



C·O·E

CENTERS OF EXCELLENCE
FOR LABOR MARKET RESEARCH

PROGRAM ENDORSEMENT BRIEF

BUSINESS MANAGEMENT IN THE GREATER SACRAMENTO REGION

North/Far North
Center of Excellence

NOVEMBER 2021

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SUMMARY

The North/Far North Center of Excellence for Labor Market Research prepared this report to provide a labor market analysis of educational supply and occupational demand for middle-skilled career pathways in the Greater Sacramento subregion. This report aims to determine if demand in the local labor market is unmet by the supply from existing community college programs and other postsecondary training providers.

This report primarily focuses on training that leads to jobs in middle-skilled occupations - that is, occupations that typically require education beyond a high school diploma but less than a Bachelor's degree - but may include higher-skilled occupations for training pathways that lead to a bachelor's degree. Lower skilled occupations are rarely considered in this type of analysis due to the lessened barriers for entry-level work, such as no formal education requirements and no requirements for on-the-job training.

Key findings include:

- The Greater Sacramento subregion held 17,136 business management jobs in 2020. Business management related jobs are projected to increase by 0% over the next five years, adding 3 new jobs to the subregion by 2025.
- Over the next five years, business management occupations are projected to have 1,867 annual openings in the Greater Sacramento subregion.
- Actual historical job growth was negative in the North/Far North region between 2015 and 2020, declining nearly 14% during that period.
- Wage data shows that business management occupations earn approximately \$10 to \$49, above the subregion's living wage of \$13.18 per hour. Administrative Services and Facilities Managers was the highest paying occupation.
- Awards data analysis shows that Greater Sacramento training providers conferred an average of 1,342 awards (certificates and associate degrees) in business management training programs annually over the last three academic years.

Recommendations include:

- Based on a three-year average of annual awards in Greater Sacramento region business management training programs and projected yearly openings, the supply gap analysis shows that the region is already well supported to meet annual demand.
- While there appears to sufficient supply of additional middle skill business management professionals, there is opportunity in higher skill occupations for workers with advanced education.

INTRODUCTION

The North/Far North Center of Excellence (COE) was asked to provide labor market information for a proposed program at a regional community college. This report focuses on the following Standard Occupational Classification (SOC) occupations and codes:

- Three middle-skill occupations requires more education and training beyond a high school diploma but less than a four-year degree:
 - Administrative Services Managers (11-3011)
 - Executive Secretaries and Executive Administrative Assistants (43-6011)
 - First-Line Supervisors of Office and Administrative Support Workers (43-1011)
- Students who transfer and earn a four-year degree could pursue the following high-skill occupations:
 - General and Operations Managers (11-1021)
 - Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other (11-9198)
 - Project Management Specialists and Business Operations Specialists, All Other (13-1198)
- Please note that all four-year degree occupations were excluded from this study.

A review of related programs revealed the following Taxonomy of Programs (TOP) title(s) and code(s) are appropriate for inclusion in this report:

- Business Administration (0505.01)
- Business and Commerce, General (0501.01)
- Business Management (0506.01)

The corresponding Classification of Instructional Program (CIP) title(s) and code(s) are:

- Business/Commerce, General (52.0101)
- Business Administration and Management, General (52.0201)
- Office Management and Supervision (52.0204)

