Geographic Information Systems Maps: Percentage of Total County Employment: Retail Cluster	16
Occupational Analysis: Health Care Services Cluster	17
What is the Health Care Services Cluster?	18
Top 10 Occupations in the Health Care Services Cluster	18
Top 10 Occupations and Recent Job Demand in the Health Care Services Cluster	19
Top Occupations for the Health Care Services Cluster by Education Level	20
Skill Requirements in the Health Care Services Cluster	21
Work Activities in the Health Care Services Cluster	22
Related Occupations for the Health Care Services Cluster	23
Employer Demand for the Health Care Services Cluster	24
Instructional Programs for the Top Health Care Services Cluster Occupations	25

TABLE OF CONTENTS

Geographic Information Systems Maps: Percentage of Total County Establishments:	
Health Care Services Cluster	.26
Geographic Information Systems Maps: Percentage of Total County Employment:	
Health Care Services Cluster	.27
Occupational Analysis: Hospitality and Tourism Cluster	.28
What is the Hospitality and Tourism Cluster?	.29
Top 10 Occupations in the Hospitality and Tourism Cluster	.29
Top 10 Occupations and Recent Job Demand in the Hospitality and Tourism Cluster	.30
Top Occupations for the Hospitality and Tourism Cluster by Education Level	.31
Skill Requirements in the Hospitality and Tourism Cluster	.32
Work Activities in the Hospitality and Tourism Cluster	.33
Related Occupations for the Hospitality and Tourism Cluster	.34
Employer Demand for the Hospitality and Tourism Cluster	.35
Instructional Programs for the Top Hospitality and Tourism Cluster Occupations	.36
Geographic Information Systems Maps: Percentage of Total County Establishments:	
Hospitality and Tourism Cluster	.37
Geographic Information Systems Maps: Percentage of Total County Employment:	
Hospitality and Tourism Cluster	.38

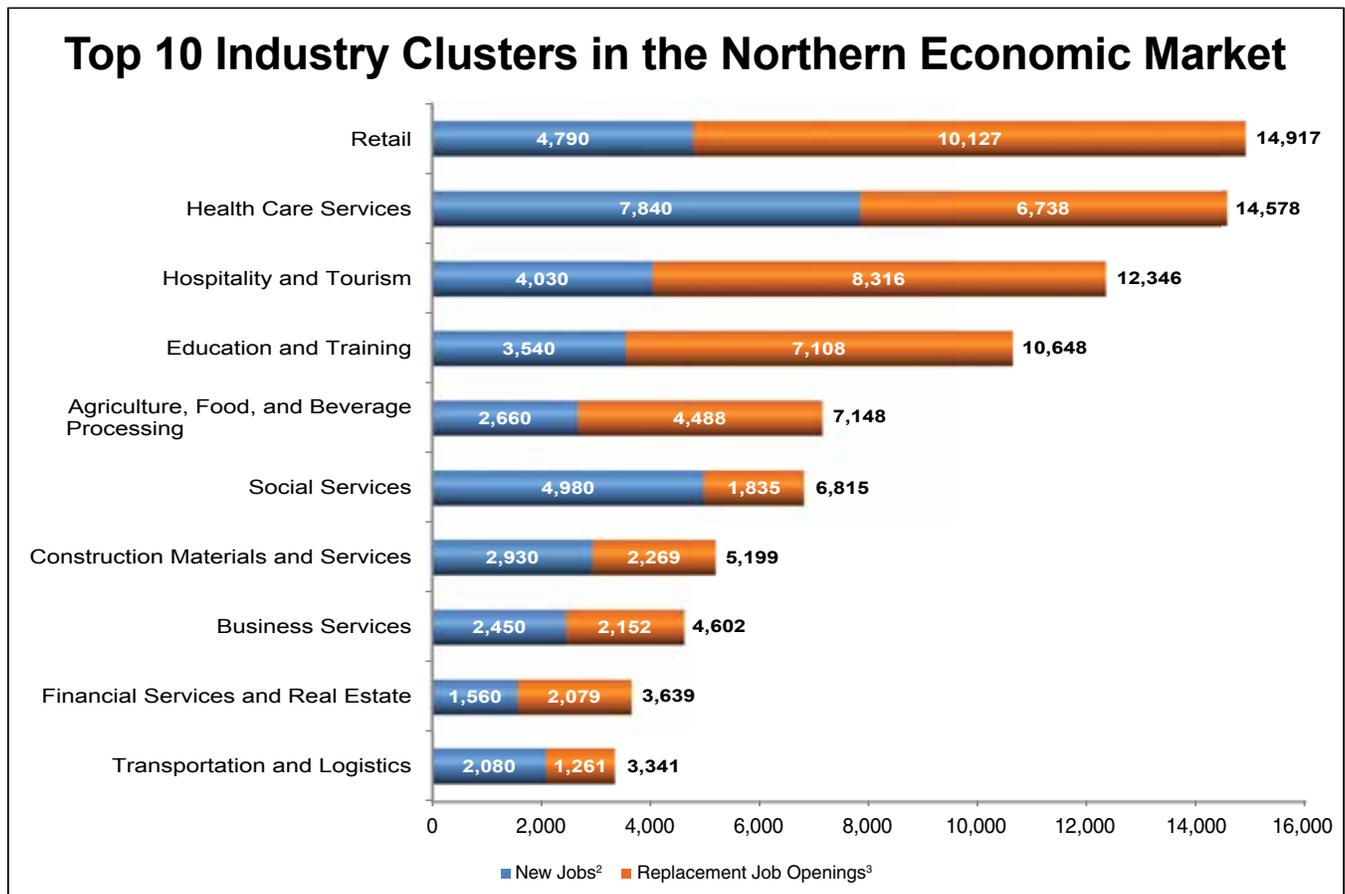
SUMMARY OF THE NORTHERN ECONOMIC MARKET INDUSTRY CLUSTERS

What is an Industry Cluster?

Industry clusters are groups of associated industries in an economic market that stimulate the creation of new businesses and job opportunities in a particular field. The application of workforce and economic development resources toward the continual development of industry clusters will help stimulate economic growth and boost the number of employment opportunities for the labor force.

Purpose of this Report

The purpose of this report is to help align the state’s workforce institutions and programs around the needs of economic market industry clusters. This report focuses on the future employment demand of economic market industry clusters and features them as primary investment opportunities for the California workforce development system. The goal of this report is to account for industry clusters with the largest number of projected total job openings¹ and help the California workforce development system prepare the state’s workforce to compete for these future job opportunities.



Source: California Employment Development Department, Projections of Employment 2012-2022. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

¹ Total job openings are the sum of new jobs and replacement job openings.

² New jobs are only openings due to growth and do not include job declines. If an occupation’s employment change is negative, there is no job growth and new jobs are set to zero.

³ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

INDUSTRY CLUSTER DESCRIPTIONS

The following are descriptions of the Northern Economic Market's top 10 industry clusters followed by a list of the top industries with the highest total projected job openings in the cluster.

The **Retail** industry cluster includes grocery and department stores, dollar stores, retail pharmacies, and clothing specialty stores. During 2013-2014,* this cluster employed nearly 33,000 workers, or 13.3 percent of the economic market's total employment. Industries projected to have the largest number of jobs (new and replacement) include:

- Grocery Stores
- Other General Merchandise Stores
- Department Stores
- Building Material and Supplies Dealers
- Automotive Parts, Accessories, and Tire Stores

The **Health Care Services** industry cluster includes acute care and outpatient hospitals, nursing homes and rehabilitation centers, adult day care centers, and community service agencies for the elderly. It employed more than 35,000 people in the economic market during 2013-2014,* accounting for 14.1 percent of the workforce. Industries in this cluster may include both public and private employment. Top industries within this cluster include:

- Offices of Physicians
- General Medical and Surgical Hospitals
- Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly
- Home Health Care Services
- Nursing Care Facilities (Skilled Nursing Facilities)

The **Hospitality and Tourism** industry cluster includes interrelated industries such as eating establishments, hotels and motels, casinos, museums, and sightseeing transportation. During 2013-2014,* this cluster was comprised of more than 30,000 workers, or 12.5 percent of the economic market's employment. Industries within this cluster with the most projected job openings include:

- Restaurants and Other Eating Places
- Traveler Accommodation
- Other Amusement and Recreation Industries
- Drinking Places (Alcoholic Beverages)
- RV (Recreational Vehicle) Parks and Recreational Camps

The **Education and Training** industry cluster is comprised of public and private elementary and high schools, community colleges, universities, and professional schools with programs such as dental, law, and medical. Other establishments include English as a Second Language (ESL) programs, test preparation and tutoring, or driving instruction. During 2013-2014,* this cluster employed more than 29,000 people in the economic market, accounting for 12 percent of the workforce. Top industries within this cluster include:

- Elementary and Secondary Schools
- Colleges, Universities, and Professional Schools
- Junior Colleges
- Other Schools and Instruction
- Technical and Trade Schools

The **Agriculture, Food, and Beverage Processing** industry cluster includes establishments primarily engaged in growing crops, raising animals, and manufacturing food and beverages, as well as support activities for crop and animal production. This cluster employed more than 19,000 people during 2013-2014,* accounting for 7.9 percent of the economic market's workforce. Top industries in this cluster include:

- Restaurants and Other Eating Places
- Traveler Accommodation
- Other Amusement and Recreation Industries
- Drinking Places (Alcoholic Beverages)
- RV (Recreational Vehicle) Parks and Recreational Camps

* Quarterly Census of Employment and Wages (QCEW), a federal-state cooperative program, for the period April 2013 through March 2014.

INDUSTRY CLUSTER DESCRIPTIONS

The **Social Services** industry cluster is comprised of establishments and agencies (public and private) that provide non-residential services for the welfare of children, adults, the elderly, and disabled. Examples include nonmedical in-home care programs, day care centers, and community food banks. In total, the cluster employed over 17,000 people and accounted for 6.9 percent of the economic market's workforce in 2013-2014.* Industries include:

- Individual and Family Services
- Child Day Care Services
- Vocational Rehabilitation Services
- Community Food and Housing, and Emergency and Other Relief Services

The **Construction Materials and Services** industry cluster is comprised of builders of mechanical systems such as electrical, heating, and water; specialty trades outfits such as drywall, flooring, and painting contractors; residential and commercial builders; and contractors who complete foundation and framing work. During 2013- 2014,* nearly 13,000 workers made up the cluster's employment, representing 5.3 percent of the economic market's total workforce. Industries showing the highest projected job openings include:

- Building Equipment Contractors
- Building Finishing Contractors
- Other Specialty Trade Contractors
- Highway, Street, and Bridge Construction
- Residential Building Construction

The **Business Services** industry cluster is comprised of industries that include temporary help agencies, employer organizations, janitorial services, security systems services, and carpet cleaning establishments. This cluster employed nearly 10,000 people during 2013- 2014,* or 4.2 percent of the economic market's workforce. Top industries in this cluster include:

- Employment Services
- Services to Buildings and Dwellings
- Management of Companies and Enterprises
- Waste Collection
- Office Administrative Services

The **Financial Services and Real Estate** industry cluster includes commercial banks, savings institutions, credit unions, credit card companies, insurance firms, and real estate appraisers or property management companies. In total, the cluster employed more than 9,000 people, which accounted for 3.5 percent of the economic market's workforce in 2013-2014.* Industries showing the highest projected job openings include:

- Depository Credit Intermediation
- Lessors of Real Estate
- Agencies, Brokerages, and Other Insurance Related Activities
- Insurance Carriers
- Offices of Real Estate Agents and Brokers

The **Transportation and Logistics** cluster is made up of interrelated industries such as refrigerated warehousing, self-storage facilities, freight transporting companies, and overnight delivery businesses. In 2013-2014,* over 6,000 workers were employed in this cluster, making up 2.5 percent of the economic market's workforce population. Industries showing the highest projected job openings include:

- Warehousing and Storage
- Specialized Freight Trucking
- General Freight Trucking
- Support Activities for Air Transportation
- Other Transit and Ground Passenger Transportation

* Quarterly Census of Employment and Wages (QCEW), a federal-state cooperative program, for the period April 2013 through March 2014.

