

# Public Administration – Public Leadership

*Inland Empire/Desert Region (Riverside and San Bernardino counties)*

*This workforce demand report uses state and federal job projection data developed before the economic impact of COVID-19. The COE is monitoring the situation and will provide more information as it becomes available. Please consult with local employers to understand their current employment needs.*

## Summary

- Community college public administration programs provide the knowledge, skills, and abilities that may prepare students for employment in three community college-level, six bachelor degree-level, and one advanced degree-level leadership occupation. The final recommendation in this report is limited to community college-level occupations.
- The community college-level occupations are projected to have 5,695 annual job openings through 2025, increasing employment by 2% across all industries.
- The median hourly earnings for the community college-level occupations are between \$17.70 and \$24.17 per hour, below the regional \$24.36 per hour self-sustainable wage standard for a single adult with one child.
- Regional community colleges do not currently offer public administration programs. Other postsecondary institutions in the region have issued 144 awards related to public administration annually over the last three academic years.
- The COE recommends developing a public administration program to meet the demand for workers in the region. See the [recommendation section](#) for further detail.

## Introduction

This report aims to quantify regional demand for public administration leadership positions in the Inland Empire/Desert Region. Public administration is a broad field of study that prepares workers with knowledge, skills, and public service values related to leadership roles in federal, state, local, and special government agencies, community agencies, and non-profit organizations (SDSU & CSUF, 2021). The California Community College public administration programs prepare students for employment through training related to policy development and implementation in the management of public services, public works, and public utilities (Taxonomy of Programs, 2012). The public administration industry sector encompasses various activities from healthcare to education, public safety to social services, and infrastructure to utilities.

Public administration programs' knowledge, skills, and abilities lead to three community college-level public administration occupations, three public administration specialist occupations, and four public administration management occupations collectively referred to as the public administration occupational group in this report.

The occupations selected for this report are general management, specialist, and administrative support jobs that are highly concentrated in the public sector and are not agency-specific, or explicitly public safety, education, engineering, or entertainment/recreation occupations.

The community college-level occupations included in this report represent the occupations public administration students will likely attain following community college program completion. The public administration management and specialist occupational groups require bachelor's degrees or higher and years of on-the-job experience. The following occupations are included in the public administration occupational group:

### Public Administration Specialist Occupations

- Compliance Officers (SOC 13-1041)
- Management Analysts (13-1111)
- Urban and Regional Planners (19-3051)

### Public Administration Management Occupations

- Administrative Services and Facilities Managers (SOC 11-3011)
- Chief Executives (11-1011)
- General and Operations Managers (11-1021)
- Social and Community Service Managers (11-9151)

### Public Administration Community College-level Occupations

- Eligibility Interviewers, Government Programs (SOC 43-4061)
- Office Clerk, General (43-9061)
- Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (43-6014)

The labor market data in this report is limited to the public sector, public administration (NAICS 92), unless noted. Between 7% and 94% of regional workers in the public administration occupational group work in the public sector. The final recommendation in this report is limited to the community college-level occupations.

## Job Counts and Projections

In 2020, there were 19,746 combined public administration jobs in the public sector in the Inland Empire/Desert Region. Employment in the public administration occupational group is expected to rise by 3% through 2025 in the public sector. The public administration group occupations are projected to have 9,166 annual job openings across all industries. Limitations in traditional labor market data preclude the display of exact job opening figures in specific industries.

The community college-level public administration occupational group is expected to increase employment by 2% across all industries over the next five years. Public sector employment for the community college-level public administration occupational group is projected to grow by 1% through 2025, adding 99 jobs over this

period. While the community college-level occupations will have 5,695 annual job openings, this includes all industries. Exhibit 1 displays the job counts, five-year projected job growth, job openings, and the share of incumbent workers age 55 years and greater working in the public administration occupational group.