OCCUPATIONAL DEMAND

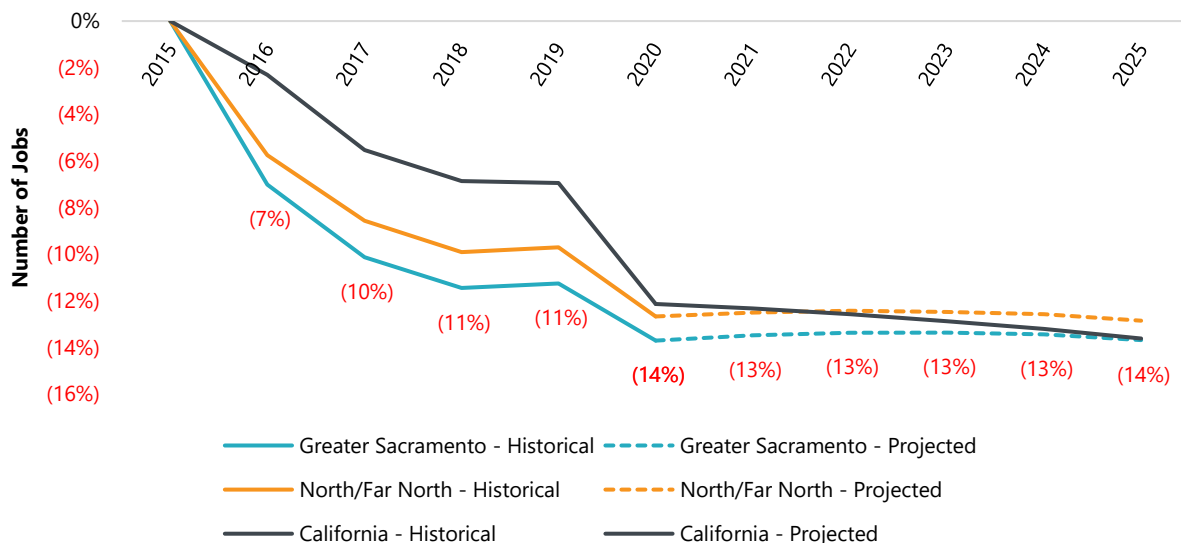
Exhibit 1 summarizes the five-year projected job growth for middle-skill and high-skill occupations in the Greater Sacramento selected occupations, North/Far North, and California.

Exhibit 1. Employment and projected demand, 2020-2025

Occupation	2020 Jobs	2025 Jobs	2020-2025 Jobs Change	2020-2025 Jobs % Change	2020-2025 Annual Openings
Administrative Services and Facilities Managers	2,666	2,802	136	5%	264
First-Line Supervisors of Office and Administrative Support Workers	10,837	10,964	127	1%	1,151
Executive Secretaries and Executive Administrative Assistants	3,632	3,373	(259)	(7%)	452
Greater Sacramento	17,136	17,140	3	0%	1,867
Administrative Services and Facilities Managers	3,332	3,485	153	5%	331
First-Line Supervisors of Office and Administrative Support Workers	14,158	14,281	123	1%	1,515
Executive Secretaries and Executive Administrative Assistants	4,412	4,091	(321)	(7%)	554
North/Far North	21,902	21,857	(45)	0%	2,400
Administrative Services and Facilities Managers	43,420	45,050	1,630	4%	4,176
First-Line Supervisors of Office and Administrative Support Workers	167,434	166,268	(1,166)	(1%)	17,687
Executive Secretaries and Executive Administrative Assistants	64,706	59,597	(5,109)	(8%)	7,815
California	275,560	270,915	(4,645)	(2%)	29,678

Exhibit 2 compares the percent change in jobs between 2015 through 2020 and the projected changes through 2025. The rate of change is indexed to the total number of jobs in 2015.

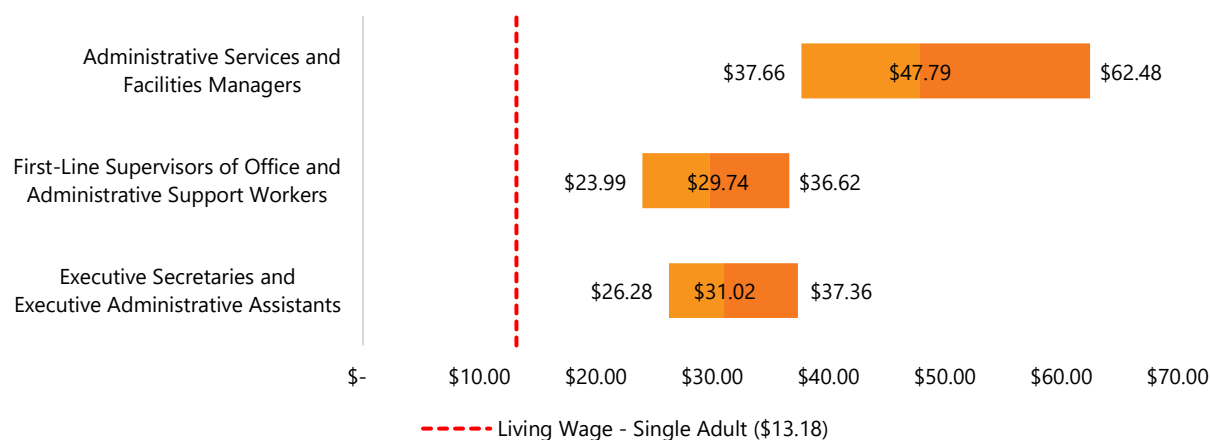
Exhibit 2. Changes in employment, 2015-2025



