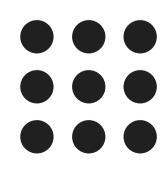
JUNE 2020

TECH LADDERS in Santa Cruz County Prepared by the Council for Adult & Experiential Learning (CAEL)



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Introduction

In the Spring of 2019, the Santa Cruz County Workforce Development Board (SCWDB) contracted with the Council for Adult and Experiential Learning (CAEL) to build career ladders within Santa Cruz County's burgeoning tech industry. The objective was to develop a system of career pathways that would allow increased access to tech careers for Santa Cruz County residents, while providing a roadmap for employers and educators to use when discussing careers in the industry with employees and students. In developing this document, CAEL utilized a layered approach to data collection, relying on both real-time and traditional labor market information to inform initial stakeholder discussions. Over the course of the project, the CAEL team facilitated three in-person meetings and four virtual meetings with a group of local stakeholders, including employers, educators, workforce professionals, and non-profit agencies. In an effort to better round out the qualitative feedback, CAEL staff also hosted a multitude of one-on-one conversations with stakeholders along the way.

The resulting document focuses on nine occupations that were defined as "high priority" by labor market information that was then validated by on-the-ground stakeholders. Due to the evolving nature of the tech industry, we chose to place increased emphasis on specific skills throughout this document. Position and occupational titles will likely continue to change, however by gaining the skills laid out in these ladders individuals will be able to gain entry to the industry utilizing a variety of on-ramps. Throughout this document, skills have been classified as either baseline or specialized. Baseline skills, also commonly referred to soft skills or essential skills, include things like communication, problem solving, or teamwork. Specialized skills, which tend to be more industry-specific and are also known as hard skills, include things like Java, help desk support, or Devops. Throughout the document, these skills are called out at each individual transition between careers. We highlight what skills an individual likely already has and the skills they would need to gain proficiency in before making that transition. We then identify some local training providers that can help to facilitate the transition.

Within the Tech industry, there are a multitude of routes an individual can take to progress in their career over time and gain economic mobility. The pathways laid out in this document were decided upon by the stakeholder steering committee throughout the project. This obviously isn't an exhaustive inventory of potential pathways, however it's a great starting point for individuals interested in accessing this high-growth industry. We also know that everyone's path is different and not everyone entering the Tech industry will be doing so straight out of a traditional education program. In the crosswalk section, we highlight what a transition into the tech industry may look like for someone currently working in declining or automation-subjected occupations such as cashiers or bookkeepers. We look at the skills these individuals would have likely gained from their previous position and how those skills map to entry-level occupations in the Tech industry.

In creating access to careers in the Tech industry, it would be unrealistic to assume everyone is able to or interested in obtaining a traditional college degree to do so. For this reason, we have laid out short-term, non-traditional training options for the region to consider implementing to facilitate some of these transitions along a pathway. The "Filling the Gaps" section of the report includes recommendations on training programs the region could develop to ensure greater access to the transitions within the pathways. At the end of this section, each of these training types is further defined.

Moving forward, it will be essential for the tech community to stay heavily engaged with the SCWDB's efforts in this space. Every successful workforce development program hinges on employer engagement and interaction. With continued stakeholder involvement in these projects, the SCWDB will be able to more efficiently meet employer needs and ensure the industry is being served at a high-level. With the recent economic changes due to the COVID-19 pandemic, it's more important than ever for employers to be engaged with their local workforce boards and training providers in an attempt to adapt in a rapidly shifting environment. This document will be most effective when socialized and championed by local stakeholders who recognize its' value and seek to consistently improve it. A full implementation strategy would be a logical next step to this document, to outline exactly how to keep the momentum going and begin building training programs that fit into the pathways identified here.

This version of the tech ladders has undergone four rounds of stakeholder revisions, becoming a stronger and more accurate document each time. This document, however, isn't meant to exist in a static state. Continuous revisions over time will result in long-term utility as the information in this document adapts to ever-changing labor market dynamics.

Overview

Support & Service

Support & Service professionals typically work directly with clients to troubleshoot issues, provide recommendations, and help them to better understand their needs. These jobs are typically a good fit for effective communicators who are able to break down complex ideas to make them easier to understand. People with a customer service background could be a natural fit in one of the positions in this job family.

HELP DESK TECHNICIAN 🚔 🚔

Provides technical support to computer users. Handles customer inquiries and works to resolve technical issues with computer hardware, software or networks. Provides customer support by phone, email, live chat or with screen sharing. May refer customers with complex system or application problems for more advanced technical support. Tracks help requests using a ticketing system.

SALARY RANGE \$38K - \$48K

SALARY RANGE

IN-DEMAND SKILLS

Help Desk Support, Tech Support, Customer Service, Troubleshooting, Communication, Problem Solving

HELP DESK MANAGER 會會會

Manages the work of technical support staff for a company or retail electronics store. Coordinates and supervises technical support operations or technical support services to customers. May train technical staff and help to resolve customer issues.

IN-DEMAND SKILLS

\$55K - \$96K

Information Security, Information Systems, Customer Service, Troubleshooting, Communication, Problem Solvina

Programming & Development

Programming & Development professionals use various software languages to write the scripts that apps and websites follow to make them function as expected by the end user. Individuals in these jobs are typically creative problem-solvers who possess a deep understanding the technology and the user experience. These jobs are the tech jobs with the highest demand in Santa Cruz County and offer high earning and advancement potential.

WEB DEVELOPER 🚔 🚔

Designs and builds websites. Works on technical as well as design aspects of sites. Works with a company or client to plan content and format for a site, creates applications, writes code, and integrates design features including graphics, sound and video. Monitors traffic at the site.

SALARY RANGE \$76K - \$104K **IN-DEMAND SKILLS**

JavaScript, Java, SQL, Communication, Teamwork, Problem Solving

SOFTWARE DEVELOPER 會會會

Designs or improves computer software. Oversees the entire software development process. Analyzes customer or user needs, designs programs, writes code or instructs computer programmers, tests design, and documents programs. May assist with upgrades or maintenance. May specialize in the design of computer applications or computer systems.

SALARY RANGE

Java, JavaScript, SOL, Python, \$84K - \$117K

Communication, Problem Solving, Teamwork

IN-DEMAND SKILLS

Infrastructure

Infrastructure professionals ensure that computers and systems within a network are connected and working properly, and that the information and databases housed in the network can be accessed by internal and external users. Typically, individuals in these types of jobs have great attention to detail and are good at organizing and arranging things in a way that makes sense to others.