*Exhibit 1: Five-year projections for the public administration occupational group, 2020-2025*

Occupation	2020 Jobs	2025 Jobs	5-Yr % Change (New Jobs)	Annual Openings (New + Replacement Jobs)*	% of workers age 55+
<b>Public Administration Specialist Occupations</b>					
Compliance Officers	1,407	1,504	4%	263	30%
Management Analysts	1,197	1,350	2%	678	34%
Urban and Regional Planners	653	711	8%	71	26%
<b>Public Administration Management Occupations</b>					
General and Operations Managers	1,386	1,478	0%	1,771	24%
Administrative Services and Facilities Managers	835	884	2%	265	35%
Social and Community Service Managers	438	471	2%	243	35%
Chief Executives	390	384	0%	180	43%
<b>Public Administration Community College-level Occupations</b>					
General Office Clerks	5,590	5,661	1%	3,411	29%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	5,398	5,264	(2%)	2,012	34%
Eligibility Interviewers, Government Programs	2,452	2,613	7%	272	28%
<b>Total</b>	<b>19,746</b>	<b>20,322</b>	<b>3%</b>	<b>9,166</b>	<b>30%</b>

Source: Emsi 2021.3

\*Annual job openings for public administration occupations employed in all industries

Exhibit 2 shows the number of job ads posted during the last 12 months and the statewide average time filling each occupation. Since public administration positions work solely in the government, job advertisements have been limited to the public administration (NAICS 92) sector. Over the last 12 months, there were 296 job advertisements for the public administration occupational group in the region. There was an insufficient number of job ads in the region to provide generalizable job advertisement information. This job advertisement search was expanded to California to provide reliable job ad data.

Over the last 12 months, there were 3,086 job ads for the public administration occupational group in the public sector in California. Government job ads account for approximately 13% of the 23,302 total job advertisements for the public administration group. On average, employers in California fill online job advertisements for the public administration occupational group within 38 days.

*Exhibit 2: Job ads and time to fill*

Occupation	Job Ads	Statewide Average Time to Fill (Days)
Management Analysts	628	35
General and Operations Managers	524	39
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	466	30
Administrative Services and Facilities Managers	458	40
Chief Executives	237	44
Compliance Officers	191	42
Urban and Regional Planners	190	42
General Office Clerks	177	32
Social and Community Service Managers	155	45
Eligibility Interviewers, Government Programs	60	34
<b>Total</b>	<b>3,086</b>	<b>38</b>

