

## THE ECONOMIC and WORKFORCE SITUATION February 2014 Snapshot

### Unemployment for January 2014

San Jose-Sunnyvale-Santa Clara MSA was 6.3%, California 8.5%, United States 7.0%, and the Santa Clara County 6.1%.

Source EDD March 7, 2014

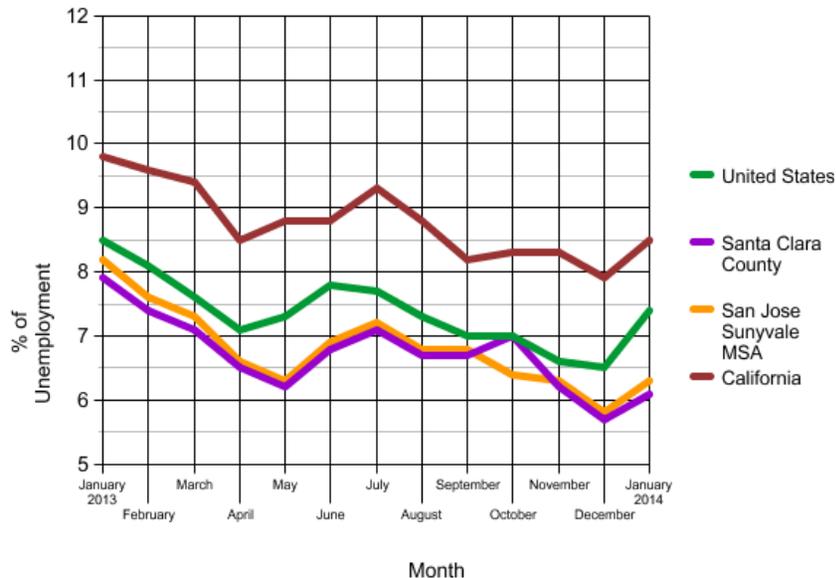
### San Jose-Sunnyvale-Santa Clara MSA Stats

**Between January 2013 and January 2014**, total employment in the San Jose-Sunnyvale-Santa Clara MSA, which also includes San Benito County, grew by 41,200 jobs, or 4.4 percent. Private nonfarm jobs rose by 4.6 percent, adding 38,900 jobs over the year.

- Private educational and health services (up 10,300 jobs) led the year-over job gains. Health care services, as well as social assistance, each advanced by 4,200 jobs, while employment in private schools increased by 1,900 jobs.
- Professional and business services (up 8,300 jobs) represented one-fifth of the metropolitan area's total job gains over the year. Significant gains within this major industry group included computer systems design (up 2,600 jobs) and employment services (up 1,400 jobs).
- Manufacturing added 5,800 jobs from last January. Gains in computer and electronic products (up 2,900 jobs) accounted for half of the increase.
- Food services and bars, part of leisure and hospitality, expanded by 4,500 jobs.
- Information posted a net gain of 3,600 jobs from last year, while construction grew by 3,300 jobs.