NETWORK ADMIN 🚔 🚔

Manages the day-to-day operations of an organization's computer networks.

SALARY	RANGE
\$64K -	- \$87

JR. SYSTEM ADMIN 🎓 🎓

Manages the day-to-day operations of an organization's computer networks, including the systems that connect computers and other technology to each other and to outside networks. Installs, organizes, and supports the hardware and software of these systems.

SALARY RANGE \$67K - \$89K

SR. SYSTEM ADMIN 🎓 🎓

Manages the day-to-day operations of an organization's computer networks, including the systems that connect computers and other technology to each other and to outside networks. Installs, organizes, and supports the hardware and software of these systems.

SALARY RANGE \$79K - \$101K

Linux, Vmware, Microsoft Active Directory, Windows Server, Troubleshooting, Communication, Problem Solving

KEY

On-the-Job Training Short-Term Training/Associate Bachelor's Master's



IN-DEMAND SKILLS

Cisco, Routers, WAN, Troubleshooting, Communication, Problem Solving



IN-DEMAND SKILLS

Technical Support, Linux, Microsoft Active Directory, Troubleshooting, Communication, Problem Solving



IN-DEMAND SKILLS



Hybrid occupations don't fit squarely into any one of the job cluster and tend to span across multiple families. These positions require infrastructure, support, and programming skills and allow for individuals to work on projects that cut across traditional occupational boundaries. The skills for these positions are typically acquired through a combination of onthe-job experience and traditional higher education training.

DEVOPS ENGINEER 🎓 🎓

Works with software engineers and system operators to develop, build and install new technology systems and manage code releases. Participates in strategic project planning; tracks changes in projects and guides project team work as new systems are deployed. Identifies and fixes problems and provides system maintenance.

SALARY RANGE

\$107K - \$133K

IN-DEMAND SKILLS

Devops, Python, Linux, Ansible, Troubleshooting, Communication, Problem Solving

CLOUD COMPUTING ENGINEER



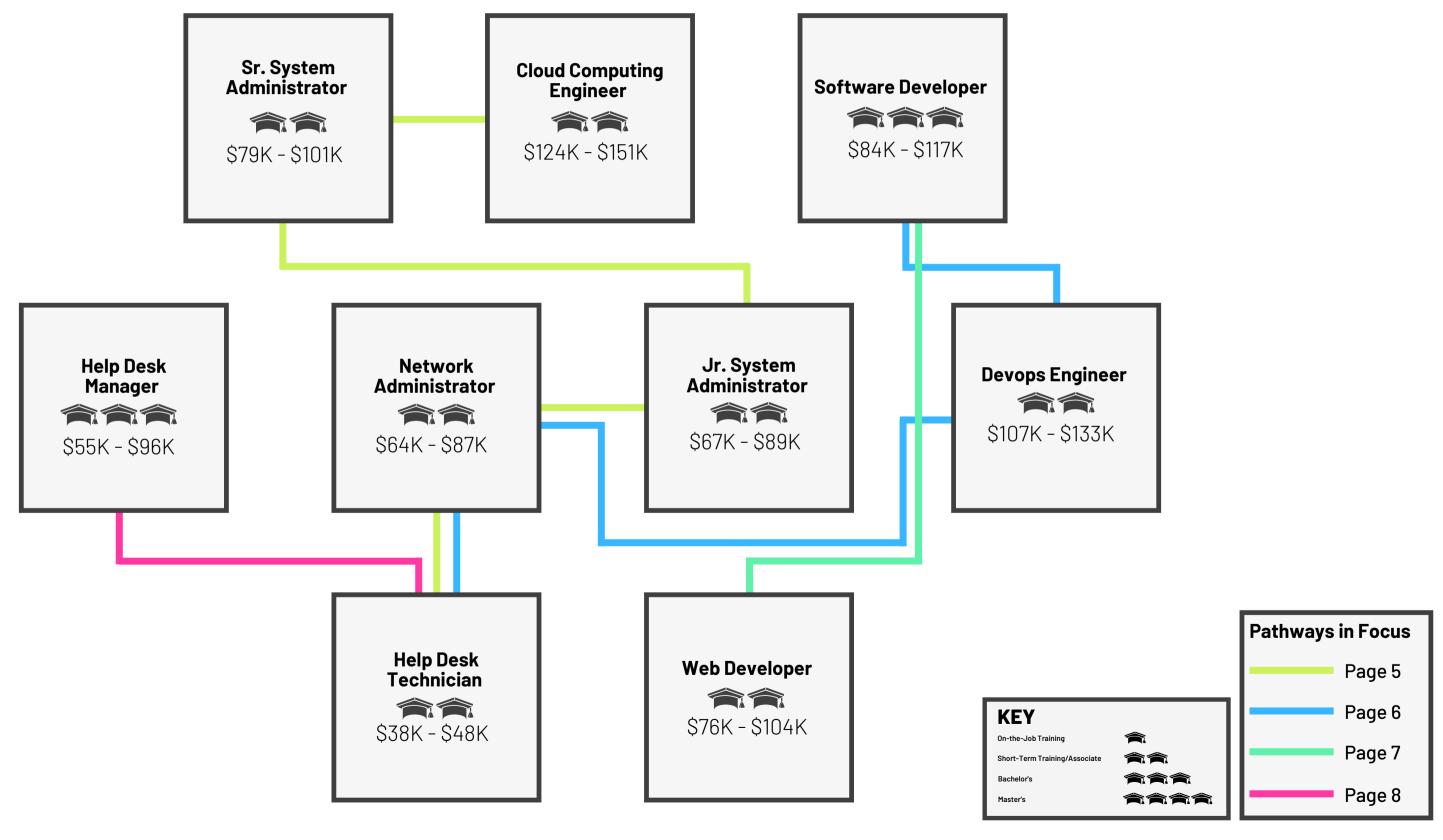
Designs a business' cloud computing strategy. Oversees application architecture and deployment in cloud environments. Integrates cloud applications with other applications. Acts as an advisor to the business on ongoing cloud management strategies.