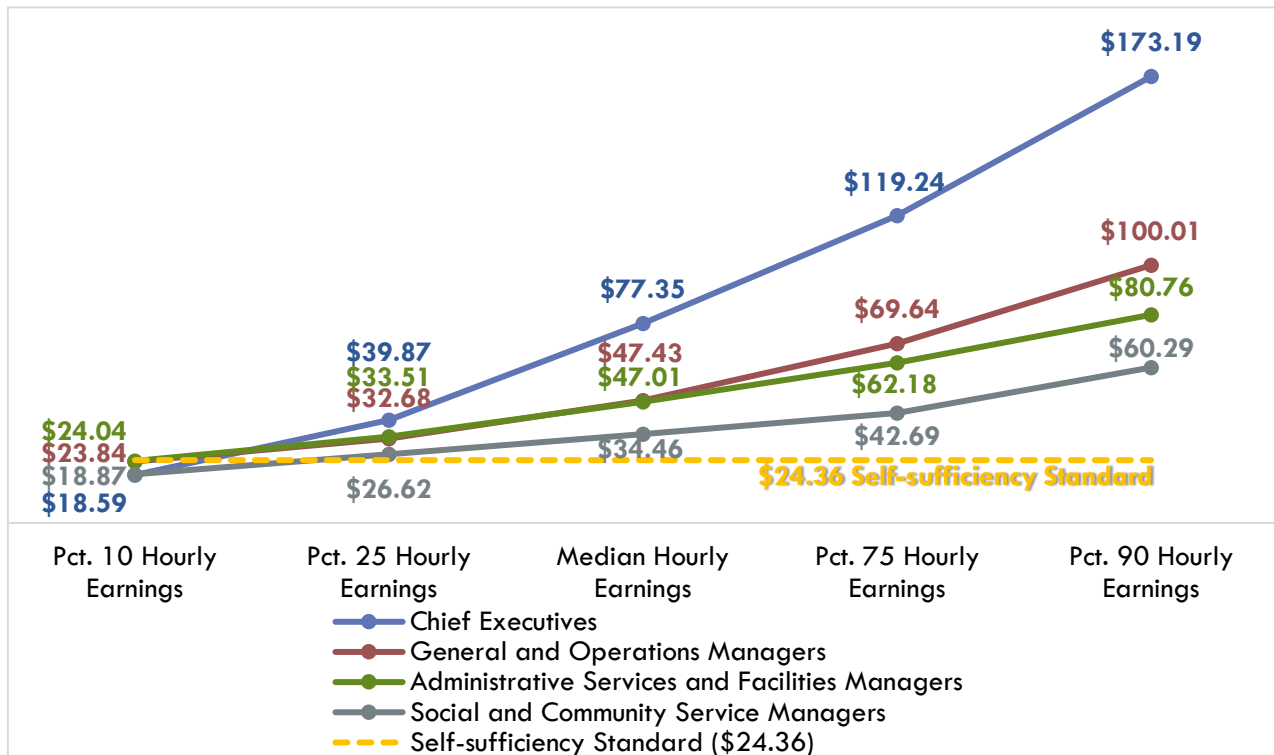
Source: Burning Glass – Labor Insights

## Earnings and Benefits

Community colleges should ensure their training programs lead to employment opportunities that provide self-sustainable income. The University of Washington estimates that a self-sufficient hourly rate for a single adult with one school-age child is \$24.36 per hour or \$51,452 annually in Riverside County; \$23.73 per hour or \$50,119 annually in San Bernardino County (Pearce, 2021). For this study, the higher hourly earnings requirement in Riverside County is adopted as the self-sufficiency standard for the two-county region.

Exhibits 3 – 5 display the hourly earnings for the public administration occupational group. The hourly earnings charts are separated into public administration management, specialist, and community college-level occupations to adequately display the hourly earnings information. Exhibit 3 displays the hourly earnings for the public administration management occupations. The 25<sup>th</sup> percentile hourly earnings for all of the occupations surpass the self-sufficiency standard.

Exhibit 3: Hourly earnings by percentile for public administration management occupations

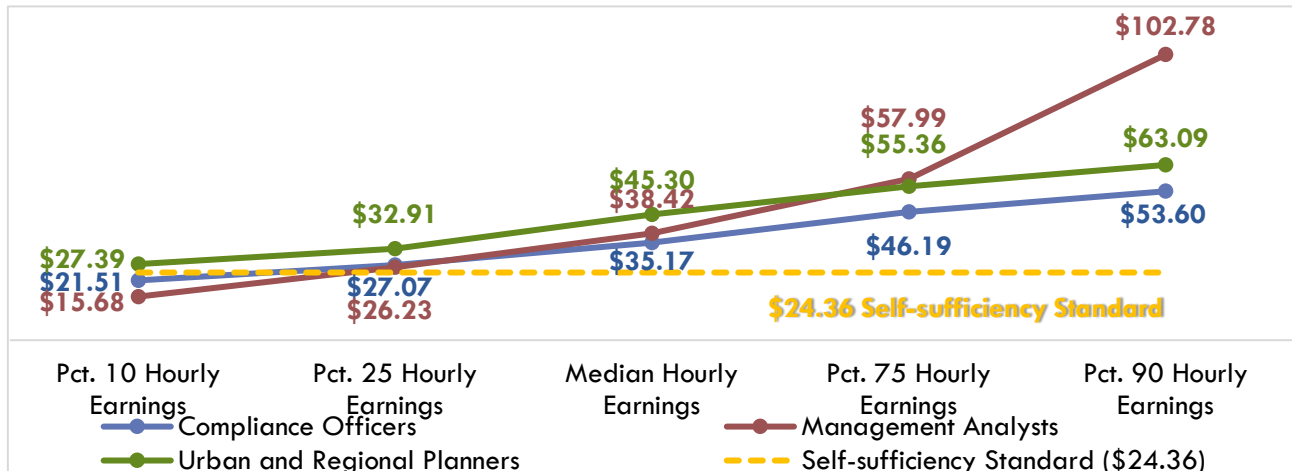


Source: Emsi 2021.3

Benefits information, provided by the California Labor Market Information Division's occupational guides, is only available for general and operations managers. General and operations managers can expect performance bonuses in addition to medical and dental insurance (Detailed Occupational Guides, 2021).

