Jobs, Skills, and the Future of Work
Agenda

1. Covid-19 Economic Impact
2. Skill Gaps and the Future of Work
3. The Future of Government
April Job Report

Methodology: “Hiring Rate” is the count of hires (LinkedIn members in each industry who added a new employer to their profile in the same month the new job began), divided by the total number of LinkedIn members in the U.S. By only analyzing the timeliest data, we can make accurate month-to-month comparisons and account for any potential lags in members updating their profiles. This number is indexed to the average month in 2015-2016 for each industry; for example, an index of 1.05 indicates a hiring rate that is 5% higher than the average month in 2015-2016.

Table 1: Hiring on LinkedIn, by Industry, through April 2020

<table>
<thead>
<tr>
<th>Industry</th>
<th>Apr-19</th>
<th>Jan-20</th>
<th>Feb-20</th>
<th>Mar-20</th>
<th>Apr-20</th>
<th>Month% Change</th>
<th>Year% Change</th>
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<tbody>
<tr>
<td>Agriculture</td>
<td>1.20</td>
<td>1.18</td>
<td>1.24</td>
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<td>Arts</td>
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<td>0.73</td>
<td>0.69</td>
<td>0.67</td>
<td>-3</td>
<td>-23</td>
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<tr>
<td>Construction</td>
<td>1.17</td>
<td>1.00</td>
<td>1.21</td>
<td>1.17</td>
<td>0.82</td>
<td>-47.7</td>
<td>-47.5</td>
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<tr>
<td>Consumer Goods</td>
<td>1.02</td>
<td>1.06</td>
<td>1.06</td>
<td>0.87</td>
<td>0.58</td>
<td>-50.6</td>
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<tr>
<td>Corporate Services</td>
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<td>1.16</td>
<td>1.11</td>
<td>1.08</td>
<td>0.74</td>
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<td>-32.1</td>
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<tr>
<td>Education</td>
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<td>1.07</td>
<td>1.06</td>
<td>0.97</td>
<td>0.91</td>
<td>-6.7</td>
<td>-15.6</td>
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<tr>
<td>Energy &amp; Mining</td>
<td>1.21</td>
<td>1.06</td>
<td>1.06</td>
<td>1.02</td>
<td>0.66</td>
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<td>Entertainment</td>
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<td>0.98</td>
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<td>0.76</td>
<td>0.54</td>
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<td>-41.8</td>
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<td>Finance</td>
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<tr>
<td>Hardware &amp; Networking</td>
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<td>0.87</td>
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<td>0.88</td>
<td>0.88</td>
<td>-2.3</td>
<td>-8.8</td>
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<td>Health Care</td>
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<td>1.11</td>
<td>1.11</td>
<td>1.07</td>
<td>0.87</td>
<td>-16.7</td>
<td>-19.4</td>
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<td>1.01</td>
<td>1.01</td>
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<td>Manufacturing</td>
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<td>Nonprofit</td>
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<td>1.06</td>
<td>1.06</td>
<td>0.65</td>
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<td>-19.7</td>
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<td>Public Administration</td>
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<td>-20.5</td>
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<td>Public Safety</td>
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<td>1.09</td>
<td>1.04</td>
<td>0.99</td>
<td>-3</td>
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<tr>
<td>Real Estate</td>
<td>1.21</td>
<td>1.31</td>
<td>1.30</td>
<td>1.09</td>
<td>0.82</td>
<td>-42.3</td>
<td>-49.2</td>
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<tr>
<td>Recreation &amp; Travel</td>
<td>1.07</td>
<td>1.18</td>
<td>1.18</td>
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<td>0.31</td>
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<td>-71.1</td>
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<td>Retail</td>
<td>1.00</td>
<td>1.05</td>
<td>1.06</td>
<td>0.69</td>
<td>0.64</td>
<td>-30.4</td>
<td>-36.7</td>
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<tr>
<td>Software &amp; IT Services</td>
<td>1.15</td>
<td>1.21</td>
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<td>1.13</td>
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<tr>
<td>Transportation &amp; Logistics</td>
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<td>1.20</td>
<td>1.17</td>
<td>1.00</td>
<td>0.73</td>
<td>-26.6</td>
<td>-38.5</td>
</tr>
<tr>
<td>Wellness &amp; Fitness</td>
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<td>1.19</td>
<td>1.20</td>
<td>1.00</td>
<td>0.80</td>
<td>-19.9</td>
<td>-26</td>
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</table>
Snapshot San Francisco
Jobs Change in the Bay Area