INDUSTRY CLUSTER DEFINITIONS

The following is a list of the North American Industry Classification System (NAICS) codes and corresponding industries that fall under each of the top 10 industry clusters in the Northern Economic Market.

Retail

- 4411 Automobile Dealers
- 4412 Other Motor Vehicle Dealers
- 4413 Automotive Parts, Accessories, and Tire Stores
- 4431 Electronics and Appliance Stores
- 4441 Building Material and Supplies Dealers
- 4451 Grocery Stores
- 4452 Specialty Food Stores
- 4453 Beer, Wine, and Liquor Stores
- 4461 Health and Personal Care Stores
- 4471 Gasoline Stations
- 4481 Clothing Stores
- 4482 Shoe Stores
- 4483 Jewelry, Luggage, and Leather Goods Stores
- 4511 Sporting Goods, Hobby, and Musical Instrument Stores
- 4521 Department Stores
- 4529 Other General Merchandise Stores
- 4532 Office Supplies, Stationery, and Gift Stores
- 4533 Used Merchandise Stores
- 4542 Vending Machine Operators

Health Care Services

- 6211 Offices of Physicians
- 6212 Offices of Dentists
- 6213 Offices of Other Health Practitioners
- 6214 Outpatient Care Centers
- 6215 Medical and Diagnostic Laboratories
- 6216 Home Health Care Services
- 6219 Other Ambulatory Health Care Services
- 6221 General Medical and Surgical Hospitals
- 6222 Psychiatric and Substance Abuse Hospitals
- 6223 Specialty (except Psychiatric and Substance Abuse) Hospitals
- 6231 Nursing Care Facilities (Skilled Nursing Facilities)
- 6232 Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities
- 6233 Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly
- 6239 Other Residential Care Facilities

Hospitality and Tourism

- 4871 Scenic and Sightseeing Transportation, Land
- 4872 Scenic and Sightseeing Transportation, Water
- 4879 Scenic and Sightseeing Transportation, Other
- 5615 Travel Arrangement and Reservation Services

Hospitality and Tourism (Continued)

- 7121 Museums, Historical Sites, and Similar Institutions
- 7131 Amusement Parks and Arcades
- 7132 Gambling Industries
- 7139 Other Amusement and Recreation Industries
- 7211 Traveler Accommodation
- 7212 RV (Recreational Vehicle) Parks and Recreational Camps
- 7213 Rooming and Boarding Houses
- 7223 Special Food Services
- 7224 Drinking Places (Alcoholic Beverages)
- 7225 Restaurants and Other Eating Places

Education and Training

- 6111 Elementary and Secondary Schools
- 6112 Junior Colleges
- 6113 Colleges, Universities, and Professional Schools
- 6114 Business Schools and Computer and Management Training
- 6115 Technical and Trade Schools
- 6116 Other Schools and Instruction
- 6117 Educational Support Services

Agriculture, Food, and Beverage Processing

- 1111 Oilseed and Grain Farming
- 1112 Vegetable and Melon Farming
- 1113 Fruit and Tree Nut Farming
- 1114 Greenhouse, Nursery, and Floriculture Production
- 1119 Other Crop Farming
- 1121 Cattle Ranching and Farming
- 1122 Hog and Pig Farming
- 1123 Poultry and Egg Production
- 1124 Sheep and Goat Farming
- 1125 Aquaculture
- 1129 Other Animal Production
- 1151 Support Activities for Crop Production
- 1152 Support Activities for Animal Production
- 3111 Animal Food Manufacturing
- 3112 Grain and Oilseed Milling
- 3113 Sugar and Confectionery Product Manufacturing
- 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing
- 3115 Dairy Product Manufacturing
- 3116 Animal Slaughtering and Processing
- 3117 Seafood Product Preparation and Packaging

INDUSTRY CLUSTER DEFINITIONS

Agriculture, Food, and Beverage Processing (Continued)

- 3118 Bakeries and Tortilla Manufacturing
- 3119 Other Food Manufacturing
- 3121 Beverage Manufacturing
- 3122 Tobacco Manufacturing
- 3253 Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing
- 3261 Plastics Product Manufacturing

Social Services

- 6241 Individual and Family Services
- 6242 Community Food and Housing, and Emergency and Other Relief Services
- 6243 Vocational Rehabilitation Services
- 6244 Child Day Care Service

Construction Materials and Services

- 2123 Nonmetallic Mineral Mining and Quarrying
- 2213 Water, Sewage and Other Systems
- 2361 Residential Building Construction
- 2362 Nonresidential Building Construction
- 2372 Land Subdivision
- 2373 Highway, Street, and Bridge Construction
- 2379 Other Heavy and Civil Engineering Construction
- 2381 Foundation, Structure, and Building Exterior Contractors
- 2382 Building Equipment Contractors
- 2383 Building Finishing Contractors
- 2389 Other Specialty Trade Contractors
- 3211 Sawmills and Wood Preservation
- 3271 Clay Product and Refractory Manufacturing
- 3272 Glass and Glass Product Manufacturing
- 3273 Cement and Concrete Product Manufacturing
- 3274 Lime and Gypsum Product Manufacturing
- 3279 Other Nonmetallic Mineral Product Manufacturing
- 3339 Other General Purpose Machinery Manufacturing
- 3351 Electric Lighting Equipment Manufacturing

Business Services

- 5511 Management of Companies and Enterprises
- 5611 Office Administrative Services
- 5612 Facilities Support Services
- 5613 Employment Services
- 5614 Business Support Services
- 5419 Other Professional, Scientific, and Technical
- 5616 Investigation and Security Services
- 5617 Services to Buildings and Dwellings
- 5619 Other Support Services
- 5621 Waste Collection

Business Services (Continued)

- 5622 Waste Treatment and Disposal
- 5629 Remediation and Other Waste Management Services

Financial Services and Real Estate

- 5211 Monetary Authorities-Central Bank
- 5221 Depository Credit Intermediation
- 5222 Nondepository Credit Intermediation
- 5223 Activities Related to Credit Intermediation
- 5231 Securities and Commodity Contracts Intermediation and Brokerage
- 5232 Securities and Commodity Exchanges
- 5239 Other Financial Investment Activities
- 5241 Insurance Carriers
- 5242 Agencies, Brokerages, and Other Insurance Related Activities Insurance and Employee Benefit Funds
- 5259 Other Investment Pools and Funds
- 5311 Lessors of Real Estate
- 5312 Offices of Real Estate Agents and Brokers
- 5313 Activities Related to Real Estate

Transportation and Logistics

- 3365 Railroad Rolling Stock Manufacturing
- 3366 Ship and Boat Building
- 4811 Scheduled Air Transportation
- 4812 Nonscheduled Air Transportation
- 4821 Rail Transportation
- 4831 Deep Sea, Coastal, and Great Lakes Water Transportation
- 4832 Inland Water Transportation
- 4841 General Freight Trucking
- 4842 Specialized Freight Trucking
- 4851 Urban Transit Systems
- 4852 Interurban and Rural Bus Transportation
- 4853 Taxi and Limousine Service
- 4854 School and Employee Bus Transportation
- 4855 Charter Bus Industry
- 4859 Other Transit and Ground Passenger Transportation
- 4881 Support Activities for Air Transportation
- 4882 Support Activities for Rail Transportation
- 4883 Support Activities for Water Transportation
- 4884 Support Activities for Road Transportation
- 4885 Freight Transportation Arrangement
- 4889 Other Support Activities for Transportation
- 4921 Couriers and Express Delivery Services
- 4922 Local Messengers and Local Delivery
- 4931 Warehousing and Storage
- 5321 Automotive Equipment Rental and Leasing
- 8113 Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance



Occupational Analysis: Retail Cluster

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Shasta, Sierra, Siskiyou, Tehama, and Trinity Counties

What is the Retail Cluster?

The Retail cluster is composed of 19 industries involved in the sales of goods both familiar and esoteric, everything from groceries and automobiles to musical instruments and surfboards. The workers employed within this cluster span all skill levels and share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

Top 10 Occupations in the Retail Cluster

The graph below identifies the top 10 occupations in the Retail cluster, based on the Northern Economic Market's new job growth plus replacement openings. In sum, these 10 occupations represent more than three-quarters of the 14,917 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, critical thinking, monitoring, reading comprehension, and speaking.⁴



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

⁴ U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

⁵ New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

⁶ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

Top 10 Occupations and Recent Job Demand in the Retail Cluster

The table below further profiles the Northern Economic Market's top 10 occupations in the Retail cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a recent 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBSSM (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings ⁷ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education ⁸	HWOL Job Ads ⁹ (120 days)
Cashiers	4,096	\$10.06	\$20,944	Less than high school	336
Retail Salespersons	3,557	\$10.85	\$22,557	Less than high school	648
Stock Clerks and Order Fillers	1,112	\$11.11	\$23,114	Less than high school	267
First-Line Supervisors of Retail Sales Workers	953	\$17.61	\$36,628	High school diploma or equivalent	576
Combined Food Preparation and Serving Workers, Including Fast Food	388	\$9.31	\$19,357	Less than high school	308
Automotive Service Technicians and Mechanics	304	\$18.47	\$38,427	High school diploma or equivalent	245
Laborers and Freight, Stock, and Material Movers, Hand	298	\$13.37	\$27,806	Less than high school	216
Parts Salespersons	282	\$14.08	\$29,278	Less than high school	57
Tire Repairers and Changers	252	\$13.21	\$27,486	High school diploma or equivalent	21
Pharmacy Technicians	204	\$18.26	\$37,976	High school diploma or equivalent	103

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending May 18, 2015.

⁷ Total job openings are the sum of new jobs and replacement job openings.

⁸ U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

⁹ Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

Top Occupations for the Retail Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Retail cluster. The table includes the Northern Economic Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings ¹⁰ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
Requires a Bachelor's Degree or Higher				
General and Operations Managers	190	\$36.81	\$76,558	89
Pharmacists	124	\$66.95	\$139,258	136
Sales Managers	62	\$39.17	\$81,456	61
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	10	\$31.84	\$66,236	137
Cost Estimators	10	\$23.54	\$48,970	25
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree				
Medical Equipment Repairers	16	\$19.20	\$39,948	10
Heavy and Tractor-Trailer Truck Drivers	15	\$18.84	\$39,189	1,383
Computer User Support Specialists	15	\$22.16	\$46,089	259
Electronic Equipment Installers and Repairers, Motor Vehicles	14	\$14.93	\$31,056	4
Computer, Automated Teller, and Office Machine Repairers	10	\$15.13	\$31,464	7
Requires a High School Diploma or Equivalent or Less				
Cashiers	4,096	\$10.06	\$20,944	336
Retail Salespersons	3,557	\$10.85	\$22,557	648
Stock Clerks and Order Fillers	1,112	\$11.11	\$23,114	267
First-Line Supervisors of Retail Sales Workers	953	\$17.61	\$36,628	576
Combined Food Preparation and Serving Workers, Including Fast Food	388	\$9.31	\$19,357	308

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending May 18, 2015.

¹⁰ Total job openings are the sum of new jobs and replacement job openings.

Skill Requirements in the Retail Cluster

The table below lists the 10 top skills required for top occupations in the Retail cluster, categorized by entry-level education requirements. Critical thinking is the most commonly shared skill, followed by reading comprehension, speaking, and monitoring. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O*NET).