Exhibit 4 displays the hourly earnings for the public administration specialist occupations. The 25<sup>th</sup> percentile hourly earnings for all of the occupations surpass the self-sufficiency standard.

Exhibit 4: Hourly earnings by percentile for public administration specialist occupations

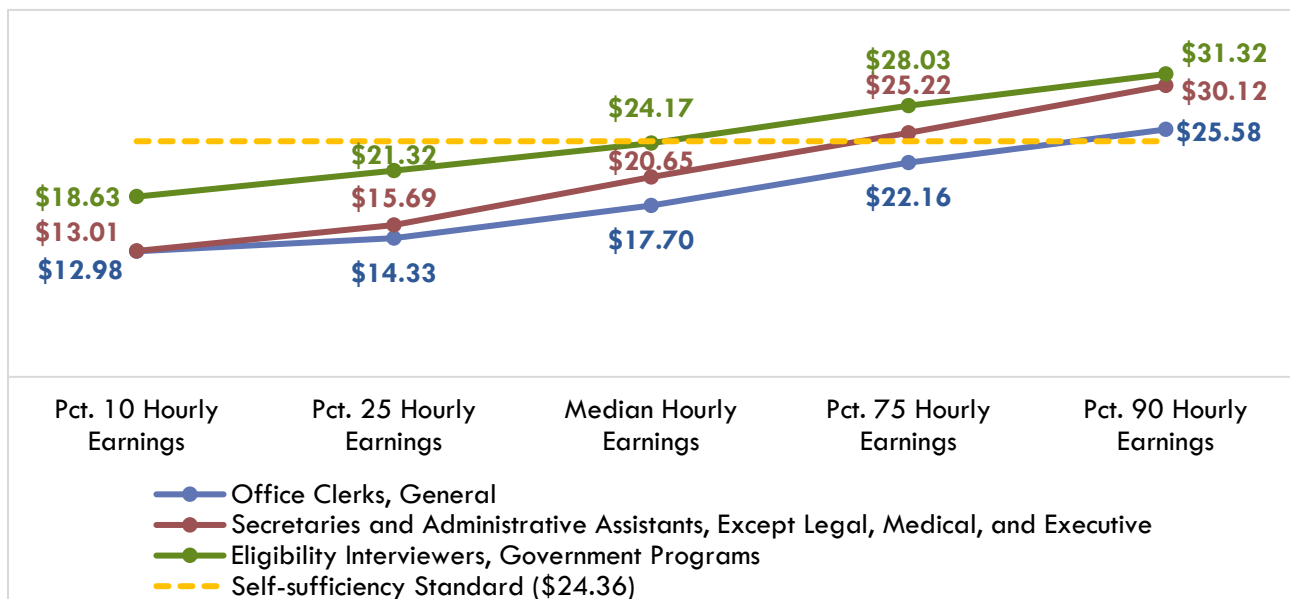


Source: Emsi 2021.3

According to the California Labor Market Information Division's occupational guides, benefits for the public administration specialists generally include health insurance, vacation, sick leave, and retirement plans (Detailed Occupational Guides, 2021).

Exhibit 5 displays the hourly earnings for the community college-level public administration occupational group. The median hourly earnings for the community college-level occupations are between \$17.70 and \$24.17 per hour, below the regional \$24.36 per hour self-sustainable wage standard for a single adult with one child. The hourly earnings for secretaries and administrative assistants, except legal, medical, and executive and eligibility interviewers, government programs surpass the self-sufficiency standard at the 75<sup>th</sup> percentile. The hourly earnings for general office clerks do not exceed the self-sufficiency standard until the 90<sup>th</sup> percentile.

*Exhibit 5: Hourly earnings by percentile for public administration community college-level occupations*



Source: Emsi 2021.3

According to the California Labor Market Information Division's occupational guides, benefits for the public administration community college-level occupations generally include health insurance, vacation, and sick leave. Benefits information is not available for eligibility interviewers, government programs (Detailed Occupational Guides, 2021).