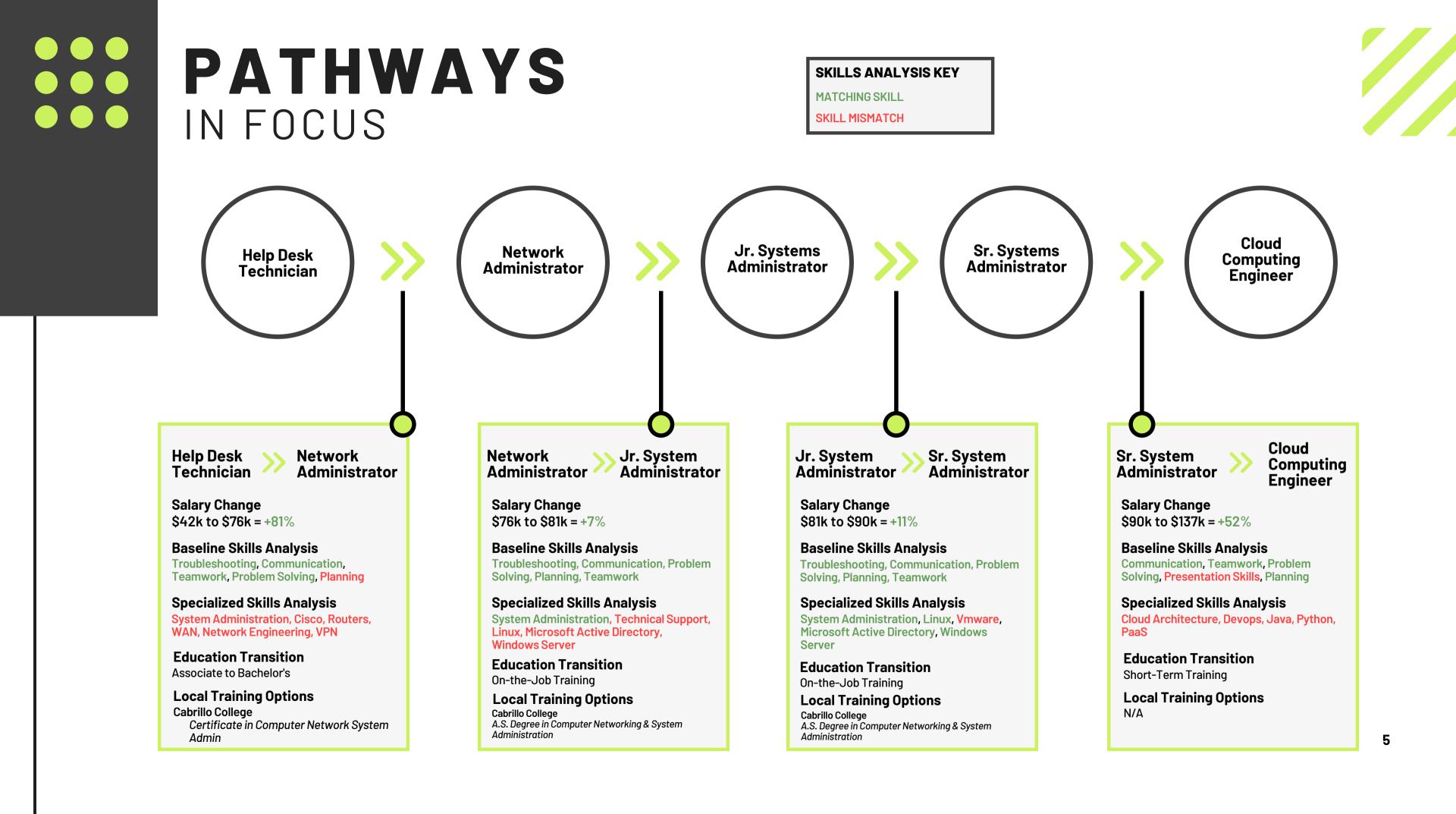
SALARY RANGE \$124K - \$151K

IN-DEMAND SKILLS

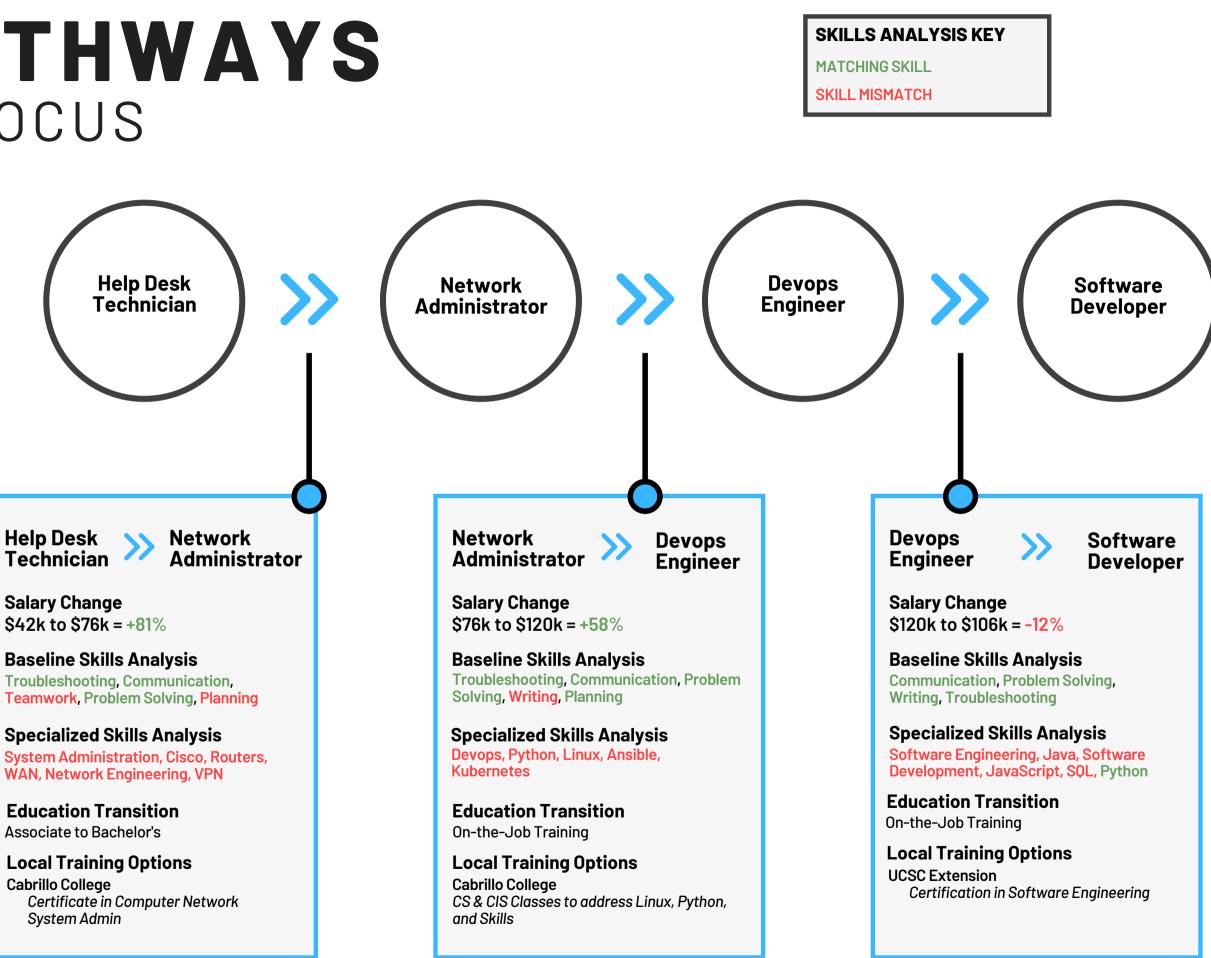
Cloud Architecture, Devops, Java, Python, Communication, Teamwork, Problem Solving