Occupations	Skills																												
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Installation	Instructing	Judgment and Decision Making	Learning Strategies	Management of Financial Resources	Management of Personnel Resources	Mathematics	Monitoring	Negotiation	Operation and Control	Operation Monitoring	Persuasion	Quality Control Analysis	Reading Comprehension	Repairing	Science	Service Orientation	Social Perceptiveness	Speaking	Time Management	Troubleshooting	Writing	
Requires a Bachelor's Degree or Higher																													
General and Operations Managers	●	●	●	●	●						●		●						●				●	●			●		
Pharmacists	●	●			●		●							●					●		●			●	●			●	
Sales Managers				●	●				●		●		●					●						●	●	●		●	
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	●	●		●	●										●			●		●				●	●			●	
Cost Estimators	●	●	●		●						●	●	●						●						●			●	
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																													
Medical Equipment Repairers	●				●	●							●	●			●		●	●	●						●		
Heavy and Tractor-Trailer Truck Drivers		●	●		●	●								●		●	●		●						●	●			
Computer User Support Specialists	●	●		●	●			●						●					●			●			●			●	
Electronic Equipment Installers and Repairers, Motor Vehicles		●			●	●	●							●			●		●	●					●		●		
Computer, Automated Teller, and Office Machine Repairers	●	●			●									●		●	●		●	●					●		●		
Requires a High School Diploma or Equivalent or Less																													
Cashiers		●		●	●									●					●				●	●	●	●		●	
Retail Salespersons		●			●									●	●			●		●			●	●	●			●	
Stock Clerks and Order Fillers ¹¹	●	●	●	●	●									●					●			●	●	●					
First-Line Supervisors of Retail Sales Workers					●			●			●		●	●				●	●					●	●	●			
Combined Food Preparation and Serving Workers, Including Fast Food		●		●	●			●		●								●	●				●	●	●				

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

¹¹ Skills represent Stock Clerks, Sales Floor, a specialty occupation of Stock Clerks and Order Fillers.

Work Activities in the Retail Cluster

The table below lists the 10 top work activities required for top occupations in the Retail cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; organizing, planning, and prioritizing work; communicating with supervisors, peers, or subordinates; and making decisions and solving problems.

Occupations	Work Activities																																
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Estimating the Quantifiable Characteristics of Products, Events, or Information	Evaluating Information to Determine Compliance with Standards	Getting Information	Guiding, Directing, and Motivating Subordinates	Handling and Moving Objects	Identifying Objects, Actions, and Events	Inspecting Equipment, Structures, or Material	Interacting With Computers	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Operating Vehicles, Mechanized Devices, or Equipment	Organizing, Planning, and Prioritizing Work	Performing for or Working Directly with the Public	Performing General Physical Activities	Processing Information	Provide Consultation and Advice to Others	Repairing and Maintaining Electronic Equipment	Repairing and Maintaining Mechanical Equipment	Resolving Conflicts and Negotiating with Others	Scheduling Work and Activities	Selling or Influencing Others	Thinking Creatively	Training and Teaching Others
Requires a Bachelor's Degree or Higher																																	
General and Operations Managers				●	●			●										●		●								●	●		●		
Pharmacists	●	●						●		●				●				●			●	●		●									●
Sales Managers			●	●	●		●					●					●				●								●		●		
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products				●	●			●			●						●				●				●			●		●			●
Cost Estimators	●			●			●		●	●							●				●			●	●								●
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																																	
Medical Equipment Repairers									●				●	●	●		●	●		●						●	●						●
Heavy and Tractor-Trailer Truck Drivers					●			●		●		●	●	●		●		●		●	●	●											
Computer User Support Specialists				●				●		●			●		●	●					●			●							●		●
Electronic Equipment Installers and Repairers, Motor Vehicles					●			●		●			●					●			●	●				●					●		●
Computer, Automated Teller, and Office Machine Repairers				●				●					●		●	●					●					●	●				●		●
Requires a High School Diploma or Equivalent or Less																																	
Cashiers			●	●				●		●			●					●			●	●					●		●				
Retail Salespersons			●	●				●					●				●				●	●								●	●		●
Stock Clerks and Order Filler ¹²				●	●			●					●	●							●	●	●							●	●		●
First-Line Supervisors of Retail Sales Workers		●	●					●		●			●				●				●	●						●	●				
Combined Food Preparation and Serving Workers, Including Fast Food		●	●		●			●		●		●	●								●						●						●

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

¹² Work Activities Stock Clerks, Sales Floor, a specialty occupation of Stock Clerks and Order Fillers.

Related Occupations for the Retail Cluster

The table below lists top occupations in the Retail cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Retail cluster occupations.

Retail Occupations	Related Occupations
Requires a Bachelor's Degree or Higher	
General and Operations Managers	<ul style="list-style-type: none"> • First-Line Supervisors of Office and Administrative Support Workers • Logistics Managers • Storage and Distribution Managers
Pharmacists	<ul style="list-style-type: none"> • Health Specialties Teachers, Postsecondary • Medical Scientists, Except Epidemiologists • Nursing Instructors and Teachers, Postsecondary
Sales Managers	<ul style="list-style-type: none"> • Financial Managers, Branch or Department • Marketing Managers • Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	<ul style="list-style-type: none"> • Insurance Sales Agents • Public Relations Specialists • Advertising Sales Agents
Cost Estimators	<ul style="list-style-type: none"> • Risk Management Specialists • Market Research Analysts and Marketing Specialists • Logistics Analysts
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree	
Medical Equipment Repairers	<ul style="list-style-type: none"> • Robotics Technicians • Manufacturing Production Technicians • Electrical and Electronics Repairers, Commercial and Industrial Equipment
Heavy and Tractor-Trailer Truck Drivers	<ul style="list-style-type: none"> • Light Truck or Delivery Services Drivers • Pile-Driver Operators • Service Unit Operators, Oil, Gas, and Mining
Computer User Support Specialists	<ul style="list-style-type: none"> • Computer Operators • Audio and Video Equipment Technicians • Broadcast Technicians
Electronic Equipment Installers and Repairers, Motor Vehicles	<ul style="list-style-type: none"> • Motorboat Mechanics and Service Technicians • Automotive Master Mechanics • Automotive Specialty Technicians
Computer, Automated Teller, and Office Machine Repairers	<ul style="list-style-type: none"> • Computer User Support Specialists • Electrical Engineering Technicians • Home Appliance Repairers
Requires a High School Diploma or Equivalent or Less	
Cashiers	<ul style="list-style-type: none"> • Combined Food Preparation and Serving Workers, Including Fast Food • Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop • Waiters and Waitresses
Retail Salespersons	<ul style="list-style-type: none"> • Bartenders • Hotel, Motel, and Resort Desk Clerks • Tellers
Stock Clerks and Order Fillers	<ul style="list-style-type: none"> • Food Servers, Nonrestaurant • Marking Clerks • Stock Clerks- Stockroom, Warehouse, or Storage Yard
First-Line Supervisors of Retail Sales Workers	<ul style="list-style-type: none"> • Dispatchers, Except Police, Fire, and Ambulance • First-Line Supervisors of Food Preparation and Serving Workers • Wholesale and Retail Buyers, Except Farm Products
Combined Food Preparation and Serving Workers, Including Fast Food	<ul style="list-style-type: none"> • Amusement and Recreation Attendants • Cooks, Fast Food • Counter Attendants, Cafeteria, Food Concession, and Coffee Shop

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Employer Demand for the Retail Cluster

The following table lists the Northern Economic Market employers in the Retail cluster who posted the most job advertisements during the 120-day period ending May 18, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Retail Cluster Employers	Recent Job Advertisements ¹³ (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Safeway Companies	144	22	122	554.5%
Rite Aid	57	34	23	67.6%
Home Depot	56	22	34	154.5%
Macy's	46	28	18	64.3%
Dollar Tree Stores, Inc.	35	2	33	1,650.0%
Sears Holdings Corporation	35	91	-56	-61.5%
Lowe's	32	33	-1	-3.0%
Lithia Motors, Inc.	32	2	30	1,500.0%
Owens Healthcare	27	25	2	8.0%
Walmart	25	26	-1	-3.8%
Target Corporation	25	6	19	316.7%
JCPenney	24	8	16	200.0%
Winco Foods	21	8	13	162.5%
Staples	15	25	-10	-40.0%
The Dollar General	14	57	-43	-75.4%
Harbor Freight Tools	11	15	-4	-26.7%
Dick's Sporting Goods, Inc.	10	26	-16	-61.5%
Party City Corporation	10	11	-1	-9.1%
Sobeys, Inc.	10	0	10	—
Office Depot	10	7	3	42.9%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending May 18, 2015.

¹³ Totals do not include employers with anonymous job advertisements.

Instructional Programs for the Top Retail Cluster Occupations

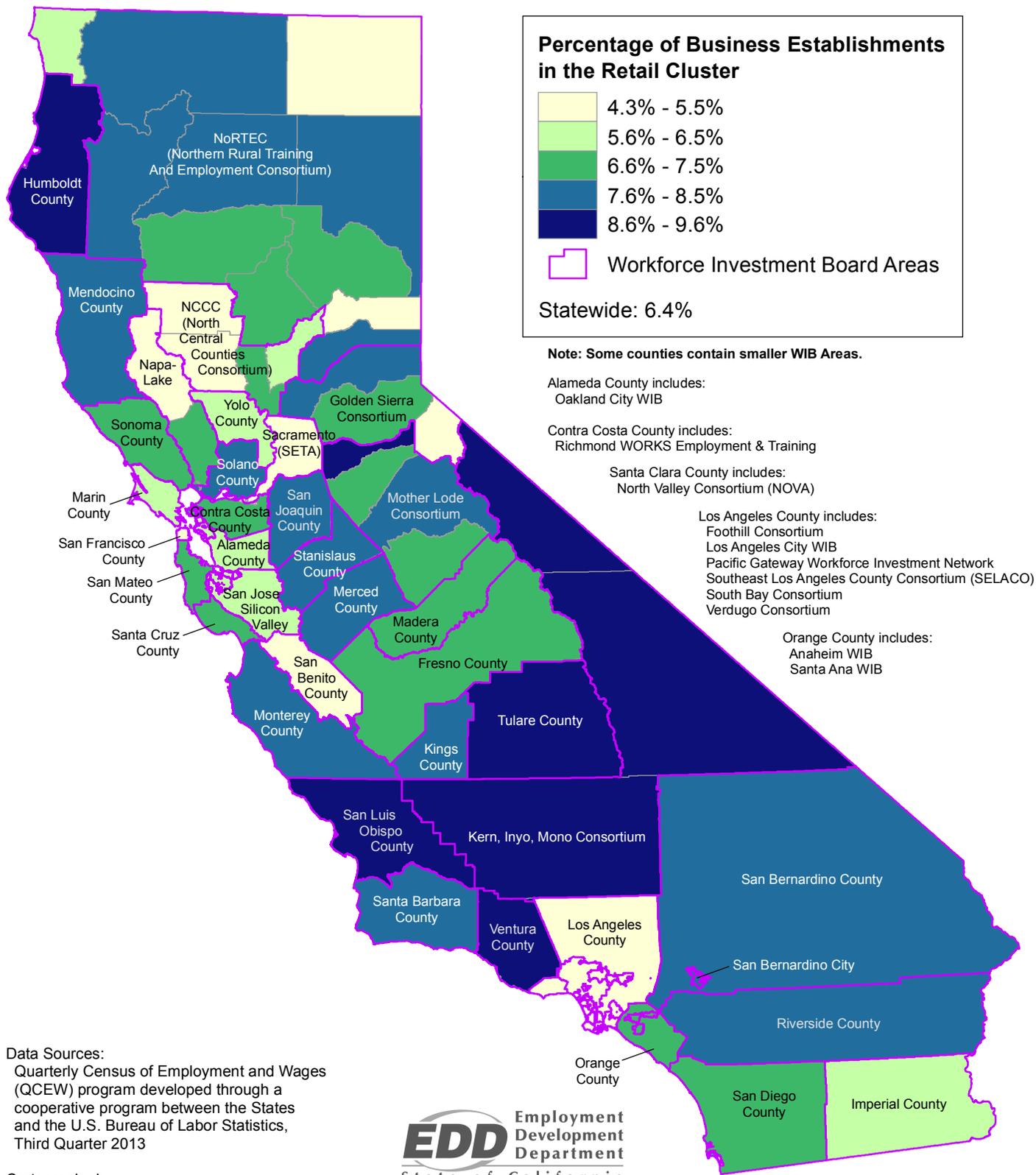
The table below provides examples of instructional programs related to some of the top occupations in the Retail cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Retail cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Medical Equipment Repairers	15.0401	Biomedical Technology/Technician	043000 093460	Biotechnology and Biomedical Technology Biomedical Instrumentation
Heavy and Tractor-Trailer Truck Drivers	49.0205	Truck and Bus Driver/Commercial Vehicle Operator and Instructor	094750	Truck and Bus Driving
Computer User Support Specialists	01.0106 11.1006 51.0709	Agricultural Business Technology Computer Support Specialist Medical Office Computer Specialist/Assistant	070820	Computer Support
Electronic Equipment Installers and Repairers, Motor Vehicles	47.0604	Automobile/Automotive Mechanics Technology/Technician	094800	Automotive Technology
Computer, Automated Teller, and Office Machine Repairers	47.0102 47.0104	Business Machine Repair Computer Installation and Repair Technology/Technician	093410	Computer Electronics
First-Line Supervisors of Retail Sales Workers	52.0212 52.1803 52.1804	Retail Management Retailing and Retail Operations Selling Skills and Sales Operations	050650 050940 050960	Retail Store Operations and Management Sales and Salesmanship Display