### Advertised Salary from Online Job Ads

Exhibit 6 displays online job ad salary data for the public administration occupational group in California over the last 12 months. Online job ad salary information reveals that employers are willing to pay the

management and specialist occupations in the public administration occupational group between \$77,000 and \$115,000 annually, well above the \$51,452 annual (\$24.36 hourly) self-sufficiency standard for the region.

Job ads indicate that employers are willing to pay community college-level public administration positions between \$47,000 and \$60,000 annually. The advertised salary for secretaries and administrative assistants, except legal, medical, and executive in the public sector is above the \$51,452 annual (\$24.36 hourly) self-sufficiency standard for the region. Consider the salary information with caution since only 68% (2,110 out of 3,086) of online job postings for these occupations provided salary information. The salary figures are prorated to reflect full-time, annual wage status.

*Exhibit 6: Advertised salary information*

Occupations	Real-Time Salary Information					Average Annual Salary
	Number of job postings	Less than \$35,000	\$35,000 to \$49,999	\$50,000 to \$74,999	More than \$75,000	
Management Analysts	446	1%	-	17%	82%	\$100,000
General and Operations Managers	276	2%	5%	20%	73%	\$110,000
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	332	6%	30%	48%	16%	\$60,000
Administrative Services and Facilities Managers	328	1%	2%	26%	71%	\$96,000
Chief Executives	141	6%	1%	15%	78%	\$115,000
Compliance Officers	138	1%	6%	39%	54%	\$81,000
Urban and Regional Planners	168	1%	-	17%	82%	\$92,000
General Office Clerks	123	29%	45%	17%	9%	\$47,000
Social and Community Service Managers	107	7%	11%	33%	79%	\$77,000
Eligibility Interviewers, Government Programs	51	16%	51%	27%	6%	\$48,000

Source: Burning Glass – Labor Insights

## Employers, Skills, Education, and Work Experience

Exhibit 7 displays the employers that posted the most job ads during the last 12 months in California.

Displaying employer names provides some insight into where students may find employment after completing a program. Overall, the Internal Revenue Service (IRS) posted the most advertisements for the public administration occupational group over the last 12 months in California. Riverside County posted the most advertisements for the public administration occupational group in the region.

*Exhibit 7: Employers posting the most job ads for the public administration occupational group*

Occupation	Top Employers	
Management Analysts (n=679)	<ul style="list-style-type: none"> <li>• Internal Revenue Service (IRS)</li> <li>• Federal Government</li> <li>• San Mateo County</li> <li>• Department of Veteran Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• US Department of Homeland Security</li> <li>• City and County of San Francisco</li> <li>• California Department of Housing and Community Development</li> </ul>
General and Operations Managers (n=524)	<ul style="list-style-type: none"> <li>• San Manual Band of Mission Indians</li> <li>• San Jose Conservation Corps</li> <li>• Department of Veteran Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Government</li> <li>• National Parks Service</li> </ul>
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (n=466)	<ul style="list-style-type: none"> <li>• US Department of Justice</li> <li>• Riverside County</li> <li>• Bureau of Prisons</li> <li>• Internal Revenue Service</li> </ul>	<ul style="list-style-type: none"> <li>• Judicial Council of California</li> <li>• Department of Veteran's Affairs</li> <li>• Tulare County</li> </ul>
Administrative Services and Facilities Managers (n=460)	<ul style="list-style-type: none"> <li>• City and County of San Francisco</li> <li>• Orange County</li> <li>• University of California, San Diego</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Veteran Affairs</li> <li>• Federal Government</li> <li>• Humboldt County</li> <li>• Riverside County</li> </ul>
Chief Executives (n=236)	<ul style="list-style-type: none"> <li>• Los Angeles County</li> <li>• Mendocino County</li> <li>• City of San Jose</li> </ul>	<ul style="list-style-type: none"> <li>• Monterey County</li> <li>• Ventura County</li> <li>• Federal Government</li> </ul>
Compliance Officers (n=191)	<ul style="list-style-type: none"> <li>• California Public Utilities Commission</li> <li>• Federal Government</li> <li>• City and County of San Francisco</li> <li>• Internal Revenue Service (IRS)</li> </ul>	<ul style="list-style-type: none"> <li>• City of Los Angeles Housing Authority</li> <li>• Los Angeles County Community Development Commission</li> <li>• US Department of Agriculture</li> </ul>
Urban and Regional Planners (n=189)	<ul style="list-style-type: none"> <li>• Sacramento County</li> <li>• Santa Barbara County</li> <li>• San Luis Obispo</li> </ul>	<ul style="list-style-type: none"> <li>• Sonoma County</li> <li>• City and County of San Francisco</li> <li>• City of Laguna Beach</li> </ul>
General Office Clerks (n=177)	<ul style="list-style-type: none"> <li>• San Diego County</li> <li>• Amador County Unified School District</li> </ul>	<ul style="list-style-type: none"> <li>• San Francisco County</li> <li>• Ventura County</li> <li>• US Department of Justice</li> </ul>
Social and Community Service Managers (n=155)	<ul style="list-style-type: none"> <li>• Department of Veterans Affairs</li> <li>• Riverside County</li> <li>• San Bernardino County</li> </ul>	<ul style="list-style-type: none"> <li>• Orange County</li> <li>• Marin County</li> <li>• Sonoma County</li> </ul>
Eligibility Interviewers, Government Programs (n=60)	<ul style="list-style-type: none"> <li>• El Dorado County</li> <li>• Tuolumne County</li> <li>• Tehama County</li> </ul>	<ul style="list-style-type: none"> <li>• Mendocino County Sheriff's Office</li> <li>• Riverside County</li> </ul>