PATHWAYS BIG PICTURE



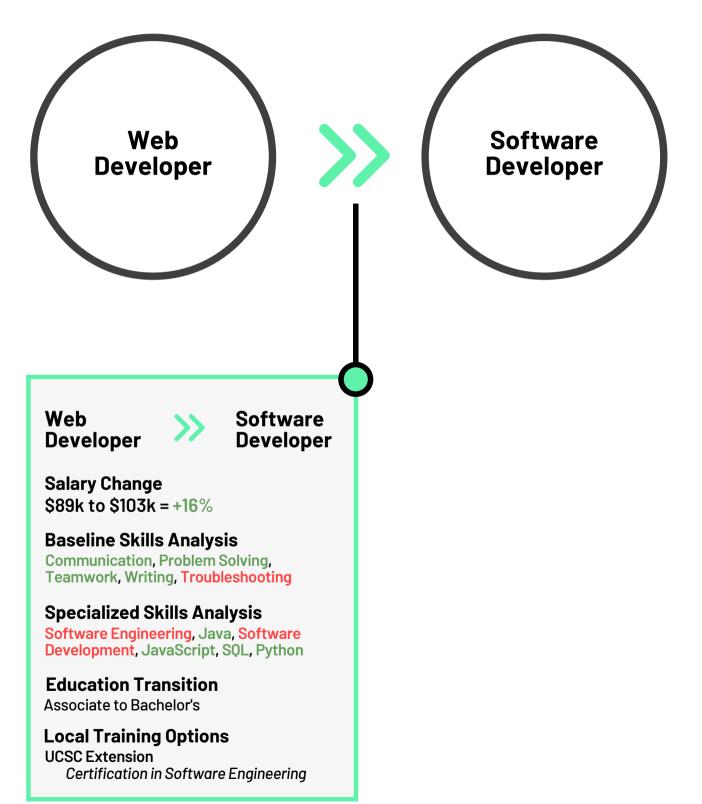


PATHWAYS IN FOCUS





PATHWAYS IN FOCUS

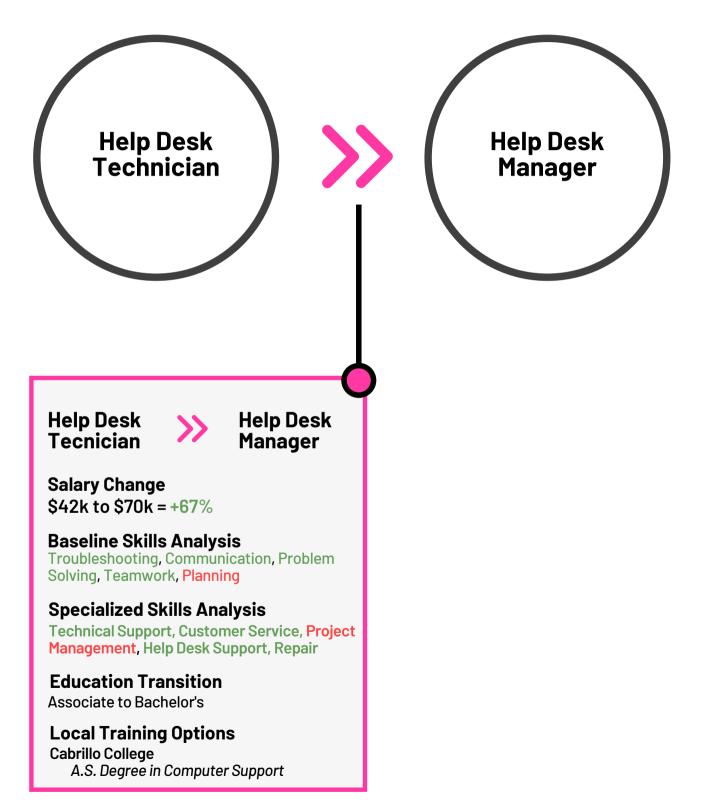


SKILLS ANALYSIS KEY

MATCHING SKILL

SKILL MISMATCH

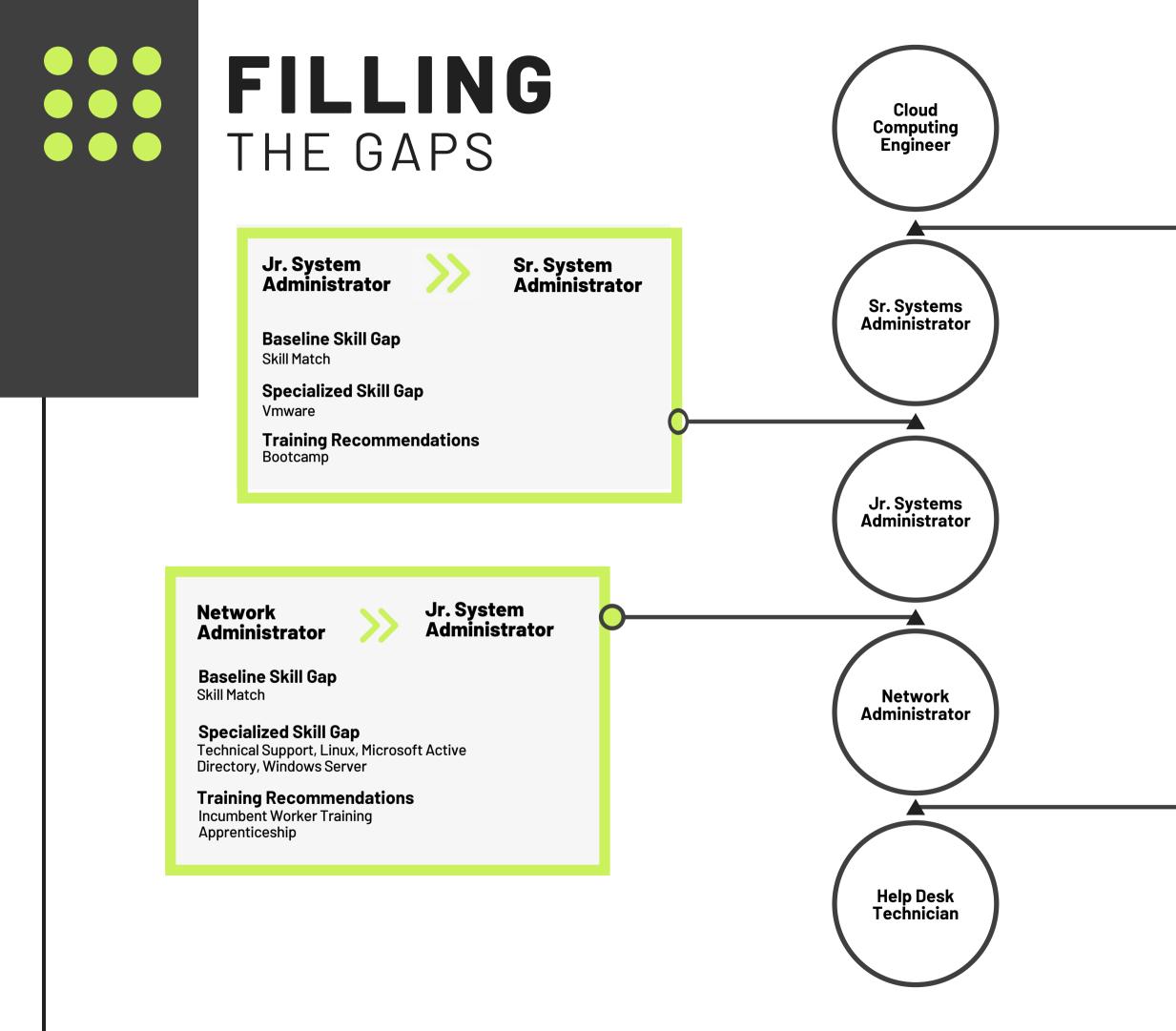
PATHWAYS IN FOCUS



SKILLS ANALYSIS KEY

MATCHING SKILL

SKILL MISMATCH



Sr. System Administrator

Cloud Computing Engineer

Baseline Skill Gap Presentation Skills

Specialized Skill Gap Cloud Architecture, Devops, Java, Python, PaaS

Training Recommendations