WAGES

Exhibit 3 compares the entry-level, median, and experienced wages for the selected occupations to the Greater Sacramento living wage for a single adult - \$13.18 per hour.¹

Exhibit 3. Comparison of wages by occupation, 2020



¹ Living wage is defined as the level of income a single adult with no children must earn to meet basic needs, including food, housing, transportation, healthcare, taxes, and other miscellaneous basic needs. The 25th-percentile and 75th-percentile hourly wages are used as proxy for entry-level and experienced-level wages.

JOB POSTINGS

This section of the report analyzes recent data from online job postings (real-time LMI). Online job postings may provide additional insight into recent changes in the labor market that are not captured by historical trends.

The North/Far North COE identified 3,133 online job postings for the selected occupations in the Greater Sacramento subregion. Job postings data comes from Burning Glass Labor Insights and represents new listings posted online within the last year, from November 1, 2020, to October 31, 2021.

Occupations and Job Titles

Exhibit 4 details the number of online job postings for the selected occupations.

Exhibit 4. Number of job postings by occupation

Occupation	Job Postings	Share of Job Postings
First-Line Supervisors of Office and Administrative Support Workers	1,873	60%
Administrative Services Managers	761	24%
Executive Secretaries and Executive Administrative Assistants	499	16%
Total Job Postings	3,133	100%

Exhibit 5 shows the top 10 job titles with the most job postings and the share of job postings. All job postings included a job title.

Exhibit 5. Top jobs titles

Job Title	Job Postings	Share of Job Postings
Office Manager	266	12%
Executive Assistant	233	10%
Store Support	54	2%
Customer Success Manager	51	2%
Dental Office Manager	46	2%

Job Title	Job Postings	Share of Job Postings
Facilities Manager	37	2%
Front Office Manager	36	2%
Business Office Manager	34	1%
Customer Service Manager	30	1%
Payroll Manager	28	1%

Employers

Exhibit 6 shows the top 10 employers with the most job postings for the selected occupations. Twelve percent (n = 362) of job postings did not include an employer.

Exhibit 6. Employers with the most job postings

Employer	Job Postings	Share of Job Postings
University of California Davis	117	6%
The Home Depot Incorporated	55	3%
Anthem Blue Cross	41	2%
UC Davis Health	39	2%
Deloitte	32	2%
Blue Cross Blue Shield of California	24	1%
Target	22	1%
Dignity Health	20	1%
Adventist Health	19	1%
Sutter Health	18	1%

Skills, Education and Experience

Exhibit 7 shows the specialized skills most requested by employers for the selected occupations. Five percent (n = 153) of job postings did not include certification information.

Exhibit 7. Most in-demand specialized skills

Specialized Skill	Skill Postings	Share of Skill Postings
Customer Service	919	4%
Scheduling	910	4%
Budgeting	738	3%
Administrative Support	644	3%
Office Management	632	3%
Staff Management	588	3%
Accounting	420	2%
Project Management	403	2%
Customer Contact	334	1%
Customer Billing	323	1%

Exhibit 8 shows the minimum level of education required by employers for job postings for the selected occupations. Thirty-five percent (n = 1,103) of job postings did not include a preferred education level.