San Francisco Bay Area
Seasonally-Adjusted Hiring on LinkedIn
May 2020

Hiring is down 21.5% in Apr 2020 from last month
Hiring is down 28.7% in Apr 2020 from last year

Hiring Rate is the percentage of LinkedIn members who added a new employee to their profile in the same month the new job began, divided by the total number of LinkedIn members in the U.S. By only analyzing the most recent data, we can make month-to-month comparisons and account for any potential lag in members updating their profiles. This number is indexed to the average month in 2010-2016, for example, an index of 1.05 indicates a hiring rate that is 5% higher than the average month in 2010-2016.
US In Demand Jobs

Top 10 Most In-Demand Jobs in the U.S.

1. Store Associate
2. System Operator
3. Certified Public Accountant
4. Healthcare Specialist
5. Construction Worker
6. Warehouse Manager
7. Psychologist
8. Vehicle Mechanic
9. Academic Advisor
10. Delivery Driver

Top In-demand Jobs in the U.S.
April 5 - April 18

1. Dietary Aide
2. Certified Nursing Assistant
3. Radiology Technologist
4. Speech Language Pathologist
5. Doctor
6. Occupational Therapist
7. Patient Care Assistant
8. Licensed Practical Nurse
9. Case Management Nurse
10. Social Worker

Top In-demand Remote Jobs in the U.S.
March 30 - April 12

1. Full Stack Engineer
2. DevOps Engineer
3. Software Engineer
4. Computer Sales Associate
5. Account Executive
6. Institutional Sales
7. Solutions Architect
8. Underwriter
9. Developer
10. Sales Engineer
Sales Jobs in California
Sales and Customer Service Jobs in California:

**Top Companies**

- Dollar General
- Target
- Walmart
- 7-Eleven
- Orangetheory Fitness
- Hot Topic
- Salesforce
- Young's Market Company
- Guitar Center
- Neiman Marcus Group

**Top Regions**

<table>
<thead>
<tr>
<th>Location</th>
<th>Professionals</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles Metropolitan Area</td>
<td>141,113</td>
<td>3,454</td>
</tr>
<tr>
<td>San Francisco Bay Area</td>
<td>66,658</td>
<td>2,283</td>
</tr>
<tr>
<td>Greater Sacramento</td>
<td>16,453</td>
<td>558</td>
</tr>
<tr>
<td>San Diego, California, United States City</td>
<td>13,727</td>
<td>314</td>
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<tr>
<td>Metropolitan Fresno</td>
<td>5,487</td>
<td>262</td>
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<tr>
<td>Modesto-Merced Area</td>
<td>3,328</td>
<td>202</td>
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<tr>
<td>Visalia-Hanford Area</td>
<td>1,960</td>
<td>174</td>
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<tr>
<td>Bakersfield, California, United States City</td>
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<td>117</td>
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<tr>
<td>Redding-Red Bluff Area</td>
<td>1,021</td>
<td>80</td>
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</tbody>
</table>
Software Engineering in California

Software Engineering Jobs in California:

**Top Companies**

- Amazon
- Apple
- Amazon Web Services (AWS)
- Google
- ServiceNow
- Facebook
- Tesla
- Qualcomm
- Blizzard Entertainment
- Cisco

**Top Regions**

<table>
<thead>
<tr>
<th>Location (100)</th>
<th>Professionals</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Francisco Bay Area</td>
<td>173,563</td>
<td>8,571</td>
</tr>
<tr>
<td>Los Angeles Metropolitan Area</td>
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<td>San Diego, California, United States City</td>
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<td>Greater Sacramento</td>
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<td>San Luis Obispo, California, United States City</td>
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<td>Goleta, California, United States City</td>
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<tr>
<td>Ridgecrest, California, United States City</td>
<td>227</td>
<td>24</td>
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</table>
Workforce Confidence