EDD-BLS March 7, 2014

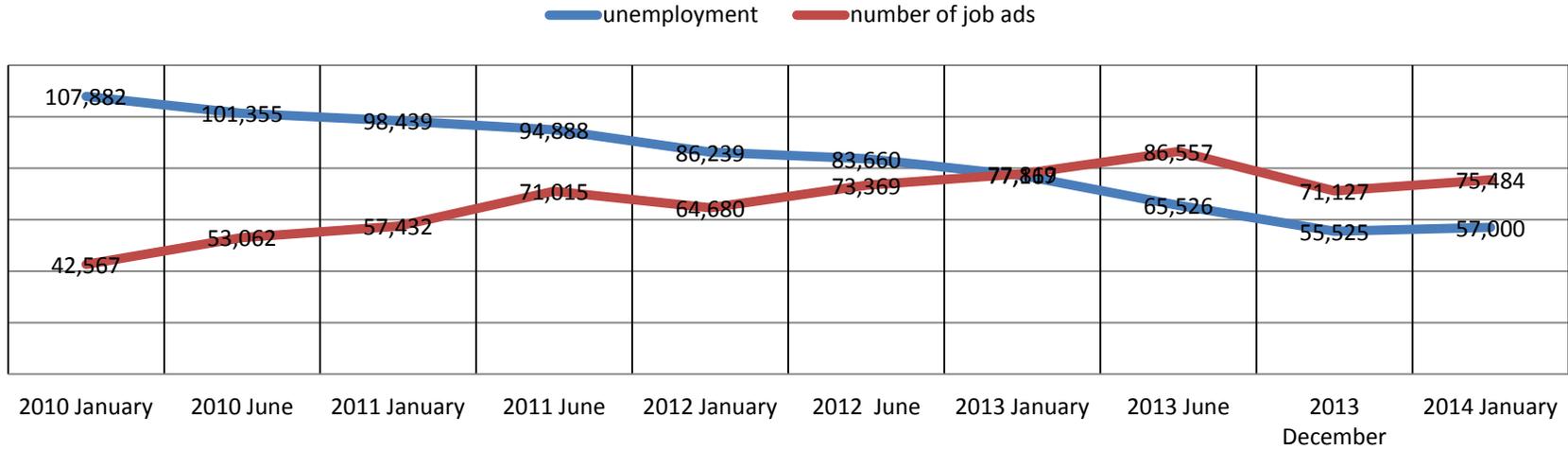
January 2014 Unemployment Rate



EDD-BLS (not seasonally adjusted)

# Available Job Adds for San Jose-Sunnyvale-Santa Clara MSA

## Number of Unemployment vs Number of Available Job Ads



Occupations / Highest Number of Job Ads	Volume Feb 2014	Change February 2013-2014
Software Developers, Applications	7,706	-14.00%
Marketing Managers	3,398	2.30%
Web Developers	2,313	-14.90%
Software Developers, Systems Software	2,076	-31.70%
Network and Computer Systems Administrators	1,942	-18.70%
Software Quality Assurance Engineers and Testers	1,601	-23.40%
Retail Salespersons	1,542	24.80%
Registered Nurses	1,392	11.60%
Industrial Engineers	1,370	-17.90%
First-Line Supervisors of Retail Sales Workers	1,248	10.50%