Exhibit 8. Employer-preferred minimum education levels

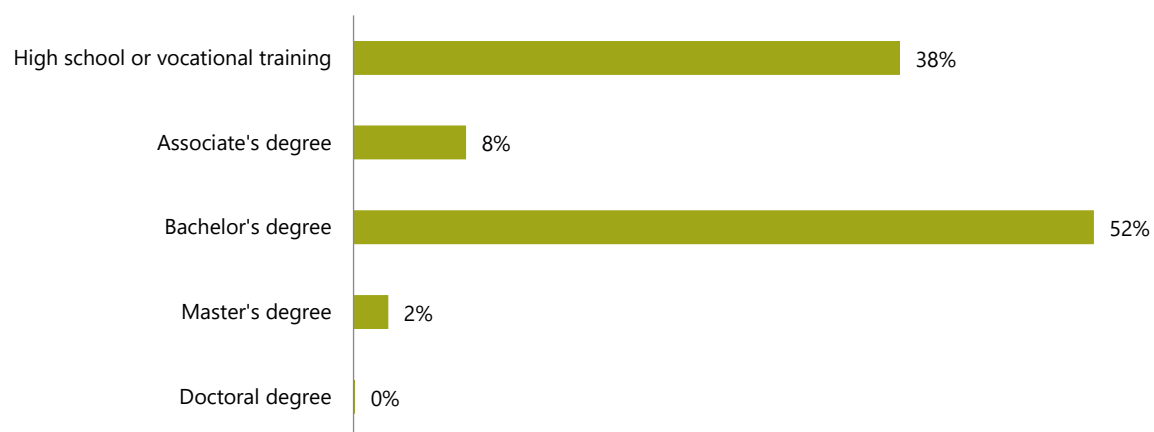
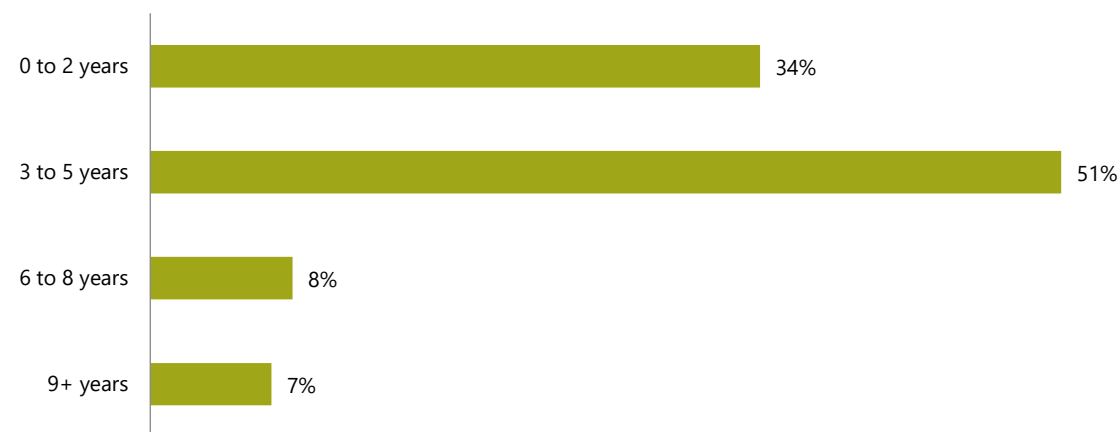


Exhibit 9 shows the preferred years of experience by employers for job postings for the selected occupations. Thirty-eight percent (n = 1,202) of job postings did not include a preferred experience level.