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov) at www.nces.ed.gov; [California Community Colleges TOP-to-CIP Crosswalk](http://www.cccco.edu) 7th Edition (2010), www.cccco.edu.

California Retail Cluster

Percentage of Total County Establishments, 2013



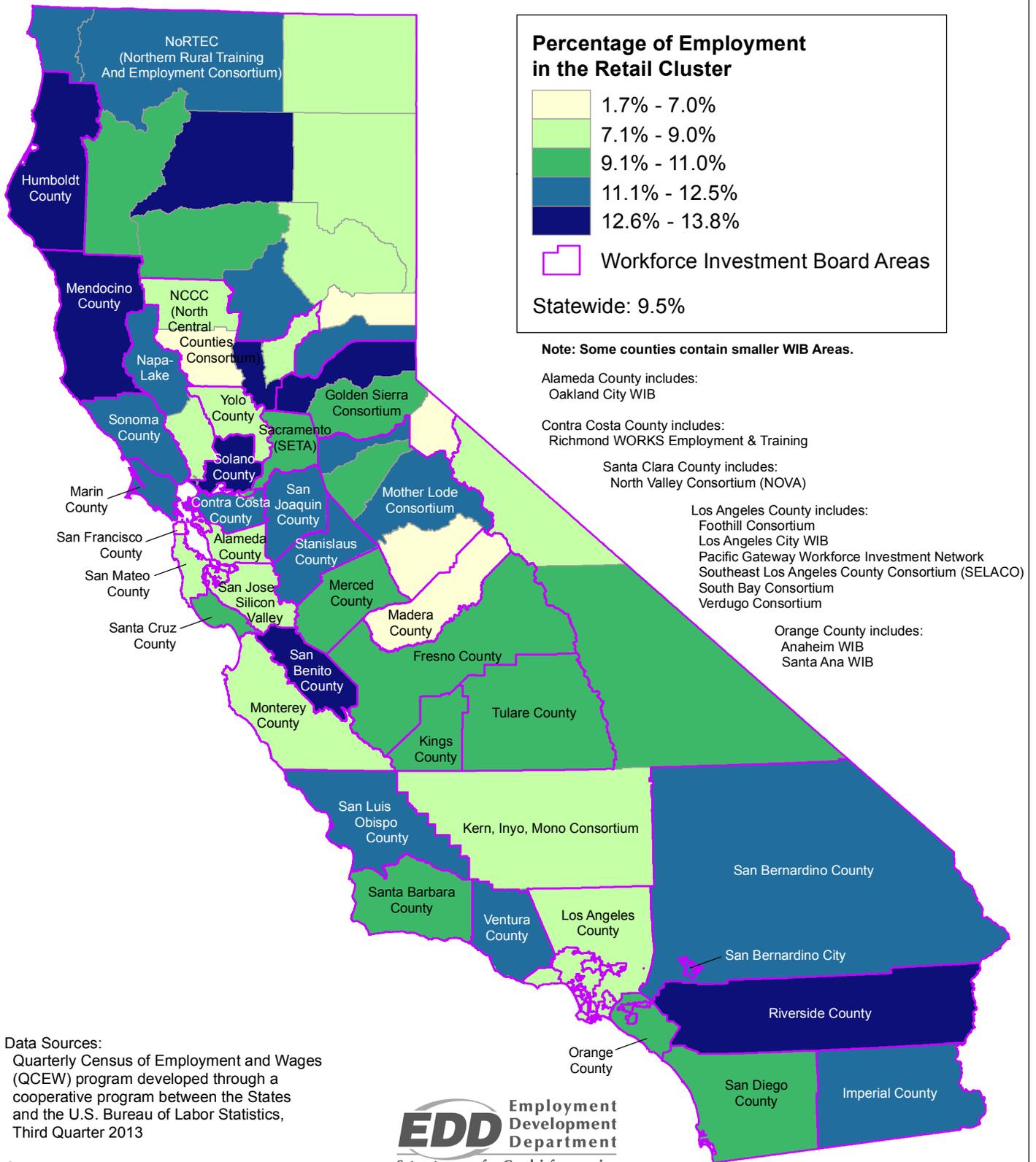
Data Sources:
 Quarterly Census of Employment and Wages
 (QCEW) program developed through a
 cooperative program between the States
 and the U.S. Bureau of Labor Statistics,
 Third Quarter 2013

Cartography by:
 Labor Market Information Division
 California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov>
 July 2014



California Retail Cluster

Percentage of Total County Employment, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

Cartography by:
Labor Market Information Division
California Employment Development Department
<http://www.labormarketinfo.edd.ca.gov>
July 2014





Occupational Analysis: Health Care Services Cluster

Northern Economic Market

June 2015

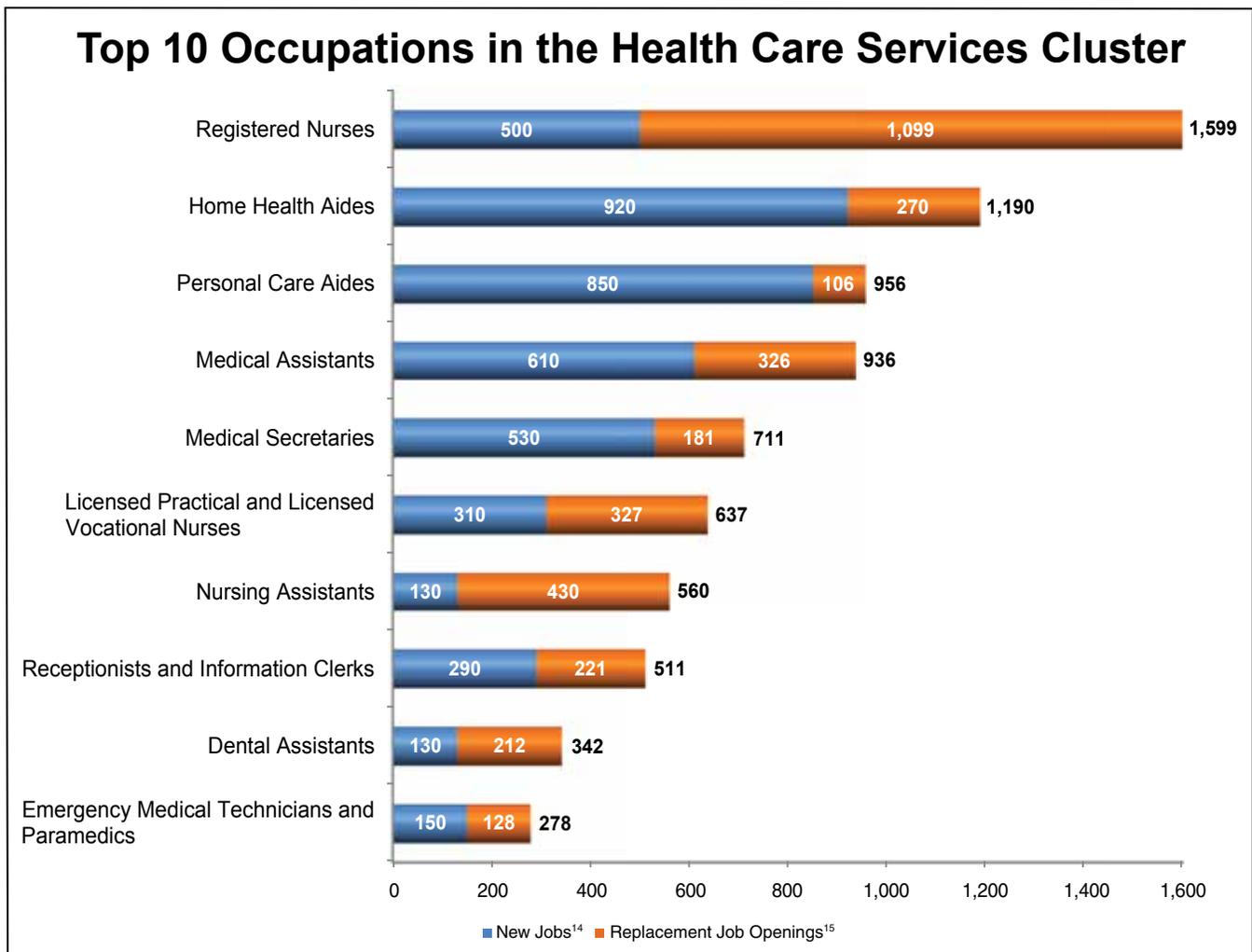
Butte, Colusa, Del Norte, Glenn, Humboldt, Lassen, Mendocino, Modoc, Plumas,
Shasta, Sierra, Siskiyou, Tehama, and Trinity Counties

What is the Health Care Services Cluster?

The Health Care Services cluster is comprised of 14 industries that include hospitals and doctors' offices, diagnostic laboratories, continuing care retirement communities, home health care services, and other activities related to health care. The workers employed within this cluster span all skill levels and share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

Top 10 Occupations in the Health Care Services Cluster

The graph below identifies the top 10 occupations in the Health Care Services cluster, based on the Northern Economic Market's new job growth plus replacement openings. In sum, these 10 occupations represent more than half of the 14,578 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, critical thinking, reading comprehension, service orientation, social perceptiveness, and speaking.¹³



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

¹³ U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

¹⁴ New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

¹⁵ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

Top 10 Occupations and Recent Job Demand in the Health Care Services Cluster

The table below further profiles the Northern Economic Market's top 10 occupations in the Health Care Services cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBSSM (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings ¹⁶ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education ¹⁷	HWOL Job Ads ¹⁸ (120 days)
Registered Nurses	1,599	\$36.38	\$75,670	Associate's degree	1,735
Home Health Aides	1,190	\$10.34	\$21,488	Less than high school	285
Personal Care Aides	956	\$9.98	\$20,756	Less than high school	597
Medical Assistants	936	\$14.43	\$30,021	Postsecondary non-degree	308
Medical Secretaries	711	\$15.04	\$31,297	High school diploma or equivalent	394
Licensed Practical and Licensed Vocational Nurses	637	\$24.46	\$50,877	Postsecondary non-degree	266
Nursing Assistants	560	\$13.56	\$28,200	Postsecondary non-degree	213
Receptionists and Information Clerks	511	\$13.01	\$27,061	High school diploma or equivalent	526
Dental Assistants	342	\$19.21	\$39,962	Postsecondary non-degree	185
Emergency Medical Technicians and Paramedics	278	\$14.73	\$30,624	Postsecondary non-degree	33

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending period ending May 18, 2015.