Confidence across industries is starting to shift
The LinkedIn Workforce Confidence Index reflects how professionals feel across three core areas: their job security, financial wellbeing and career outlook. Measured on a scale from -100 to +100.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Workforce Confidence Index</th>
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</thead>
<tbody>
<tr>
<td>U.S. Overall</td>
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<tr>
<td>Public Administration</td>
<td>35↑</td>
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<tr>
<td>Finance</td>
<td>35</td>
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<tr>
<td>Construction</td>
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<td>Healthcare</td>
<td>33</td>
</tr>
<tr>
<td>Transportation &amp; Logistics</td>
<td>34↑</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>34↑</td>
</tr>
<tr>
<td>Hardware &amp; Networking</td>
<td>33</td>
</tr>
<tr>
<td>Software &amp; IT</td>
<td>35</td>
</tr>
<tr>
<td>Legal</td>
<td>32↓</td>
</tr>
<tr>
<td>Real Estate</td>
<td>31</td>
</tr>
<tr>
<td>Education</td>
<td>31↓</td>
</tr>
<tr>
<td>Retail</td>
<td>30</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>29↓</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>27</td>
</tr>
<tr>
<td>Non-profit</td>
<td>25</td>
</tr>
<tr>
<td>Energy &amp; Mining</td>
<td>25</td>
</tr>
<tr>
<td>Design</td>
<td>16↑</td>
</tr>
<tr>
<td>Recreation &amp; Travel</td>
<td>12↑</td>
</tr>
<tr>
<td>Media &amp; Communications</td>
<td>12↑</td>
</tr>
<tr>
<td>Entertainment</td>
<td>12</td>
</tr>
</tbody>
</table>

Professional confidence across job functions
The LinkedIn Workforce Confidence Index reflects how professionals feel across three core areas: their job security, financial wellbeing and career outlook. Measured on a scale from -100 to +100.

<table>
<thead>
<tr>
<th>Function</th>
<th>Workforce Confidence Index</th>
<th>Jobs</th>
<th>Finances</th>
<th>Career</th>
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<td>Engineering</td>
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<td>34</td>
<td>33</td>
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<tr>
<td>Sales</td>
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<td>33</td>
<td>33</td>
<td>33</td>
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<tr>
<td>Finance &amp; Accounting</td>
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<td>33</td>
<td>33</td>
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<td>Human Resources</td>
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<tr>
<td>Education</td>
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<td>32</td>
<td>32</td>
<td>32</td>
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<tr>
<td>Operations</td>
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<td>31</td>
<td>31</td>
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<td>Information Technology</td>
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<tr>
<td>Legal</td>
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<td>30</td>
<td>30</td>
<td>30</td>
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<td>Business Dev &amp; Consulting</td>
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<td>28</td>
<td>28</td>
<td>28</td>
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<tr>
<td>Admin &amp; Support</td>
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<td>28</td>
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<td>Healthcare Services</td>
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<td>28</td>
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<tr>
<td>Research</td>
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<td>27</td>
<td>27</td>
<td>27</td>
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<tr>
<td>Community &amp; Social Services</td>
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<td>26</td>
<td>26</td>
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<tr>
<td>Arts &amp; Design</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>21</td>
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<tr>
<td>Marketing</td>
<td>19</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Media &amp; Communication</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
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</table>

Source: LinkedIn Workforce Confidence Index
Methodology: LinkedIn partnered with Morning Consult to field a survey of U.S. workers in two waves over the months of April 11-13, 2019 and June 27-29, 2019. LinkedIn members were randomly selected to participate.
Remote work is here to stay: the unemployed need our support

43% of respondents are now working remotely

36% of respondents say they’re more productive when working from home

54% of senior leaders reported that their companies are implementing virtual events as a result of the coronavirus outbreak

52% are doing more calls on phone or video

26% report feeling no impact to their productivity at all

45%+ say this somewhat or very likely going to be a more permanent shift

Source: LinkedIn Platform Survey, March 2020
See the most in-demand skills among employers to more nimbly prepare your learners for the workforce.