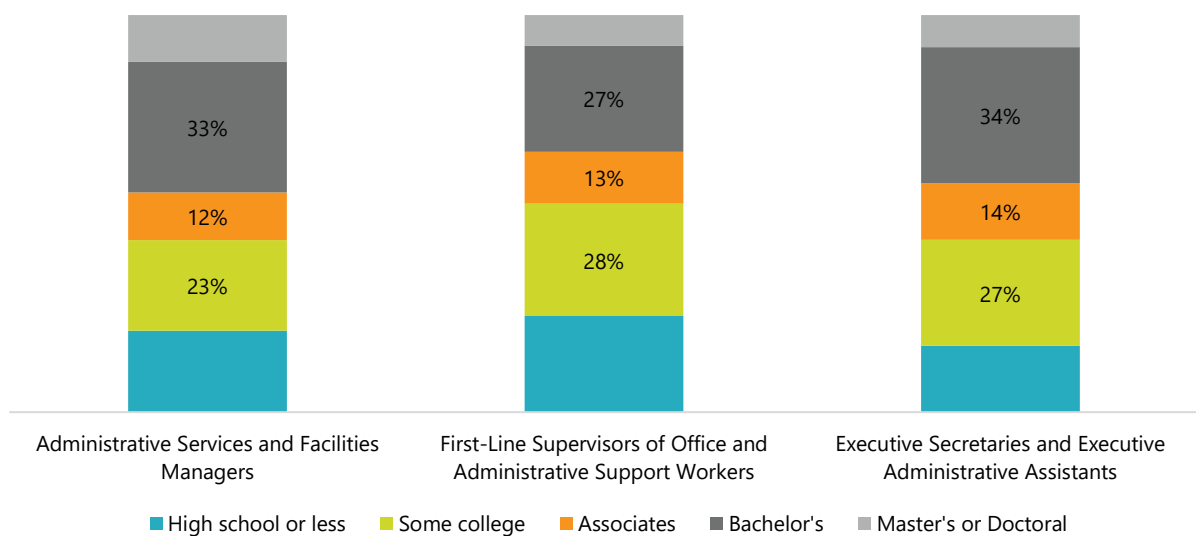
Exhibit 9. Employer-preferred experience levels



EDUCATION AND TRAINING

The U.S. Census Bureau and Bureau of Labor Statistics collected data on education achieved by workers employed in occupations. Exhibit 10 shows the national-level educational attainment of the current workforce in the selected occupations.

Exhibit 10. National worker educational attainment for selected occupations, 2019



The Bureau of Labor Statistics (BLS) uses a system to assign categories for entry-level education, work experience in a related occupation, and typical on-the-job training to each occupation for which the BLS publishes projections data. Exhibit 11 shows the skill level and entry-level job requirements for the selected occupations.

Exhibit 11. Typical education, work experience, and on-the-job training requirements

Occupation	Typical Entry-level Education	Work Experience Required	On-the-job Training Required
Administrative Services and Facilities Managers	Bachelor's degree	Less than 5 years	None
First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent	Less than 5 years	None
Executive Secretaries and Executive Administrative Assistants	High school diploma or equivalent	Less than 5 years	None

EDUCATIONAL SUPPLY

Educational supply for an occupation can be estimated by analyzing the number of awards issued in related Taxonomy of Programs (TOP) or Classification of Instructional Programs (CIP) codes. Exhibit 12 shows the TOP and CIP codes for educational programs related to the selected occupations.

Exhibit 12. TOP and CIP codes for training programs related to the selected occupations

TOP Programs and Codes	Aligned CIP Programs and Codes
Business Administration (0505.01)	Business/Commerce, General (52.0101)
Business and Commerce, General (0501.01)	Business Administration and Management, General (52.0201)
Business Management (0506.01)	Office Management and Supervision (52.0204)