Incumbent Worker Training Short-Term Training Bootcamp

Help Desk Technician



Network Administrator

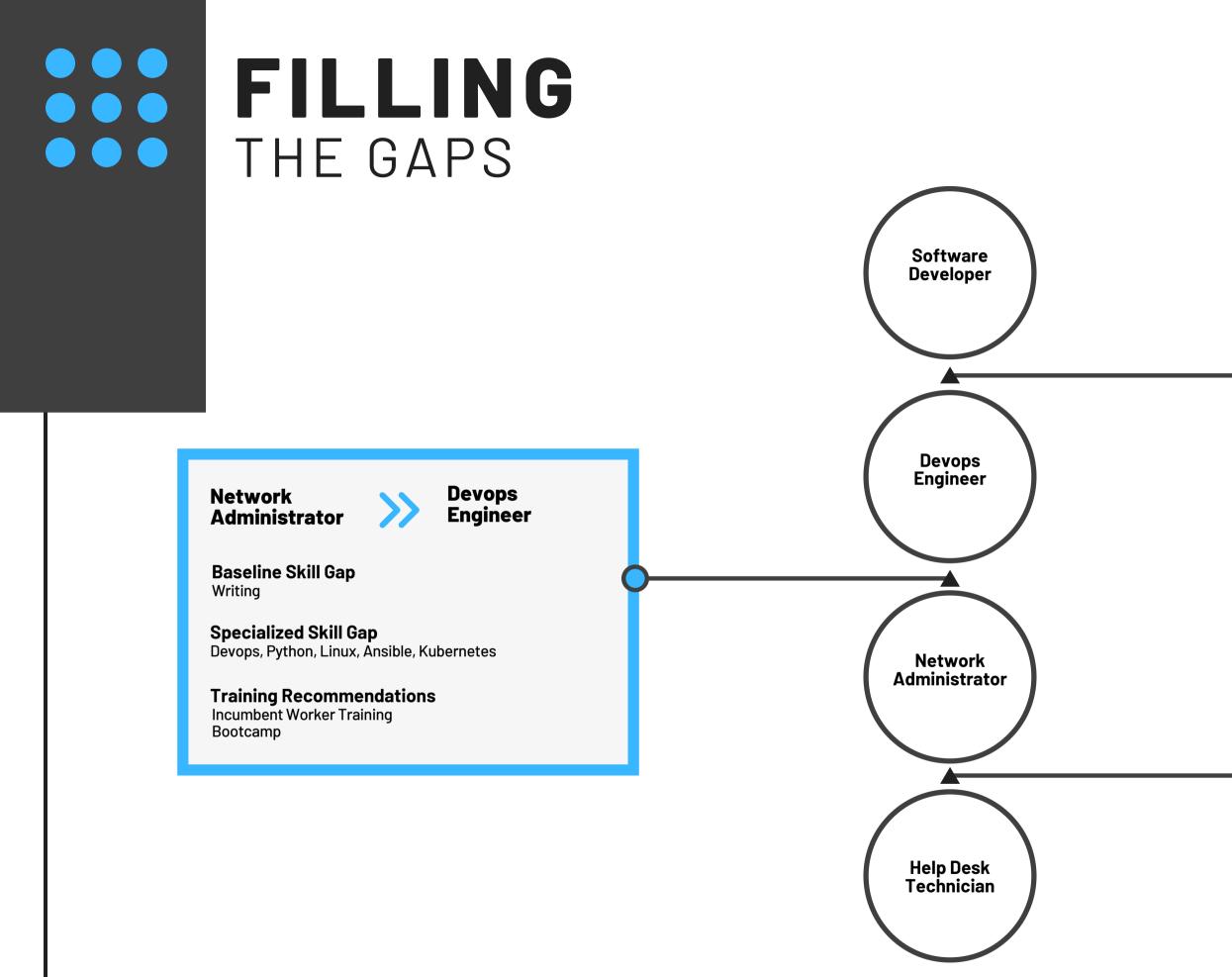
Baseline Skill Gap Planning

Specialized Skill Gap

System Administration, Cisco, Routers, WAN, Network Engineering, VPN

Training Recommendations

On-the-Job Training Mentorship Short-Term Training



Devops Engineer



Software Developer

Baseline Skill Gap Skill Match

Specialized Skill Gap Software Engineering, Java, Software Development, JavaScript, SQL