### Top 5 soft skills
1. Creativity
2. Persuasion
3. Collaboration
4. Adaptability
5. Emotional Intelligence

### Top 10 hard skills
1. Blockchain
2. Cloud Computing
3. Analytical Reasoning
4. Artificial Intelligence
5. UX Design
6. Business Analysis
7. Affiliate Marketing
8. Sales
9. Scientific Computing
10. Video Production

Source: LinkedIn Data, Last 12 months. For internal, non-commercial use only. Provided under license from LinkedIn and subject to the LinkedIn Subscription Agreement and Service Terms.
Top Roles with Close Skill Alignment

- Passenger Service Agent
- Ramp Supervisor
- Cargo Agent
- Reservations Ticketing Agent
- Ticketing Agent
- Ramp Agent
- Station Supervisor
- Station Agent
- Technical Librarian
- Traffic Assistant

Top Roles They Typically Move Into

- Salesperson
- Teacher
- Customer Service Representative
- Realtor
- Administrative Assistant
- Receptionist
- Account Manager
- Executive Assistant
- Customer Service Specialist
- Sales Manager

Redeploying Your Workforce

Flight Attendant
**Top Roles With Close Skill Alignment**

- Valet
- Ground Crew
- Parking Attendant
- Healthcare Assistant
- Grocery Clerk
- Deckhand
- Gas Station Attendant
- Counter Staff
- Delivery Driver
- Childcare Worker

**Top Roles They Typically Move Into**

- Salesperson
- Receptionist
- Cashier
- Administrative Assistant
- Sales Assistant
- Teacher
- Customer Service Representative
- Restaurant Manager
- Customer Service Specialist
- Sales Specialist

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Redeploying Your Workforce

Food Server
**Top Roles with Close Skill Alignment**

- Cleaning
- Polisher
- Forklift Operator
- Postman
- Food Truck Driver
- Tattoo Artist
- Pressman
- Janitor
- Painter
- CT Technician

**Top Roles They Typically Move Into**

- Salesperson
- Security Officer
- Teacher
- Customer Service Representative
- Sales Specialist
- Salesperson
- Courier
- Sales Manager
- Administrative Assistant
- Driving Instructor

**Redeploying Your Workforce**

Taxi Driver
3 Lessons to Improve Workforce Development in America

1. Online + Brick and Mortar Education

2. Higher Ed and Workforce Development Collaboration

3. PPPs, Employer Engagement and Work Integrated Learning

In order to Grow the Economy Inclusively and Close Skills Gaps More Efficiently
Government Challenges and Opportunities

1. Government remote work & services
2. The resurgence of the government brand
3. Critical talent and where to find it
4. Funding shortfalls: doing more with less
Can your industry WFH effectively?

How U.S. professionals across key industries feel about their ability to work remotely — on both an individual and industry level.

<table>
<thead>
<tr>
<th>Industry</th>
<th>% say they can be effective, as an individual</th>
<th>% say entire industry can be effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software and IT</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>Finance</td>
<td>83%</td>
<td>82%</td>
</tr>
<tr>
<td>Media &amp; Comms</td>
<td>76%</td>
<td>83%</td>
</tr>
<tr>
<td>Design</td>
<td>64%</td>
<td>72%</td>
</tr>
<tr>
<td>Public Admin</td>
<td>59%</td>
<td>68%</td>
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<tr>
<td>Entertainment</td>
<td>57%</td>
<td>44%</td>
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<tr>
<td>Recreation &amp; Travel</td>
<td>50%</td>
<td>37%</td>
</tr>
<tr>
<td>Retail</td>
<td>44%</td>
<td>29%</td>
</tr>
</tbody>
</table>

Alignment between individual and industry effectiveness.

Individuals question if entire industry can effectively work from home.

Remote work is not viable for entire industry.

Source: LinkedIn Workforce Confidence Index research
Note: 3,447 professionals in the U.S. were surveyed April 27-May 3.
Critical Remote Issues for Government

Service Delivery

Cybersecurity

Collaboration
## Tips for Remote Work
How can your government ease the remote work transition.