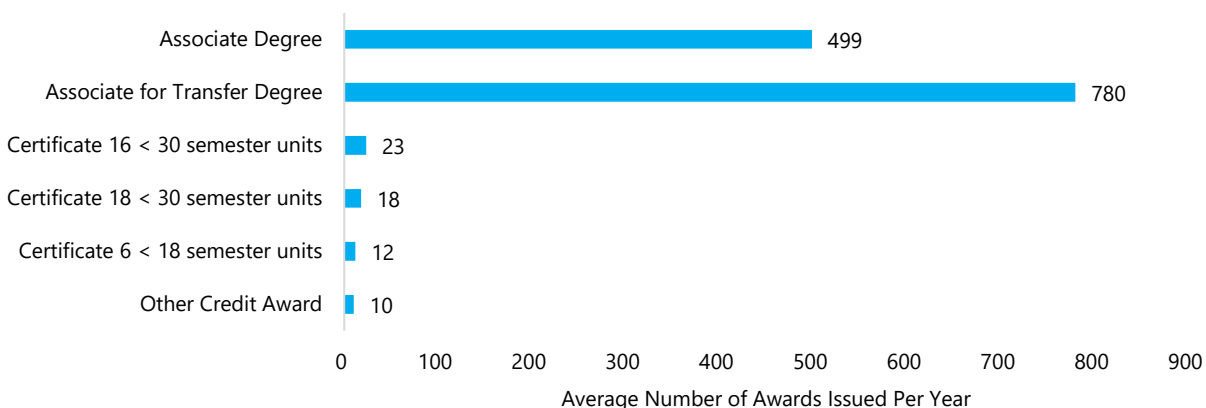
Community College Supply

Exhibits 13 and 14 compare the average number of certificates and degrees conferred in selected community college programs over the last three academic years.

Exhibit 13. Annual average community college awards by program, 2017-18 through

Program - TOP Code	College	Annual Awards 2017-18	Annual Awards 2018-19	Annual Awards 2019-20	3-Yr Annual Awards Average
Business Administration (0505.01)	American River	219	191	235	215
	Cosumnes River	200	173	10	128
	Folsom Lake	105	132	140	126
	Lake Tahoe	16	20	15	17
	Sacramento City	162	186	189	179
	Sierra	342	302	385	343
	Woodland	49	44	34	42
	Yuba	65	52	69	62
	Subtotal	1,182	1,119	1,103	1,135
Business and Commerce, General (0501.01)	American River	24	19	26	23
	Cosumnes River	17	29	28	25
	Folsom Lake	4	9	9	7
	Lake Tahoe	1	1	2	1
	Sacramento City	30	23	24	26
	Sierra	26	35	97	53
	Subtotal	111	128	176	138
Business Management (0506.01)	American River	33	31	16	27
	Cosumnes River	3	8	2	4
	Folsom Lake	19	18	0	12
	Lake Tahoe	0	2	1	1
	Sacramento City	12	10	8	10
	Sierra	17	29	39	28
	Woodland	5	8	5	6
	Yuba	3	11	7	7
	Subtotal	59	86	62	69
	Grand Total	1,352	1,333	1,341	1,342

Exhibit 14. Annual average community college awards by type, 2017-18 through 2019-20



Other Postsecondary Supply

Exhibit 15 compares the average number of degrees conferred by non-community college training providers in the Greater Sacramento over the last three academic years. Please note that non-community college data lags by one year.

Other postsecondary institutions in the Greater Sacramento region generally consist of bachelor's or master's degree programs that lead to higher skilled jobs.

Exhibit 15. Other postsecondary awards by program, 2016-17 through 2018-19

Program - CIP Code	College	Annual Awards 2016-17	Annual Awards 2017-18	Annual Awards 2018-19	3-Yr Annual Awards Average
Office Management and Supervision (52.0204)	MTI College (Associates)	9	7	9	8
	Subtotal	9	7	9	8
Business Administration and Management, General (52.0201)	California State University-Sacramento (Bachelor's)	948	1020	1019	996
	California State University-Sacramento (Master's)	164	114	163	147
	University of California-Davis (Bachelor's)	155	172	136	154
	Subtotal	1,267	1,306	1,318	1,297
	Grand Total	1,276	1,313	1,327	1,305

FINDINGS

This report focuses on two occupations with relevant career pathways in architectural and mechanical business management.