Training Recommendations Bootcamp Incumbent Worker Training

Help Desk Technician



Network Administrator

Baseline Skill Gap Teamwork, Planning

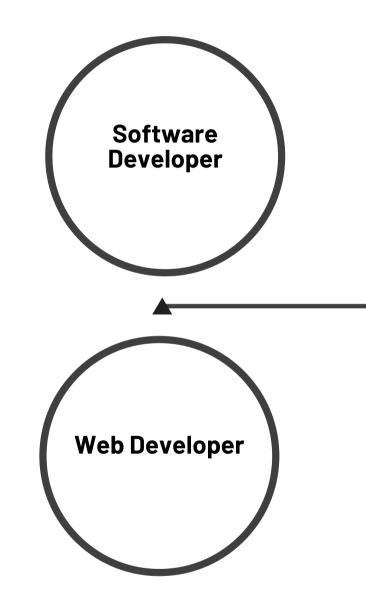
Specialized Skill Gap

System Administration, Cisco, Routers, WAN, Network Engineering, VPN

Training Recommendations

On-the-Job Training Mentorship Short-Term Training

FILLING THE GAPS



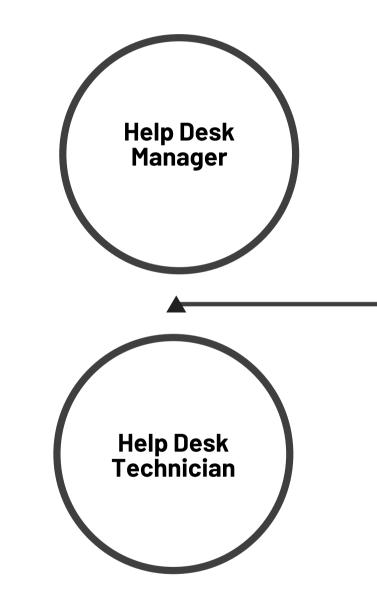
Web Software Developer Developer

Baseline Skill Gap Troubleshooting

Specialized Skill Gap Software Development, Python

Training Recommendations Incumbent Worker Training Short-Term Training Bootcamp

FILLING THE GAPS



Help Desk Technician

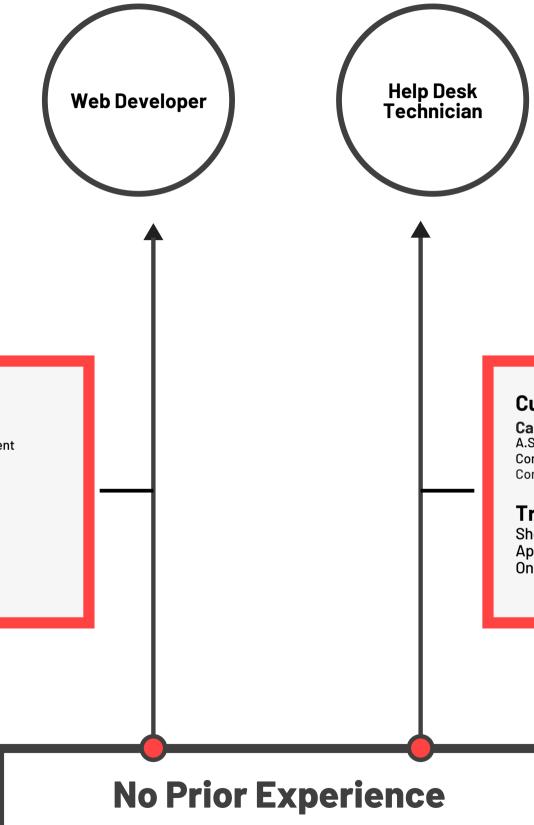


Baseline Skill Gap Planning

Specialized Skill Gap Project Management

Training Recommendations Bootcamp Incumbent Worker Training

FILLING THE GAPS THE GAPS ENTRY-LEVEL



Current Training Opportunities

Cabrillo College Web Programming Fundamentals Certificate of Achievement Web Programming Fundamentals Skills Certificate

Digital Nest Web Development Pathway Training

Training Recommendations

Short-Term Training Apprenticeship On-the-Job Training

Current Training Opportunities

Cabrillo College A.S. Degree in Computer Support Specialist Computer Support Certificate of Achievement Computer Support 1 Technician Skills Certificate

Training Recommendations

Short-Term Training Apprenticeship On-the-Job Training

TRAINING RECOMMENDATION REFERENCE

On the "Filling the Gaps" pages for each of the highlighted pathways, there are recommendations regarding steps the Region can take to better facilitate transitions along pathways in the Tech industry. Traditionally, employers would default to a Bachelor's Degree for many of these positions, however with a tight labor market and a local shortage of Tech talent, it's important to think about non-traditional training opportunities and how access can be increased along a pathway. Throughout this document, we highlight six different types of short-term training alternatives to a traditional 4-year degree, These training types are described in more detail in the boxes below.

On-the-Job Training

WHAT IT IS

On-the-Job Training (also known as OJT) is training that takes place while an individuals is working and earning a regular paycheck. Typically, there's a training plan for these arrangements to ensure the individual is meeting pre-determined benchmarks throughout their time training. Sometimes local workforce development boards have funding to pay a portion of an individuals wages while they are engaged in an OJT.

WHEN IT MAKES SENSE

This type of training makes sense when there's a lot of company-specific knowledge an individual can only learn by training on-the-job. The company must also have the capacity to ensure the individual is able to be trained and monitored effectively.

Bootcamp

WHAT IT IS

Bootcamps are typically short-term training courses that emphasize a few key skills such as coding, web development, Javascript, for example. Bootcamps are often a part-time commitment allowing an individual to continue working while taking classes.

WHEN IT MAKES SENSE

Bootcamps make the most sense when an individual is attempting to fill a skills gap that may not be wide enough to justify traditional training options. The bootcamp route will allow an individual to get some of the fundamental skills needed to get into an entry-level position with opportunity for advancement.