¹⁶ Total job openings are the sum of new jobs and replacement job openings.

¹⁷ U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

¹⁸ Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

Top Occupations for the Health Care Services Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Health Care Services cluster. The table includes the Northern Economic Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings ¹⁹ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
Requires a Bachelor's Degree or Higher				
Medical and Health Services Managers	217	\$44.25	\$92,027	275
Physical Therapists	161	\$41.59	\$86,492	661
Family and General Practitioners	133	\$70.25	\$146,111	79
General and Operations Managers	132	\$36.81	\$76,558	89
Nurse Practitioners	123	\$45.83	\$95,326	38
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree				
Registered Nurses	1,599	\$36.38	\$75,670	1,735
Medical Assistants	936	\$14.43	\$30,021	308
Licensed Practical and Licensed Vocational Nurses	637	\$24.46	\$50,877	266
Nursing Assistants	560	\$13.56	\$28,200	213
Dental Assistants	342	\$19.21	\$39,962	185
Requires a High School Diploma or Equivalent or Less				
Home Health Aides	1,190	\$10.34	\$21,488	285
Personal Care Aides	956	\$9.98	\$20,756	597
Medical Secretaries	711	\$15.04	\$31,297	394
Receptionists and Information Clerks	511	\$13.01	\$27,061	526
Office Clerks, General	235	\$13.85	\$28,819	539

Source: California Employment Development Department, *Projections of Employment 2012-2022*; *Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending period ending May 18, 2015.

¹⁹ Total job openings are the sum of new jobs and replacement job openings.

Skill Requirements in the Health Care Services Cluster

The table below lists the 10 top skills required for top occupations in the Health Care Services cluster, categorized by entry-level education requirements. Active listening, critical thinking, reading comprehension, and social perceptiveness are the most commonly shared skills, followed by speaking and monitoring. The skills and work activities identified for each occupation are from the U.S. Department of Labor’s Occupational Information Network (O*NET).

Occupations	Skills																	
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Instructing	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Monitoring	Operations Analysis	Reading Comprehension	Science	Service Orientation	Social Perceptiveness	Speaking	Time Management	Writing
Requires a Bachelor’s Degree or Higher																		
Medical and Health Services Managers		●	●	●	●	●			●	●	●			●	●	●		
Physical Therapists		●		●	●	●			●		●			●	●	●		●
Family and General Practitioners	●	●	●		●	●					●	●		●	●			●
General and Operations Managers	●	●		●	●			●	●		●			●	●			●
Nurse Practitioners	●	●			●	●	●		●		●	●		●				●
Requires Some College, Postsecondary Non-Degree Award, or Associate’s Degree																		
Registered Nurses	●	●		●	●			●		●	●			●	●	●		
Medical Assistants	●	●		●	●					●	●			●	●	●		●
Licensed Practical and Licensed Vocational Nurses		●		●	●					●	●			●	●	●		●
Nursing Assistants	●	●		●	●					●	●			●	●	●		●
Dental Assistants	●	●			●	●				●	●			●	●	●		●
Requires a High School Diploma or Equivalent or Less																		
Home Health Aides	●	●		●	●			●		●	●			●	●	●		
Personal Care Aides	●	●		●	●					●	●			●	●	●		●
Medical Secretaries		●		●	●					●	●			●	●	●		●
Receptionists and Information Clerks		●	●	●	●						●			●	●	●		●
Office Clerks, General		●		●	●					●	●			●	●	●		●

Source: U.S. Department of Labor’s [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Work Activities in the Health Care Services Cluster

The table below lists the 10 top work activities required for top occupations in the Health Care Services cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; assisting and caring for others; identifying objects, actions, and events; and organizing, planning, and prioritizing work.

Occupations	Work Activities																										
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Guiding, Directing, and Motivating Subordinates	Handling and Moving Objects	Identifying Objects, Actions, and Events	Interacting With Computers	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Organizing, Planning, and Prioritizing Work	Performing Administrative Activities	Performing for or Working Directly with the Public	Performing General Physical Activities	Processing Information	Provide Consultation and Advice to Others	Resolving Conflicts and Negotiating with Others	Scheduling Work and Activities	Thinking Creatively	Updating and Using Relevant Knowledge
Requires a Bachelor's Degree or Higher																											
Medical and Health Services Managers			●		●	●		●		●				●		●	●					●	●				
Physical Therapists		●					●	●			●	●	●	●							●					●	●
Family and General Practitioners	●	●					●	●	●					●	●							●					●
General and Operations Managers				●	●	●		●						●	●		●	●					●	●	●		
Nurse Practitioners		●					●	●	●			●		●	●		●	●		●							●
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																											
Registered Nurses		●			●		●	●	●			●		●	●		●	●				●					●
Medical Assistants		●			●		●	●	●			●		●	●		●	●		●							●
Licensed Practical and Licensed Vocational Nurses		●			●		●	●			●	●	●	●	●		●	●									●
Nursing Assistants		●			●		●	●	●		●	●	●	●	●		●	●				●					
Dental Assistants		●					●	●	●		●	●	●	●	●		●	●									●
Requires a High School Diploma or Equivalent or Less																											
Home Health Aides		●			●		●	●			●	●		●	●		●	●				●					●
Personal Care Aides		●			●		●	●			●	●	●	●	●		●	●		●							
Medical Secretaries		●		●	●		●	●	●			●	●				●	●				●					●
Receptionists and Information Clerks		●					●	●	●			●		●	●		●	●		●	●						●
Office Clerks, General		●		●	●	●	●	●	●			●					●	●				●		●			●

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Related Occupations for the Health Care Services Cluster

The table below lists top occupations in the Health Care Services cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Health Care Services cluster occupations.

Health Care Services Occupations	Related Occupations
Requires a Bachelor's Degree or Higher	
Medical and Health Services Managers	<ul style="list-style-type: none"> • Dietitians and Nutritionists • Management Analysts • Social and Community Service Managers
Physical Therapists	<ul style="list-style-type: none"> • Health Specialties Teachers, Postsecondary • Nursing Instructors and Teachers, Postsecondary • Occupational Therapists
Family and General Practitioners	<ul style="list-style-type: none"> • Hospitalists • Physician Assistants • Nurse Practitioners
General and Operations Managers	<ul style="list-style-type: none"> • First-Line Supervisors of Office and Administrative Support Workers • Logistics Managers • Storage and Distribution Managers
Nurse Practitioners	<ul style="list-style-type: none"> • Clinical Nurse Specialists • Nurse Midwives • Occupational Therapists
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree	
Registered Nurses	<ul style="list-style-type: none"> • Acute Care Nurses • Critical Care Nurses • Licensed Practical and Licensed Vocational Nurses
Medical Assistants	<ul style="list-style-type: none"> • Dental Assistants • Licensed Practical and Licensed Vocational Nurses • Pharmacy Technicians
Licensed Practical and Licensed Vocational Nurses	<ul style="list-style-type: none"> • Cardiovascular Technologists and Technicians • Physical Therapist Assistants • Radiologic Technicians
Nursing Assistants ²⁰	<ul style="list-style-type: none"> • N/A
Dental Assistants	<ul style="list-style-type: none"> • Dental Hygienists • Endoscopy Technicians • Neurodiagnostic Technologists
Requires a High School Diploma or Equivalent or Less	
Home Health Aides	<ul style="list-style-type: none"> • Occupational Therapy Aides • Physical Therapist Aides • Personal Care Aides
Personal Care Aides	<ul style="list-style-type: none"> • Ambulance Drivers and Attendants, Except Emergency Medical Technicians • Childcare Workers • Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers
Medical Secretaries	<ul style="list-style-type: none"> • Bill and Account Collectors • Medical Records and Health Information Technicians • Receptionists and Information Clerks
Receptionists and Information Clerks	<ul style="list-style-type: none"> • Office Clerks, General • Insurance Claims Clerks • Medical Secretaries
Office Clerks, General	<ul style="list-style-type: none"> • Bill and Account Collectors • Medical Records and Health Information Technicians • Secretaries and Administrative Assistants, Except Legal, Medical, and Executive

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

²⁰ Currently no related occupations reported by O*NET

Employer Demand for the Health Care Services Cluster

The following table lists the Northern Economic Market employers in the Health Care Services cluster who posted the most job advertisements during the 120-day period ending May 18, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Health Care Services Cluster Employers	Recent Job Advertisements ²¹ (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Mercy Medical Center	182	154	28	18.2%
Dignity Health	104	175	-71	-40.6%
Onward Healthcare	84	71	13	18.3%
Enloe Medical Center	83	131	-48	-36.6%
Feather River Hospital	80	35	45	128.6%
Ukiah Valley Medical Center	76	64	12	18.8%
St. Elizabeth Community Hospital	71	53	18	34.0%
Frank R. Howard Memorial Hospital	43	18	25	138.9%
Presence Health	43	9	34	377.8%
Sutter Health	41	23	18	78.3%
Banner Health	37	67	-30	-44.8%
Dialysis Clinic, Inc.	34	15	19	126.7%
American Mobile Healthcare	33	16	17	106.3%
Genesis HealthCare	29	25	4	16.0%
Brookdale Senior Living	29	0	29	—
Aureus Medical	20	1	19	1,900.0%
VA Medical Center	17	0	17	—
Indian Health Service	15	3	12	400.0%
Shasta Community Health Center	15	20	-5	-25.0%
Mendocino Community Health Clinic	14	9	5	55.6%

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending May 18, 2015.

²¹ Totals do not include employers with anonymous job advertisements.