Source: Burning Glass – Labor Insights



Exhibit 8 lists a sample of specialized and employability skills employers seek when looking for workers to fill positions in the public administration occupational group. Specialized skills are occupation-specific skills that employers request for industry or job competency. Employability skills are foundational skills that transcend industries and occupations; this category is often referred to as "soft skills." The skills requested in job postings may be utilized to guide curriculum development. Approximately 28% of job ads for the public administration occupational group sought candidates with working experience in public administration.

*Exhibit 8: Sample of in-demand skills from employer job ads*

Occupation	Specialized skills	Employability skills
Management Analysts (n=622)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Business Administration</li> <li>Project Management</li> <li>Staff Management</li> <li>Performance Appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Research</li> <li>Writing</li> <li>Communication Skills</li> <li>Building Effective Relationships</li> </ul>
General and Operations Managers (n=510)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Staff Management</li> <li>Project Management</li> <li>Scheduling</li> <li>Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Communication Skills</li> <li>Teamwork/Collaboration</li> <li>Writing</li> <li>Building Effective Relationships</li> </ul>
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (n=459)	<ul style="list-style-type: none"> <li>Administrative Support</li> <li>Scheduling</li> <li>Budgeting</li> <li>Staff Management</li> <li>Appointment Setting</li> </ul>	<ul style="list-style-type: none"> <li>Writing</li> <li>Communication Skills</li> <li>Computer Literacy</li> <li>Typing</li> <li>Research</li> </ul>
Administrative Services and Facilities Managers (n=450)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Business Administration</li> <li>Staff Management</li> <li>Accounting</li> <li>Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Writing</li> <li>Research</li> <li>Communication</li> <li>Building Effective Relationships</li> </ul>
Chief Executives (n=207)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Staff Management</li> <li>Business Administration</li> <li>Project Management</li> <li>Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>Building Effective Relationships</li> <li>Teamwork/Collaboration</li> <li>Communication Skills</li> <li>Organizational Skills</li> <li>Writing</li> </ul>
Compliance Officers (n=178)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Business Administration</li> <li>Scheduling</li> <li>Technical Assistance</li> <li>Staff Management</li> </ul>	<ul style="list-style-type: none"> <li>Writing</li> <li>Research</li> <li>Planning</li> <li>Building Effective Relationship</li> <li>Communication Skills</li> </ul>