Apprenticeship

WHAT IT IS

Apprenticeships are similar to OJTs, with the primary difference begin a more formalized classroom component for Apprenticeships. Apprentices often split their time between on-the-job training and more traditional classroom education that is pre-determined by a training plan. Apprenticeships are paid positions and can be registered with the Department of Labor or unregistered and more specifically tailored to a specific employer or local industry.

WHEN IT MAKES SENSE

Traditionally, apprenticeships were reserved for construction and manufacturing trades, however recently employers in a variety of industries (including Tech) are seeing their value as an alternative to a 4-year degree. Apprenticeships make sense when the skills needed for a particular occupation can be gained by a combination of on-the-job training and classroom education.

Internship or Company Project Work

WHAT IT IS

The primary focus for internships and company project work is allowing an individual to gain real-life work experience. Sometimes these positions are paid, but they're often unpaid and are ideal for students or other individuals looking to get their foot in the door with a company. This type of work is great for resume-building and can lead to connections and skills that result in full-time employment.

WHEN IT MAKES SENSE

Internships make sense primarily for students who are attending school, but may not have enough time to commit to a full-on Apprenticeship. It also makes sense for someone tying to gain some baseline skills and connections in an industry they wish to pursue full-time employment in. It may also serve as a trial period for an indivdual to see if a particular industry or occupation is right for them.

Short-Term Training or Certificate Program

WHAT IT IS

Short-term training and certificate programs can be ideal alternatives to traditional 4-year degrees, allowing students to finish with an industry-recognized credential in less time. Typically, these types of training are geared toward industry need and are administered by a local community college or university. These types of training are usually non-credit, but can also be for credit in certain cases.

WHEN IT MAKES SENSE

These types of training are ideal when a local industry determines that a Bachelor's degree may not be required to acquire the necessary skillset of a certain occupation. The group of industry leaders can then work directly with the college to create a curriculum that fills their needs and gives an individual the skills needed to begin a career in the industry.

Incumbent Worker Training

WHAT IT IS

Incumbent worker training is reserved for individuals who are already employed with a company and are in need of upskilling. Typically, this type of training includes an agreement between employer and employee that the successful completion of training will result in a pay increase or a promotion to a new position. Sometimes incumbent worker training is provided inhouse by company management, while other times it's contracted out to a third-party, such as a local training institution.

WHEN IT MAKES SENSE

Incumbent worker training is ideal when a company is interested in upskilling current employees and opening up more entry-level opportunities for incoming employees. Companies with internal career pathways in place are ideal candidates for this type of training

SKILLS OVERVIEW

With the constantly changing tech landscape, it has become evident that skills, not credentials or occupational titles, are the future of the industry and are the most important factor when hiring a new employee, especially when we are experiencing such a tight labor market. Employers are caring less about education levels and experience and more about whether or not an individual has the skills required to do the job. On this page, we outline the key skills for the various occupational tracks.

Support & Service					
Baseline	Specialized Software				
Troubleshooting	TechSupport	Microsoft OS			
Communication	Customer Service	Microsoft Office			
Problem Solving	Active Directory	VPN			
Teamwork	Printers	Mac OS			
Research	Repair	Vmware			
Detail-Oriented	Installation	VoIP			
Organization	Microsoft OS	Windows Server			
Multi-Tasking	VPN	ServiceNow			
Writing	DNS	Citrix			
Creativity	TCP/IP	Adobe Acrobat			

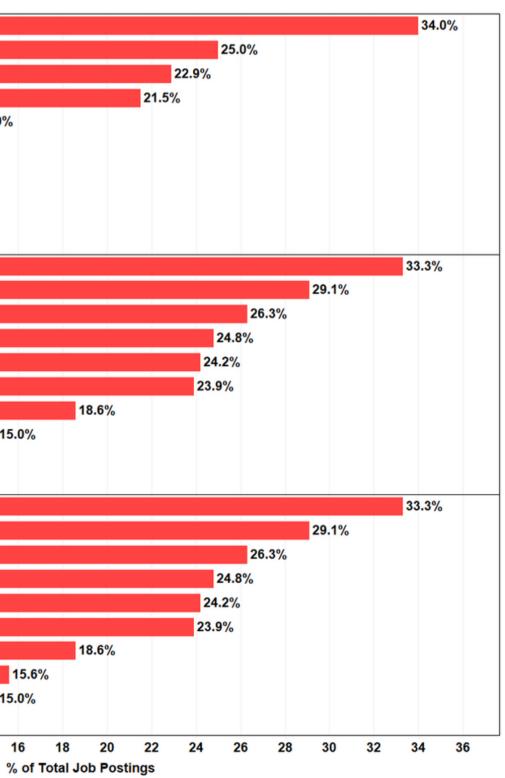
Programming & Development

Baseline	Specialized	Software
Communication	Software Engineering	Java
Problem Solving	Java	JavaScript
Teamwork	JavaScript	SQL
Writing	SQL	Python
Troubleshooting	Python	C++
Creativity	C++	Linux
Research	Linux	Microsoft C#
Planning	Microsoft C#	Git
Detail-Oriented	Git	OOAD
Organization	OOAD	Oracle

Baseline Specialized Softwa			
Troubleshooting	System Administration	Vmware	
Communication	Vmware	Linux	
Problem Solving	Active Directory	Windows Server	
Teamwork	Linux	Microsoft Office	
Planning	Network Administration	SQL	
Research	Windows Server	PowerShell	
Writing	Cisco	VPN	
Detail-Oriented	Technical Support	Python	
Organization	DNS	UNIX	
Multi-Tasking	Hardware Configuration	VoIP	

SKILLS OVERVIEW HIGHEST DEMANDED SKILLS (ACROSS ALL OCCUPATIONS)

Baseline	Communication Skills									
	Problem Solving									
	Teamwork / Collaboration									
	Troubleshooting									
	Writing								14	.0%
	Written Communication						1	0.9%		
	Research						9.7%			
	Planning						9.6%			
	Creativity						9.4%			
	Detail-Oriented					7.6%	,			
Software	Software Engineering									
	Java									
	Software Development									
	JavaScript									
	SQL									
	Python									
	Linux									
	C++									15.0%
	Git							12.2	2%	
	Microsoft C#						10	.4%		
Specialized	Software Engineering									
	Java									
	Software Development									
	JavaScript									
	SQL									
	Python									
	Linux									
	DevOps									15.6%
	C++									15.0%
	Git							12.2	2%	
		0	2	4	6	8	10	12	14	16 % of T