Instructional Programs for the Top Health Care Services Cluster Occupations

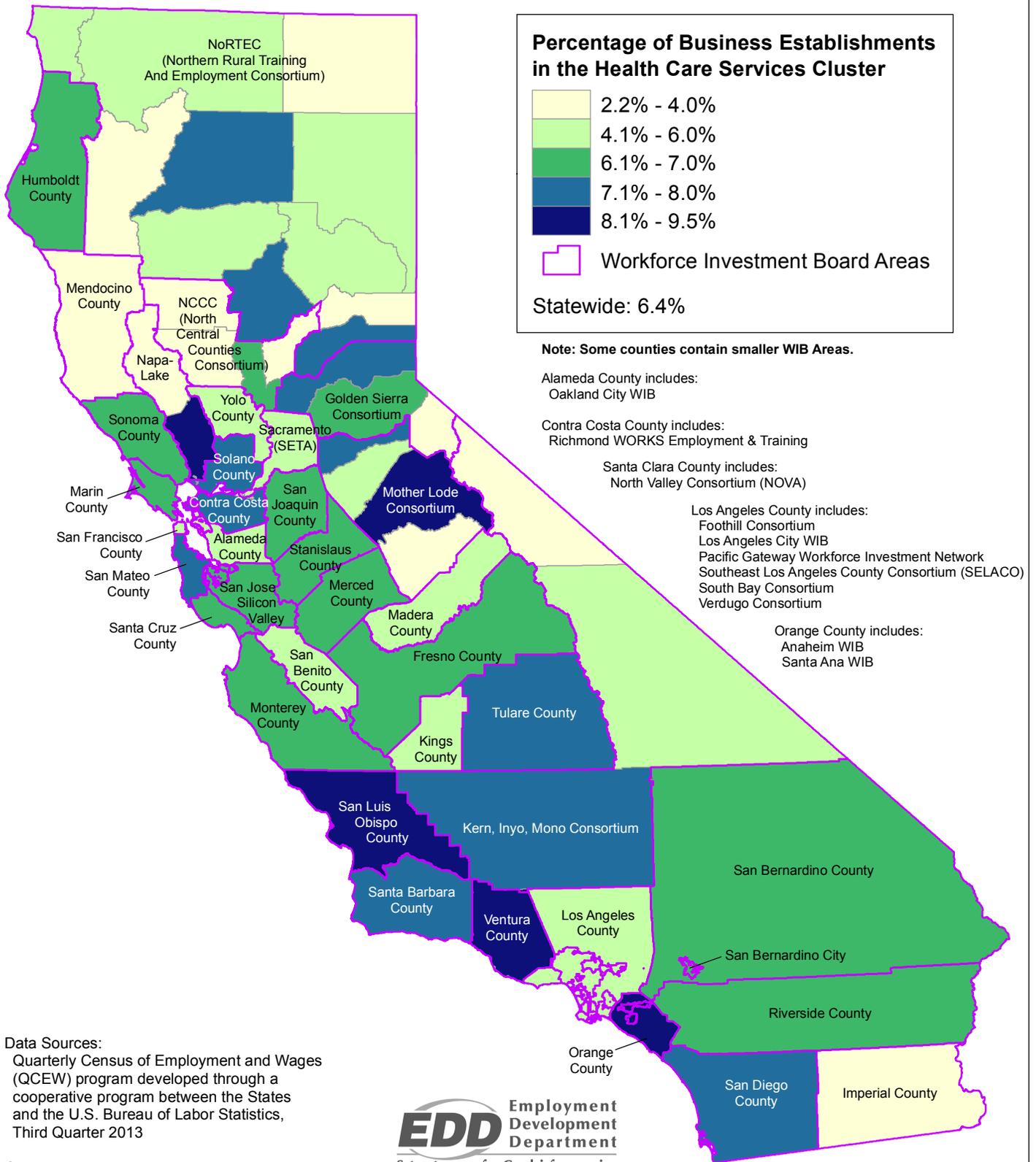
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Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Registered Nurses	51.3801	Registered Nursing/Registered Nurse	123000	Nursing
	51.3802	Nursing Administration	123010	Registered Nursing
	51.3803	Adult Health Nurse/Nursing		
Medical Assistants	51.0710	Medical Office Assistant/Specialist	051420	Medical Office Technology
	51.0712	Medical Reception/Receptionist	120800	Medical Assisting
	51.0713	Medical Insurance Coding Specialist/Coder	120810	Clinical Medical Assisting
Licensed Practical and Licensed Vocational Nurses	51.3901	Licensed Practical/Vocational Nurse Training	123020	Licensed Vocational Nursing
	51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other		
Nursing Assistants	51.2601	Health Aide	123030	Certified Nurse Assistant
	51.3902	Nursing Assistant/Aide and Patient Care Assistant/Aide		
	51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other		
Dental Assistants	51.0601	Dental Assisting/Assistant	124010	Dental Assistant
Home Health Aides	51.2602	Home Health Aide/Home Attendant	123080	Home Health Aide
Personal Care Aides	51.2602	Home Health Aide/Home Attendant	123080	Home Health Aide
Medical Secretaries	51.0710	Medical Office Assistant/Specialist	051420	Medical Office Technology
	51.0714	Medical Insurance Specialist/Medical Biller		
	51.0716	Medical Administrative/Executive Assistant and Medical Secretary		
Receptionists and Information Clerks	52.0406	Receptionist	N/A	N/A
Office Clerks, General	52.0408	General Office Occupations and Clerical Services	N/A	N/A

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov) at www.nces.ed.gov; [California Community Colleges TOP-to-CIP Crosswalk](http://www.cccco.edu) 7th Edition (2010), www.cccco.edu.

California Health Care Services Cluster

Percentage of Total County Establishments, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

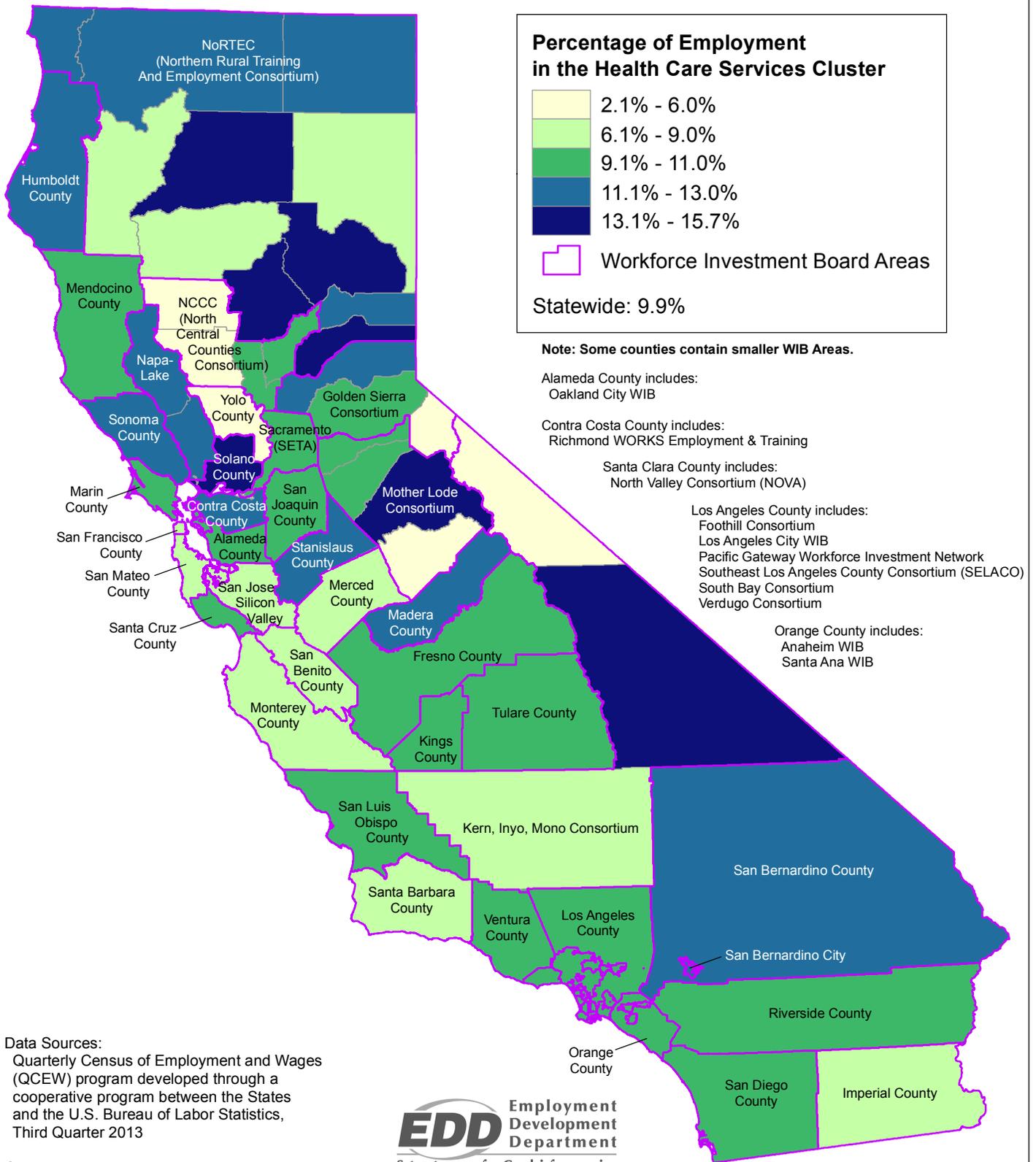
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July 2014

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California Health Care Services Cluster

Percentage of Total County Employment, 2013



EDD Employment Development Department
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Occupational Analysis: Hospitality and Tourism Cluster

Northern Economic Market

June 2015

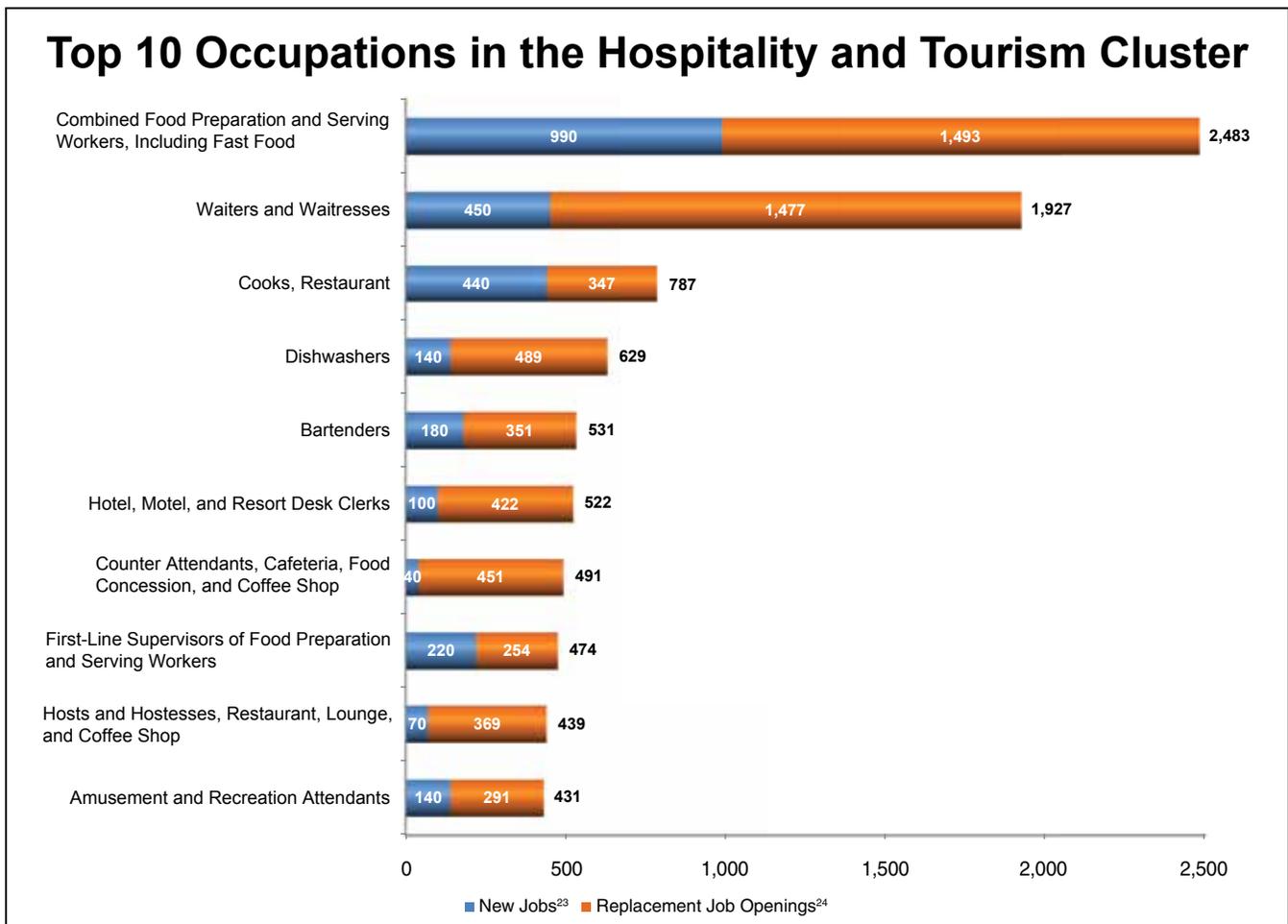
Butte, Colusa, Del Norte, Glenn, Humboldt, Lassen, Mendocino, Modoc, Plumas,
Shasta, Sierra, Siskiyou, Tehama, and Trinity Counties

What is the Hospitality and Tourism Cluster?

