

believe the fostering of this concept can have a vital and important role in the development of the public service in the United States and help overcome some of the pressing personnel problems which now beset states, counties and cities.

The fastest growing of all America's "growth industries" is local government employment. The number of workers in state, county and municipal agencies has doubled since 1950 and the present total of 8 million will increase by 50% in the next ten years so that by the end of 1975 there will be 12 million local government employees in the United States. California's local government employment will increase by 2-3% per year, which means a requirement of 4,000 new employees per year or about two hundred every working day.

The President of the United States in his *Manpower Report to the Congress* of March, 1965, underscored this need with the following words:

"The great growth in cities and the increased demands for services that derives from such growth underlie the shortages of qualified professional, technical and administrative personnel in this branch of government. City governments have manpower shortages not only in occupations where personnel is generally scarce . . . but also in new occupations resulting from urban growth.

"The result is that many urban dwellers do not receive all the services they need and that many of the services they do receive is of poor quality . . . because of the extra workload qualified personnel must carry . . ."

Overburdened professional employees are performing, or leaving undone, many routine and other tasks that could be grouped to provide new job entry and advancement opportunities for persons with considerably less formal education and training. Within the local government service, analyses of traditional and well-established functions (as well as the newly emerging ones in the field of human resource development), indicates that local government is a field ripe for the planting of New Career ideas. Such omnipresent shortages exist in professional, technical and administrative categories that New Career developments offer a bright hope—if not the only hope—of solving them.

Recruitment lags behind current needs. Scarce competences are being wasted on tasks that could be performed by sub or para-professional personnel. Municipal governments are in an active search for talent in a market that is certain to be characterized by continued shortages. A way out of local government's dilemma is through the development of New Careers in municipal public service, followed by re-direction of vocational-educational programs which would result in curricula to prepare the sub-professionals to assume their local government public service tasks. Every encouragement and support should be given to schemes for the creation of New Careers concepts in municipal public service and the inter-weaving of these concepts within the educational establishments of the several states.

Many municipal employees, hired for but one designated role, are performing many and varied roles. The average city engineer or Director of Public Works (positions usually requiring a licensed civil engineer) finds that he spends more than half his time in other roles—public relations specialist, warehouseman, motor pool director, fleet vehicle operator, etc. The roles played by highly skilled technicians and professionals can be varied and segregated so that New Careers will be developed for the sub-professional aspects of such public employment. Many functions currently performed exclusively by professionals in such fields as finance, recreation, planning, fire, police and others, can be delegated to New Career personnel with limited formal education, experience and skill. Doing so will not only provide new career ladders but enable local governments to supply the necessary services and overcome the shortages of personnel so vividly pointed out by the President in his referenced message to Congress.

When only a small percentage of the local government public service was engaged in high-skill occupations, pre-entry governmental formal training sufficed to fill the needs. Such a system is no longer relevant. The needs of today's local government service can be satisfied only with persons of skill and training. In an era of rapid technological change, New Careers concepts offer an additional plus factor in that vocational-educational education can provide the skill support in the form of sub-professionals to buttress the skills of professionals. With the increase in automation and the shift to service industries and government employment taking place in our economy, it appears that the major expansion of person-to-person and person-to-idea activities will be found in the public sector of the economy. This requires public funding. The proper utilization of non-professionals requires a policy and program for reorientation on the part of the professional, educational institutions and the employing gov-