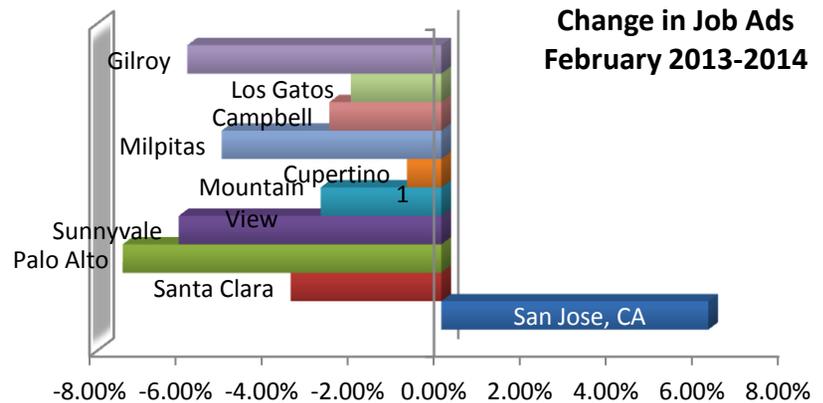
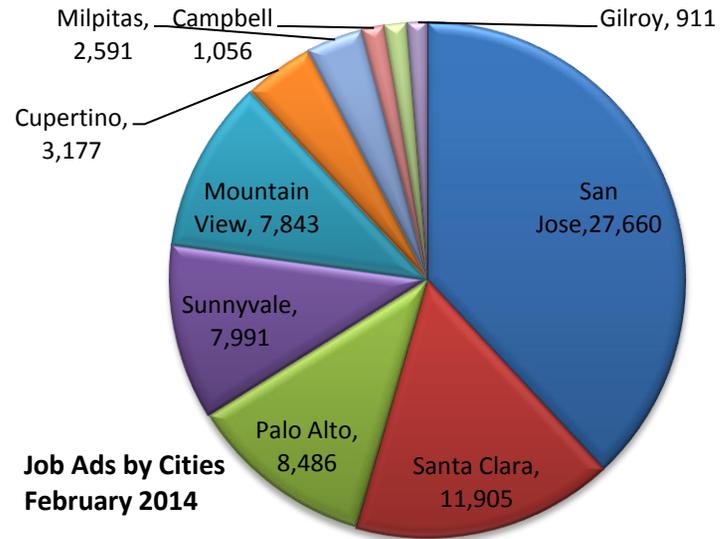
Occupations/ Lowest Number of Job Ads	Volume Feb 2014	Change February 2013-2014
Hairdressers, Hairstylists, and Cosmetologists	108	22.70%
Driver/Sales Workers	110	25.00%
Dishwashers	121	80.60%
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	139	49.50%
Speech-Language Pathologists	143	20.20%
Entrepreneurs Wanted - Business Opportunities	173	-16.00%
Cooks, Restaurant	177	-18.40%
Occupational Therapists	182	-22.90%
Laborers and Freight, Stock, and Material Movers, Hand	200	110.50%
Fitness Trainers and Aerobics Instructors	207	20.30%

Source: Wanted Analytics, March 11 2014.

Wanted provides real-time business intelligence for the talent marketplace. WANTED is the exclusive data provider for The Conference Board's Help-Wanted OnLine Data Series™, the monthly economic indicator of Hiring Demand in the United States.

## Available Job Adds for San Jose-Sunnyvale-Santa Clara MSA

Employers with Most Job Ads	Volume Feb 2014	Change Feb 2013-2014
Apple Inc.	1,959	79.40%
Google Inc.	1,247	29.00%
Hewlett-Packard Company	1,081	47.70%
CyberCoders	1,078	-24.60%
VMware	843	74.90%
Amazon.com	827	73.00%
Care.com	601	1.30%
Cisco	558	-61.00%
eBay Inc.	494	-2.80%
Intel	491	-20.40%
Symantec	481	701.70%
Samsung	437	-5.80%
Valleysoft	396	39500.00%
Intuit Inc.	383	32.50%
Sandisk Corporation	338	45.70%
Emc Corporation	336	79.70%
Sittercity	332	1852.90%
Nvidia Corporation	319	-52.60%
Adecco	273	-55.80%
Sutter Health	265	39.50%
Kaiser Permanente	264	16.30%
Randstad	263	-1.50%
Microsoft	260	-27.00%
AT&T	257	10.30%
Total (5,539)	74,948	-6.40%



Source: Wanted Analytics, March 11 2014

## What if a Company Maximized Jobs Over Profits?



by Mark Bonchek

Chief Catalyst of [Orbit & Co.](#)  
Harvard Business Review Blog  
Network | March 10, 2014

All over Silicon Valley, venture capitalists are asking entrepreneurs “How scalable is your business model?” What they really mean is, “Can you grow without having to hire people?”

In our digital economy, value creation and job creation don’t always go together. Consider that Whatsapp just sold for \$19 billion with only 55 employees. It used to be that business growth led to job growth. But as **machines get smarter**, labor becomes a reluctant necessity. Companies only hire as a last resort.

But what if the purpose of a company was to employ people? Instead of hiring enough people to make the greatest profit, it would make enough profit to hire the greatest number of people. Put simply, these “job entrepreneurs” maximize jobs instead of profits. There is a precedent in this. “Social entrepreneurs” seek to maximize purpose over profits. They take a social problem, like health, poverty, or the environment, then work on finding a business model that can remedy the problem. They seek to make enough profit to make the greatest social impact.