<table>
<thead>
<tr>
<th>Create Remote Community</th>
<th>Recognize Achievements</th>
<th>Encourage Wellness</th>
<th>Constituent Services</th>
<th>Right Talent and Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Daily standups at beginning and end of day.</td>
<td>- Recognize employees on LinkedIn by name.</td>
<td>- Let employees know it is ok to take a break.</td>
<td>- Use multiple lines of communication.</td>
<td>- Capitalize on government momentum to hire for key roles.</td>
</tr>
<tr>
<td>- Clear leadership communication and consistent contact.</td>
<td>- Highlight impactful work and community impact.</td>
<td>- Do a group meditation or reflection.</td>
<td>- Direct constituents to online resources.</td>
<td>- Take advantage of free resources.</td>
</tr>
<tr>
<td>- Find ways to do remote team building (ex. Scavenger hunt, virtual coffee, mentor pairings, etc.)</td>
<td>- Encourage a culture of recognition.</td>
<td>- Have a health and wellness challenge.</td>
<td>- Leverage sentiment and recruit volunteers.</td>
<td>- Audit and plan for critical gaps.</td>
</tr>
</tbody>
</table>
It is Government's Time to Shine

During a crisis, the people depend on the government more than ever.
Capitalize on this by

1. Create a talent pipeline for critical skills
2. Rework job descriptions to convey impact and purpose.
3. Build your talent brand.
4. Virtual events and career fairs
Companies Employing COVID-Critical Talent in California

**Healthcare**
- Kaiser Permanente
- Sutter Health
- Stanford Health Care
- UCLA Health
- Dignity Health
- UCSF Medical Center
- Cedars-Sinai
- Sharp HealthCare
- Scripps Health
- University of California, San Francisco

**Public Safety**
- Allied Universal
- Securitas Security Services USA, Inc.
- LAPD
- US Army
- Marine Corps Recruiting
- United States Marine Corps
- City of Los Angeles
- US Navy
- United States Air Force
- G4S

**Cybersecurity**
- Google
- US Navy
- Northrop Grumman
- Apple
- United States Air Force
- Cisco
- Palo Alto Networks
- Facebook
- US Army
- Booz Allen Hamilton
# Schools Producing COVID-Critical Talent in California

## Healthcare
- University of California, Los Angeles
- University of California, Berkeley
- University of Southern California
- University of Phoenix
- San Diego State University
- University of California, Davis
- University of California San Diego
- California State University, Long Beach
- UC Irvine
- San Jose State University

## Public Safety
- University of Phoenix
- California State University, Long Beach
- San Jose State University
- California State University-Sacramento
- Union Institute & University
- San Diego State University
- San Francisco State University
- National University
- California State University, Fullerton
- American Military University

## Cybersecurity
- University of Phoenix
- University of California, Berkeley
- San Jose State University
- Stanford University
- University of Southern California
- San Diego State University
- University of Maryland Global Campus
- University of California, Los Angeles
- National University
- Western Governors University
NACO Anticipates Rising Costs and Revenue Shortfalls

COUNTIES FACING $114 BILLION IN LOST REVENUE AND $30 BILLION IN RESPONSE COSTS

- County governments provide critical services needed for the nation’s COVID-19 response and recovery efforts, but we are facing serious revenue shortfalls and budgetary challenges resulting from the pandemic.
- The COVID-19 pandemic has the potential to impact county budgets by over $144 billion through fiscal year 2021.¹
- This estimate does not account for revenue loss or delay from property tax disruptions, nor does it consider funding and revenue share cuts from state sources, like state-collected sales, income or gasoline taxes.
- An additional $54 billion in property tax revenue is at risk in states where counties have not yet collected any or all property tax revenue in FY2020.²
- Between lost revenue and increased expenditures, in total, small counties may see a nearly one quarter (24 percent) reduction in overall budgets.

Source: NACo Analysis of U.S. Census Bureau - Census of Individual Governments: Finance, NACo analysis of survey data from county leaders
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