OCCUPATIONAL CROSSWALK OPPORTUNITIES **RETAIL INDUSTRY**

SALESPERSONS & CASHIERS

JOB GROWTH (2016-2019) -4%

AVERAGE WAGE \$31,412

AUTOMATION RISK HIGH

EDUCATION HS Diploma/Equivalent

A.S. Degree in Computer Support

Computer Support Certificate of Achievement

Computer Support 1 Technician Skills Certificate

HELPDESK TECHNICIANS

AVERAGE WAGE \$38k - \$46k

LOCAL TRAINING **OPTIONS**

Cabrillo College

Specialist

WEB DEVELOPERS

AVERAGE WAGE \$76k - \$104k

LOCAL TRAINING **OPTIONS**

Cabrillo College

Web Programming Fundamentals **Certificate of Achievement**

Web Programming Fundamentals Skills Certificate

ANALYSIS

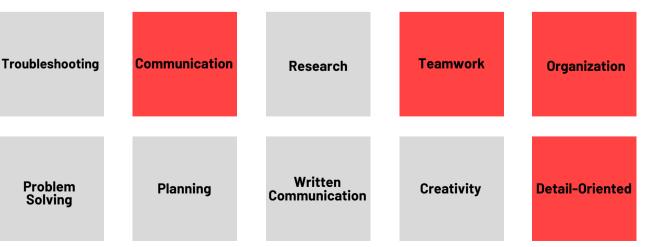
SKILLS /

SKILL MATCH

SKILL MISMATCH



bleshooting	Communication	Research	Teamwork	Organization
roblem Solving	Multi-Tasking	Written Communication	Creativity	Detail-Oriented



OCCUPATIONAL CROSSWALK OPPORTUNITIES MULTI-INDUSTRY

CUSTOMER SERVICE REPRESENTATIVES

JOB GROWTH (2016-2019) -1%

AVERAGE WAGE \$33,527

AUTOMATION RISK MEDIUM

EDUCATION HS Diploma/Equivalent

HELPDESK TECHNICIANS

AVERAGE WAGE \$38k - \$46k

LOCAL TRAINING **OPTIONS**

Cabrillo College

A.S. Degree in Computer Support Specialist

Computer Support Certificate of Achievement

Computer Support 1 Technician Skills Certificate

WEB DEVELOPERS

AVERAGE WAGE \$76k - \$104k

LOCAL TRAINING **OPTIONS**

Cabrillo College

Web Programming Fundamentals **Certificate of Achievement**

Web Programming Fundamentals Skills Certificate

SKILLS ANALYSIS



SKILL MATCH SKILL MISMATCH



bleshooting	Communication	Research	Teamwork	Organization
Problem Solving	Multi-Tasking	Written Communication	Creativity	Detail-Oriented



OCCUPATIONAL CROSSWALK OPPORTUNITIES MULTI-INDUSTRY

BOOKKEEPING, ACCOUNTING, AND AUDITING CLERKS

JOB GROWTH (2016-2019) -13%

AVERAGE WAGE \$36,668

AUTOMATION RISK HIGH

EDUCATION HS Diploma/Equivalent



HELPDESK TECHNICIANS

AVERAGE WAGE \$38k - \$46k

LOCAL TRAINING **OPTIONS**

Cabrillo College

A.S. Degree in Computer Support Specialist

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WEB DEVELOPERS

AVERAGE WAGE \$76k - \$104k

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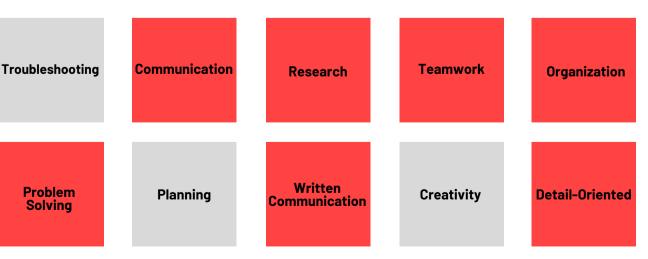
SKILLS ANALYSIS Trou

SKILLS ANALYSIS

SKILL MATCH SKILL MISMATCH



oubleshooting	Communication	Research	Teamwork	Organization
Problem Solving	Multi-Tasking	Written Communication	Creativity	Detail-Oriented



Local Education & Training Options

Cabrillo College

A.S. Degree in Computer Applications/Business Technology **Computer Proficiency Skills Certificate Office Software Skills Certificate** Social Media Skills Certificate **Digital Literacy Certificate of Competency Business Information Worker Certificate** A.S. Degree in Computer Networking & System Administration Computer Networking & System Administration Certificate of Acheivement Cisco Certified Network Associate (CCNA) Skills Certificate Cisco Certified Network Professional (CCNP) Certificate of Achievement Microsoft System Administration Skills Certificate UNIX/Linux System Administration Skills Certificate Cybersecurity Fundamentals Skills Certificate (coming soon) A.S. Degree in Computer Science C++ Programming Certificate of Achievement **Programming Certificate of Achievement** Java Programming Certificate of Achievement Web Programming Fundamentals Certificate of Achievement Mobile Applications Skills Certificate Game Programming Skills Certificate Web Programming Fundamentals Skills Certificate A.S. Degree in Computer Support Specialist Computer Support Certificate of Achievement A+ Preparation Skills Certificate Computer Support 1 Technician Skills Certificate A.S. Degree in Engineering Technology Engineering Technology Certificate of Achievement **Computer Aided Drafting and Design Skills Certificate** Computer Animation Skills Certificate **Technology and Trades Skills Certificate**

Cal State - Monterey Bay

B.S. in Computer Science B.S. in Communication Design

UCSC - Silicon Valley Extension

Computer Programming Certificate Database and Data Analytics Certificate **Embedded Systems Certificate** Information Technology Certificate Internet Programming & Development Certificate Linux Programming & Administration Certificate Mobile Application Development Professional Award Software Engineering and Quality Certificate VLSI Engineering Certificate

UC - Santa Cruz

B.A. in Network and Digital Technology B.S. in Computer Engineering M.S. in Computer Engineering Ph.D. in Computer Engineering B.A. in Computer Science **B.S. in Computer Science** M.S. in Computer Science Ph.D in Computer Science B.S.in Computer Science: Computer Game Design M.S. in Computer Science: Computer Game Design Ph.D. in Computer Science: Computer Game Design B.S. in Technology and Information Management M.S. in Technology and Information Management Ph.D. in Technology and Information Management