Job entrepreneurs take a similar approach. They start with a group of people they seek to employ, then work on finding a sustainable business model that leverages their talent and experience. This isn’t about job placement. There are many organizations that help people find jobs in other companies. Job entrepreneurs bring people directly onto their own payroll.

One pioneer in the “job entrepreneur” movement is [Dave Friedman](#). Two years ago, Friedman left his position as a Fortune 100 executive to start a new venture. His goal was to employ people on the autism spectrum – individuals who have traditionally been unemployable. Friedman considered creating a traditional startup, but he realized that his goal was different. He didn’t want to maximize profits but rather employment. Many advised him to setup a non-profit. But Friedman didn’t want to rely on grants and donations. He believed the business needed to generate a sustainable profit to foster discipline and efficiency. He also wanted his employees to know that their jobs weren’t just charity, bringing a source of authentic empowerment. Some advised Friedman to create a social enterprise, but the models didn’t really apply. Friedman wasn’t changing how the product was made (e.g. organic or sustainable) or where it was sold (e.g. low-income buyers).

He was focused on changing who gets hired. Like social entrepreneurs, WHY mattered more than HOW MUCH. But in this case WHO mattered more than HOW or WHERE.

Without an existing model to guide him, Friedman set out to make his own. He had a powerful belief that people on the autism spectrum represent an exceptional yet hidden workforce. But he needed a business model that would turn what others saw as a deficit into a source of competitive advantage.

Friedman found his answer in what he calls “Process Execution” jobs. These are labor-intensive activities such as website maintenance, data entry, and software testing. Many companies struggle to fill these positions. But the repetitiveness and attention to detail are well-suited to the talents and abilities of people with autism. As much as possible, Friedman downplays the fact that his employees have autism. He is not looking for charity. He wants to compete on the same playing field as other companies providing similar services. But on the inside, [AutonomyWorks](#) is unlike any of its competitors. Friedman has redesigned the way work is structured, organized, and managed to suit his employees.

With these changes, Friedman has found that not only can AutonomyWorks match traditional competitors, but it can produce better quality at a lower price. By generating profits, he is able to hire more people and fulfill his mission. In the process, he has empowered an overlooked workforce and relieved families of the costs of supporting autistic relatives.

Another company following a similar model is [Shinola](#), a Detroit-based manufacturer originally known for its shoe polish. Shinola has recently reinvented itself to create jobs for unemployed auto workers. Like AutonomyWorks, Shinola started with jobs and worked backward to the business model. In this case, auto workers have unique skills in light manufacturing and upholstery. So Shinola produces watches, leather goods, and handcrafted bicycles. A traditional entrepreneur wouldn't set out to make this combination of products. But for a job entrepreneur in Detroit, it makes all the sense in the world.

So what does it take to be a job maximizer?

1. **Choose Your Talent.** Who do you want to employ? AutonomyWorks focuses on people with autism. Shinola focuses on former auto workers. There are many other segments of the labor force who are underemployed or underutilized.

2. **Find Your Market.** What products or services can these workers best make or provide? This is where the entrepreneurial magic comes into play. You need to find something that suits your people and also generates a sustainable profit. Friedman recommends looking for markets where work has been off-shored or automated, and that have low capital requirements.
3. **Design Your System.** What innovations do you need to meet the unique needs and bring out the best in your workers? This might involve rethinking hiring, process design, management, or organizational culture. The key is turning people's disadvantage in society into your company's competitive advantage in the marketplace.

Over the last twenty years, we have successfully created an entirely new economic sector in which social entrepreneurs maximize purpose over profit. It's time to turn this entrepreneurial spirit on a new goal: job creation. We need more people like Dave Friedman and more companies like Shinola — job maximizers and employment entrepreneurs.