The Hospitality and Tourism cluster is comprised of 14 industries that provide goods and services related to lodging, food, recreation, travel, and sightseeing transportation. Establishments in this cluster include restaurants, hotels, casinos, golf courses, marinas, and fitness centers. The workers employed within this cluster share skills and work activities both within the cluster and in many other industry clusters, suggesting the potential for skills transference and upward mobility with additional training.

Top 10 Occupations in the Hospitality and Tourism Cluster

The graph below identifies the top 10 occupations in the Hospitality and Tourism cluster, based on the Northern Economic Market's new job growth plus replacement openings. In sum, these 10 occupations represent nearly three-fourths of the 12,346 total job openings projected in this cluster between 2012 and 2022. Moreover, many share the same required skills such as active listening, coordination, social perceptiveness, and speaking.²²



Source: California Employment Development Department, *Projections of Employment 2012-2022*. Industry and occupational employment projections for 2012-2022 in this report may not be directly comparable to the published 2012-2022 employment projections available online at www.labormarketinfo.edd.ca.gov.

²² U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

²³ New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero.

²⁴ Replacement job openings estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.

Top 10 Occupations and Recent Job Demand in the Hospitality and Tourism Cluster

The table below further profiles the Northern Economic Market's top 10 occupations in the Hospitality and Tourism cluster by listing the total job openings for 2012-2022, median hourly and annual wages, and entry-level education requirements. Also included are online job advertisements extracted from The Conference Board Help Wanted OnLine™ (HWOL) data series over a recent 120-day period. HWOL compiles, analyzes, and categorizes job advertisements from numerous online job boards, including CalJOBSSM (www.caljobs.ca.gov), California's online job listing system.

Occupations	Total Job Openings ²⁵ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	Entry Level Education ²⁶	HWOL Job Ads ²⁷ (120 days)
Combined Food Preparation and Serving Workers, Including Fast Food	2,483	\$9.31	\$19,357	Less than high school	308
Waiters and Waitresses	1,927	\$9.28	\$19,306	Less than high school	225
Cooks, Restaurant	787	\$10.98	\$22,839	Less than high school	334
Dishwashers	629	\$9.22	\$19,166	Less than high school	145
Bartenders	531	\$9.67	\$20,105	Less than high school	59
Hotel, Motel, and Resort Desk Clerks	522	\$10.50	\$21,842	High school diploma or equivalent	238
Counter Attendants, Cafeteria, Food Concession, and Coffee	491	\$9.67	\$20,102	Less than high school	81
First-Line Supervisors of Food Preparation and Serving Workers	474	\$13.66	\$28,405	High school diploma or equivalent	372
Hosts and Hostesses, Restaurant, Lounge, and Coffee	439	\$9.43	\$19,609	Less than high school	45
Amusement and Recreation Attendants	431	\$9.55	\$19,849	Less than high school	34

Source: California Employment Development Department, *Projections of Employment 2012-2022; Occupational Employment Statistics Wage Survey*, updated to 4th Q, 2014; *The Conference Board Help Wanted OnLine™ (HWOL) Data Series*, 120-day period ending period ending May 18, 2015.

²⁵ Total job openings are the sum of new jobs and replacement job openings.

²⁶ U.S. Department of Labor, Bureau of Labor Statistics (BLS) 2012 education levels.

²⁷ Totals represent job advertisements from employers in all industries. One job opening may be represented in more than one job advertisement.

Top Occupations for the Hospitality and Tourism Cluster by Education Level

The table below identifies the occupations with the most total job openings, categorized by Bureau of Labor Statistics (BLS) 2012 entry-level education requirements, within the Hospitality and Tourism cluster. The table includes the Northern Economic Market's projected total job openings and median hourly and annual wages. In addition, recent totals of online job advertisements over 120-day period are included. Grouping occupations by education levels allows individuals to better gauge the potential for skills transference and upward mobility within the cluster.

Occupations	Total Job Openings ²⁸ (2012-2022)	Median Hourly Wage (2014)	Median Annual Wage (2014)	HWOL Job Ads (120 days)
Requires a Bachelor's Degree or Higher				
General and Operations Managers	95	\$36.81	\$76,558	89
Market Research Analysts and Marketing Specialists	31	\$24.68	\$51,350	28
Coaches and Scouts	31	N/A	\$31,281	114
Human Resources Managers	10	\$39.65	\$82,475	82
Curators	10	N/A	N/A	0
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree				
Massage Therapists	1	\$19.13	\$39,787	71
Dietetic Technicians	1	\$12.80	\$26,643	6
Requires a High School Diploma or Equivalent or Less				
Combined Food Preparation and Serving Workers, Including Fast Food	2,483	\$9.31	\$19,357	308
Waiters and Waitresses	1,927	\$9.28	\$19,306	225
Cooks, Restaurant	787	\$10.98	\$22,839	334
Dishwashers	629	\$9.22	\$19,166	145
Bartenders	531	\$9.67	\$20,105	59

Source: California Employment Development Department, Projections of Employment 2012-2022; Occupational Employment Statistics Wage Survey, updated to 4th Q, 2014; The Conference Board Help Wanted OnLine™ (HWOL) Data Series, 120-day period ending period ending May 18, 2015.

²⁸ Total job openings are the sum of new jobs and replacement job openings.

Skill Requirements in the Hospitality and Tourism Cluster

The table below lists the 10 top skills required for top occupations in the Hospitality and Tourism cluster, categorized by entry-level education requirements. Active listening and critical thinking are the most commonly shared skills, followed by reading comprehension, monitoring, and speaking. The skills and work activities identified for each occupation are from the U.S. Department of Labor's Occupational Information Network (O*NET).

Occupations	Skills																										
	Active Learning	Active Listening	Complex Problem Solving	Coordination	Critical Thinking	Equipment Maintenance	Equipment Selection	Instruction	Judgment and Decision Making	Learning Strategies	Management of Personnel Resources	Monitoring	Negotiation	Operation Monitoring	Persuasion	Quality Control Analysis	Reading Comprehension	Repairing	Service Orientation	Social Perceptiveness	Speaking	Systems Analysis	Systems Evaluation	Time Management	Troubleshooting	Writing	
Requires a Bachelor's Degree or Higher																											
General and Operations Managers	●	●	●	●							●	●				●				●	●					●	
Market Research Analysts and Marketing Specialists	●	●			●				●			●					●					●	●	●			●
Coaches and Scouts		●			●			●	●	●	●	●								●	●			●			
Human Resources Managers	●	●		●	●						●	●					●			●			●				●
Curators	●	●		●	●				●			●					●				●			●			●
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																											
Massage Therapists	●	●			●				●			●					●		●	●	●						●
Dietetic Technicians	●	●		●	●					●		●					●		●	●	●						
Requires a High School Diploma or Equivalent or Less																											
Combined Food Preparation and Serving Workers, Including Fast Food		●		●	●			●		●						●	●		●	●	●						
Waiters and Waitresses		●		●	●					●		●				●	●		●	●	●						
Cooks, Restaurant	●	●		●	●			●			●					●					●			●			●
Dishwashers	●	●		●	●	●					●					●	●			●	●						
Bartenders		●		●								●	●			●	●		●	●	●						●

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Work Activities in the Hospitality and Tourism Cluster

The table below lists the 10 top work activities required for top occupations in the Hospitality and Tourism cluster, categorized by entry-level education requirements. The most common include establishing and maintaining interpersonal relationships; organizing, planning, and prioritizing work; communicating with supervisors, peers, or subordinates; and identifying objects, actions, and events.

Occupations	Work Activities																															
	Analyzing Data or Information	Assisting and Caring for Others	Coaching and Developing Others	Communicating with Persons Outside Organization	Communicating with Supervisors, Peers, or Subordinates	Controlling Machines and Processes	Coordinating the Work and Activities of Others	Documenting/Recording Information	Establishing and Maintaining Interpersonal Relationships	Evaluating Information to Determine Compliance with Standards	Getting Information	Handling and Moving Objects	Identifying Objects, Actions, and Events	Inspecting Equipment, Structures, or Material	Judging the Qualities of Things, Services, or People	Making Decisions and Solving Problems	Monitor Processes, Materials, or Surroundings	Monitoring and Controlling Resources	Organizing, Planning, and Prioritizing Work	Performing for or Working Directly with the Public	Performing General Physical Activities	Processing Information	Provide Consultation and Advice to Others	Repairing and Maintaining Electronic Equipment	Repairing and Maintaining Mechanical Equipment	Resolving Conflicts and Negotiating with Others	Scheduling Work and Activities	Selling or Influencing Others	Staffing Organizational Units	Thinking Creatively	Training and Teaching Others	Updating and Using Relevant Knowledge
Requires a Bachelor's Degree or Higher																																
General and Operations Managers				●	●		●	●							●		●	●								●	●			●		
Market Research Analysts and Marketing Specialists	●			●	●			●		●			●		●			●				●										●
Coaches and Scouts			●				●	●				●		●				●			●					●	●				●	
Human Resources Managers					●			●	●	●					●			●				●				●			●			●
Curators				●	●			●		●				●	●				●							●			●			●
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree																																
Massage Therapists		●		●				●		●		●		●				●	●	●											●	
Dietetic Technicians		●			●			●		●		●		●		●		●			●											●
Requires a High School Diploma or Equivalent or Less																																
Combined Food Preparation and Serving Workers, Including Fast Food			●		●		●	●		●	●	●								●						●					●	
Waiters and Waitresses				●		●	●	●		●	●	●							●	●					●		●					
Cooks, Restaurant				●		●	●	●		●	●			●			●	●	●	●										●		
Dishwashers		●		●	●			●			●						●	●	●	●									●	●		
Bartenders				●	●			●	●		●	●				●	●	●	●													

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Related Occupations for the Hospitality and Tourism Cluster

The table below lists top occupations in the Hospitality and Tourism cluster by entry-level education requirements and provides a sample of related occupations. These related occupations match many of the skills, education, and work experience needed for the top Hospitality and Tourism cluster occupations.

Hospitality and Tourism Occupations	Related Occupations
Requires a Bachelor's Degree or Higher	
General and Operations Managers	<ul style="list-style-type: none"> • Food Service Managers • Gaming Managers • Lodging Managers
Market Research Analysts and Marketing Specialists	<ul style="list-style-type: none"> • Financial Analysts • Marketing Managers • Risk Management Specialists
Coaches and Scouts	<ul style="list-style-type: none"> • Recreational Therapists • Secondary School Teachers, Except Special and Career/Technical Education • Training and Development Managers
Human Resources Managers	<ul style="list-style-type: none"> • Human Resources Specialists • Sales Managers • Training and Development Specialists
Curators	<ul style="list-style-type: none"> • Archivists • Librarians • Producers
Requires Some College, Postsecondary Non-Degree Award, or Associate's Degree	
Massage Therapists	<ul style="list-style-type: none"> • Hairdressers, Hairstylists, and Cosmetologists • Skincare Specialists • Tour Guides and Escorts
Dietetic Technicians	<ul style="list-style-type: none"> • Cooks, Institution and Cafeteria • Physical Therapist Aides • First-Line Supervisors of Food Preparation and Serving Workers
Requires a High School Diploma or Equivalent or Less	
Combined Food Preparation and Serving Workers, Including Fast Food	<ul style="list-style-type: none"> • Amusement and Recreation Attendants • Food Preparation Workers • Food Servers, Nonrestaurant
Waiters and Waitresses	<ul style="list-style-type: none"> • Cashiers • Counter Attendants, Cafeteria, Food Concession, and Coffee Shop • Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
Cooks, Restaurant	<ul style="list-style-type: none"> • Combined Food Preparation and Serving Workers, Including Fast Food • Cooks, Institution and Cafeteria • Food Preparation Workers
Dishwashers	<ul style="list-style-type: none"> • Dining Room and Cafeteria Attendants and Bartender Helpers • Helpers -Production Workers • Stock Clerks -Stockroom, Warehouse, or Storage Yard
Bartenders	<ul style="list-style-type: none"> • Gaming Cage Workers • Gaming Dealers • Retail Salespersons

Source: U.S. Department of Labor's [Occupational Information Network \(O*NET\)](http://www.onetonline.org) at www.onetonline.org.