- The Greater Sacramento subregion held 17,136 middle skill business management jobs in 2020. Business management related jobs are projected to increase by 0% over the next five years, adding 3 new jobs to the subregion by 2025.
 - Actual historical job growth was negative in the North/Far North region between 2015 and 2020, declining nearly 14% during that period.
 - Higher skilled occupations, including Administrative Services and Facilities Managers as well as BM related occupations that typically require a bachelor's degree or higher demonstrated strong growth over the next five years, with a projected 5-7% annual increase.
 - Total jobs for business management occupations that require a bachelor's degree or higher is more than double the number of jobs for the studied occupations. This indicates that there is strong demand for workers with more advanced education beyond an associate's degree.
- Over the next five years, middle skill business management occupations are projected to have 1,867 annual openings in the Greater Sacramento subregion.
- Wage data shows that business management occupations earn approximately \$10 to \$49, above the subregion's living wage of \$13.18 per hour. Administrative Services and Facilities Managers was the highest paying middle skill occupation.
- According to real-time labor market information, there were 3,133 online job postings for business management occupations between November 1, 2020, and October 31, 2021. Sixty percent of these postings were for First-Line Supervisors of Office and Administrative Support Workers.
- Approximately one-third of incumbent workers in business management occupations have education consistent with community college offerings (some college or associate degrees). Nearly half of workers have a bachelor's degree or higher.
- All eight Greater Sacramento community colleges offer degrees and certificates in programs related to business management. Together, these programs conferred an average of 1,342 annual awards (certificates and associate degrees) annually in business management over the last three academic years (2017-18 through 2019-20).
- Other postsecondary institutions conferred an average of 1,305 annual awards in business management over the last three academic years. These awards largely consisted of bachelor's and master's degrees.

RECOMMENDATIONS

- Based on a three-year average of annual awards in Greater Sacramento region business management training programs and projected yearly openings, the supply gap analysis shows that the region well supports annual demand.
 - Together, community colleges issued an average of 1,342 awards annually over the last three years.
 - While there are 1,867 projected annual openings for business management occupations however only 3 net new jobs in the studied occupations.
- While there appears to sufficient supply of additional middle skill business management professionals, there is opportunity in higher skill occupations for workers with advanced education.
- Replacement jobs and separations indicate there will be many hundreds of openings in related fields and occupations. A gap is indicated.
- Automation is one likely source of the decline in these areas. The colleges should monitor changes in technology and business practices that result in redundancies.
- The North/Far North Center of Excellence recommends moving forward with the program.

COE Recommendation		
Move forward with the program	Proceed with caution	Program is not recommended
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX A. METHODOLOGY AND SOURCES

Occupations in this report were identified using the Center of Excellence TOP-to-CIP-to-SOC crosswalk and O*Net OnLine. This report's findings were determined using labor market data from the Bureau of Labor Statistics (BLS), U.S. Census Bureau data from Emsi, and jobs posting data from Burning Glass.

Cal-PASS Plus LaunchBoard. California Community Colleges Chancellor's Office.

<https://www.calpassplus.org/LaunchBoard/Home.aspx>.

Emsi. <https://www.economicmodeling.com/>. EMSI occupational employment data are based on final EMSI industry data and final EMSI staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors).

Educational Attainment for Workers 25 Years and Older by Detailed Occupation, 2016-2017. Bureau of Labor Statistics. <https://www.bls.gov/emp/tables/educational-attainment.htm#>.

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"Taxonomy of Programs." California Community Colleges Chancellor's Office. June 2012, 6th Edition. <https://www.cccco.edu/-/media/CCCCO-Website/About-Us/Divisions/Educational-Services-and-Support/Academic-Affairs/What-we-do/Curriculum-and-Instruction-Unit/Files/TOPmanual6200909corrected12513pdf.ashx>

"TOP-CIP-SOC Crosswalk." Centers of Excellence for Labor Market Research. November 2015 Edition. <http://coecccc.net/>

COVID-19 Statement: This report includes employment projection data by EMSI. EMSI's projections are modeled on recorded (historical) employment figures and incorporate several underlying assumptions, including the assumption that the economy during the projection period will be at approximately full employment or potential output. To the extent that a recession or labor shock, such as the economic effects of COVID-19, can cause long-term structural change, they may impact the projections. At this time, it is not possible to quantify the impact of COVID-19 on projections of industry and occupational employment. Other measures such as unemployment rates and monthly industry employment estimates will reflect the most recent information on employment and jobs in the state and, in combination with input from local employers, may help validate current and future employment needs as depicted here.

Important Disclaimer: All representations included in this report have been produced from primary research and/or secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings; however, neither the Centers of Excellence, COE host District, nor California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient community colleges or their representatives based upon components or recommendations contained in this study.

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Centers of Excellence for Labor Market Research, Economic and
Workforce Development Program



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FOR LABOR MARKET RESEARCH

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