Employer Demand for the Hospitality and Tourism Cluster

The following table lists the Northern Economic Market employers in the Hospitality and Tourism cluster who posted the most job advertisements during the 120-day period ending May 18, 2015. The table also includes the number of job advertisements from the previous year's period, as well as the numerical change and year-over percent change in these postings for the same 120-day period.

Hospitality and Tourism Cluster Employers	Recent Job Advertisements ²⁹ (120-day period)	Prior Year Job Advertisements (120-day period)	Numerical Change	Year-Over Percent Change (HWOL Job Advertisements)
Taco Bell	70	0	70	—
Bear River Casino	46	7	39	557.1%
G6 Hospitality, LLC	22	0	22	—
Two Rivers Soccer Camp	16	16	0	0.0%
Trinidad Rancheria	13	17	-4	-23.5%
Chipotle	12	0	12	—
La Quinta Inn	11	0	11	—
Hilton Hotels & Resorts	9	0	9	—
Feather Falls Casino	8	0	8	—
Turtle Bay Exploration Park	5	2	3	150.0%
American Bread Co dba Panera Bread	3	0	3	—
Chico Area Recreation and Park District	3	1	2	200.0%
TrueBlue	3	1	2	200.0%
Panda Restaurant Group	3	5	-2	-40.0%
Lucky 7 Casino	2	1	1	100.0%
Win-River Resort & Casino	2	3	-1	-33.3%
Blue Mountain Enterprises	2	0	2	—
Sequoia Park Zoo	2	0	2	—
Table Mountain Golf Course	2	0	2	—
LQ Management, LLC	2	0	2	—

Source: The Conference Board Help Wanted OnLine™ (HWOL) Data Series: Period ending May 18, 2015.

²⁹ Totals do not include employers with anonymous job advertisements.

Instructional Programs for the Hospitality and Tourism Cluster Occupations

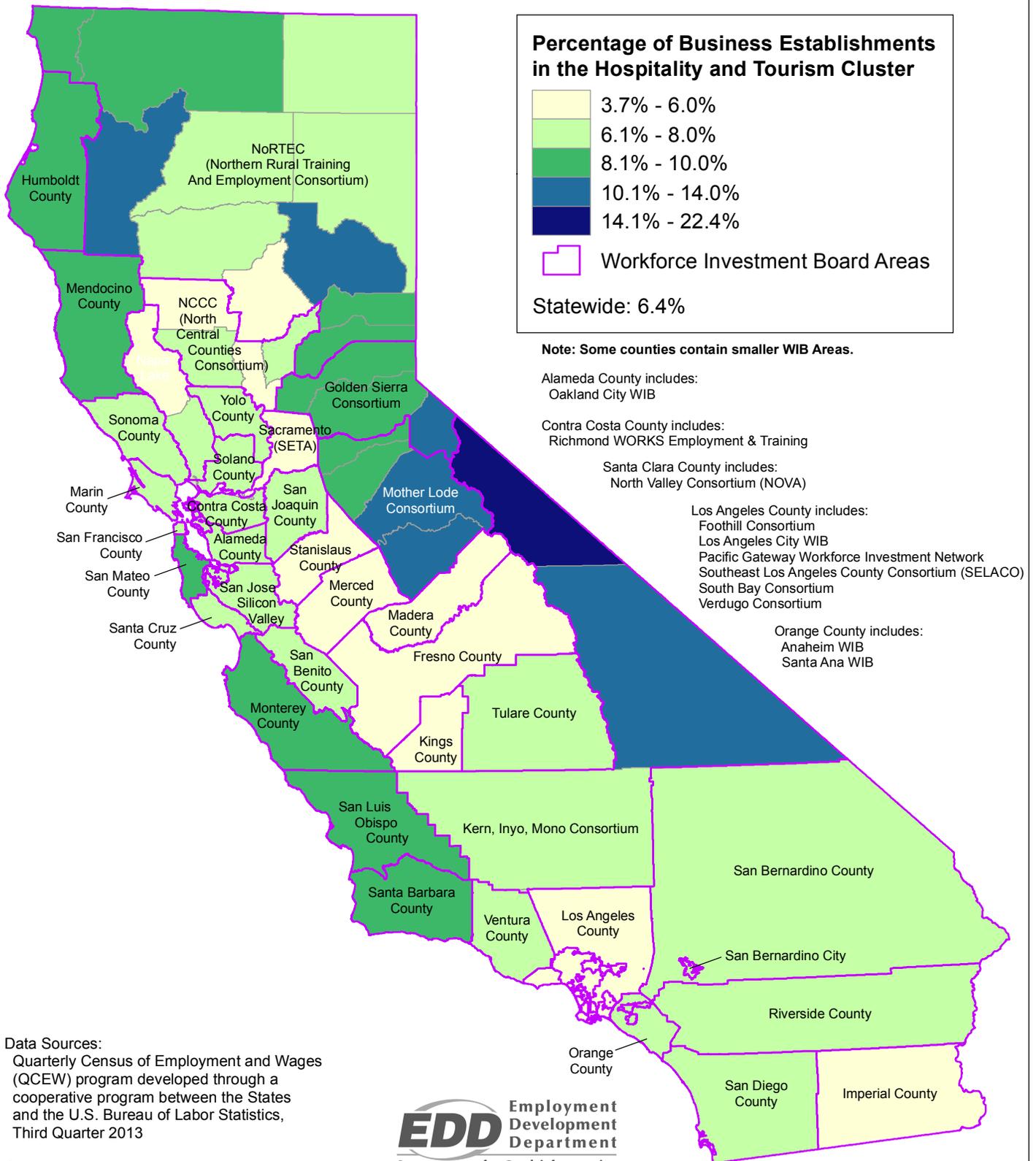
The table below provides examples of instructional programs related to some of the top occupations in the Hospitality and Tourism cluster, particularly those that require less than a bachelor's degree. These programs train individuals for occupations throughout many industries and are not limited to the Hospitality and Tourism cluster. To view a more complete list of training programs, select the source links under the table below. The Taxonomy of Programs categorizes and describes instructional programs only for California Community Colleges.

Occupations	Classification of Instructional Program (CIP)		Taxonomy of Programs (TOP)	
	CIP Code	CIP Title	TOP Code	TOP Title
Massage Therapists	51.3501	Massage Therapy/Therapeutic Massage	126200	Massage Therapy
	51.3502	Asian Bodywork Therapy		
	51.3503	Somatic Bodywork		
Dietetic Technicians	19.0501	Foods, Nutrition, and Wellness Studies, General	130600	Nutrition, Foods, and Culinary Arts
	30.1901	Nutrition Sciences	130660	Dietetic Technology
	51.3101	Dietetics/Dietitian		
Cooks, Restaurant	12.0500	Cooking and Related Culinary Arts, General	130630	Culinary Arts
	12.0503	Culinary Arts/Chef Training		
Bartenders	12.0502	Bartending/Bartender	N/A	N/A

Source: U.S. Department of Education [Integrated Postsecondary Education Data System \(IPEDS\)](http://www.nces.ed.gov) at www.nces.ed.gov; [California Community Colleges TOP-to-CIP Crosswalk 7th Edition \(2010\)](http://www.cccco.edu), www.cccco.edu.

California Hospitality and Tourism Cluster

Percentage of Total County Establishments, 2013



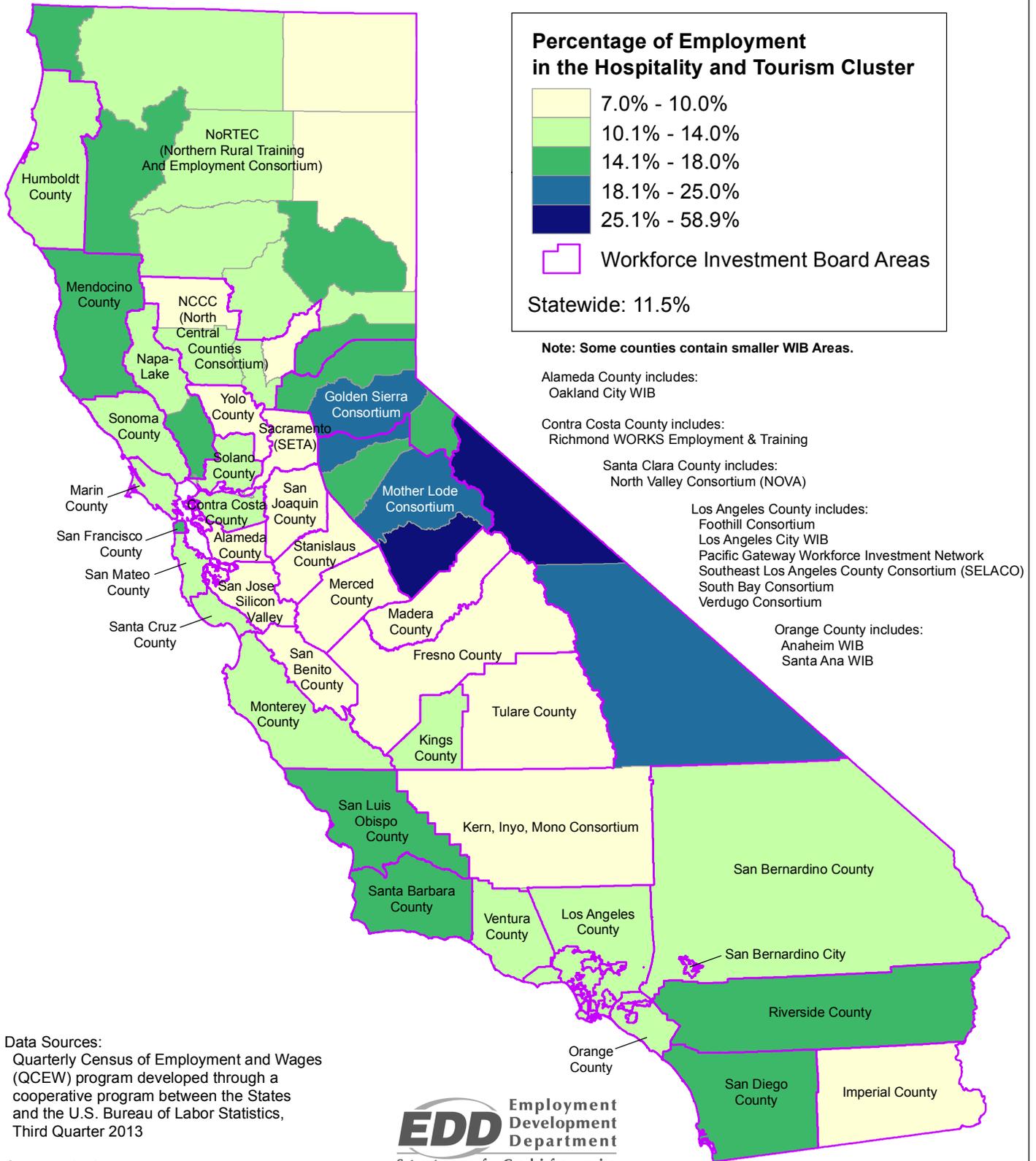
Data Sources:
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California Hospitality and Tourism Cluster

Percentage of Total County Employment, 2013



Data Sources:
Quarterly Census of Employment and Wages (QCEW) program developed through a cooperative program between the States and the U.S. Bureau of Labor Statistics, Third Quarter 2013

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