Occupation	Specialized skills	Employability skills
Urban and Regional Planners (n=189)	<ul style="list-style-type: none"> <li>Land Use</li> <li>California Environmental Quality Act (CEQA)</li> <li>Regional Planning</li> <li>Community Development</li> <li>Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Research</li> <li>Writing</li> <li>Building Effective Relationships</li> <li>Organizational Skills</li> <li>Preparing Reports</li> </ul>
General Office Clerks (n=170)	<ul style="list-style-type: none"> <li>Data Entry</li> <li>Filing</li> <li>Administrative Support</li> <li>Record Keeping</li> <li>Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>Research</li> <li>Typing</li> <li>Writing</li> <li>Building Effective Relationships</li> <li>Telephone Skills</li> </ul>
Social and Community Service Managers (n=146)	<ul style="list-style-type: none"> <li>Social Services</li> <li>Budgeting</li> <li>Psychology</li> <li>Case Management</li> <li>Staff Management</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Planning</li> <li>Writing</li> <li>Organizational Skills</li> <li>Building Effective Relationships</li> </ul>
Eligibility Interviewers, Government Programs (n=53)	<ul style="list-style-type: none"> <li>Social Services</li> <li>Customer Contact</li> <li>Record Keeping</li> <li>Medical Records Documentation</li> <li>Financial Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Bilingual (English/Spanish)</li> <li>Building Effective Relationships</li> <li>Writing</li> <li>Research</li> <li>Problem Solving</li> </ul>

Source: Burning Glass – Labor Insights

Exhibit 9 displays the typical entry-level education, educational attainment, and minimum advertised education requirements for the public administration occupational group. According to the Bureau of Labor Statistics, between 0%-46% of incumbent workers in this field hold a community college-level of educational attainment; "some college, no degree" and an "associate degree."

*Exhibit 9: Typical entry-level education, educational attainment, and minimum advertised education requirements*

Occupation	Typical Entry-Level Education Requirement	CC-Level Educational Attainment*	Number of Job Ads	Real-Time Minimum Advertised Education Requirement		
				High school or vocational training	Associate degree	Bachelor's degree or higher
Management Analysts	Bachelor's degree	16%	408	0%	12%	88%
General and Operations Managers	Bachelor's degree	34%	405	17%	6%	77%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	High school diploma or equivalent	46%	270	42%	11%	47%
Administrative Services and Facilities Managers	Bachelor's degree	35%	366	14%	4%	82%

Occupation	Typical Entry-Level Education Requirement	CC-Level Educational Attainment*	Real-Time Minimum Advertised Education Requirement			
			Number of Job Ads	High school or vocational training	Associate degree	Bachelor's degree or higher
Chief Executives	Bachelor's degree	19%	179	8%	7%	85%
Compliance Officers	Bachelor's degree	26%	134	6%	10%	84%
Urban and Regional Planners	Master's degree	0%	173	0%	16%	84%
General Office Clerks	High school diploma or equivalent	45%	105	77%	10%	13%
Social and Community Service Managers	Bachelor's degree	19%	115	0%	6%	94%
Eligibility Interviewers, Government Programs	High school diploma or equivalent	40%	27	59%	4%	37%

Source: Emsi 2021.3, Burning Glass – Labor Insights

\*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework

Exhibit 10 displays the work experience typically required to enter each occupation and the real-time work experience requirements from employer job ads. Job advertisements indicate that previous work experience is important to employers seeking public administration workers.

*Exhibit 10: Work experience required and real-time work experience requirements*

Occupation	Work Experience Typically Required	Real-Time Work Experience			
		Number of job postings	0 – 2 years	3 – 5 years	6+ years
Management Analysts	Less than 5 years	543	68%	26%	6%
General and Operations Managers	5 years or more	413	23%	43%	34%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	None	391	60%	37%	3%
Administrative Services and Facilities Managers	Less than 5 years	379	45%	40%	15%
Chief Executives	5 years or more	176	17%	54%	29%
Compliance Officers	None	139	67%	42%	1%
Urban and Regional Planners	None	173	49%	34%	17%
General Office Clerks	None	119	76%	22%	2%

Occupation	Work Experience Typically Required	Real-Time Work Experience			
		Number of job postings	0 – 2 years	3 – 5 years	6+ years
Social and Community Service Managers	Less than 5 years	78	48%	42%	10%
Eligibility Interviewers, Government Programs	None	49	76%	20%	4%

Source: Emsi 2021.3, Burning Glass – Labor Insights

## Public Administration Programs

Community colleges in the Inland Empire/Desert Region do not currently offer public administration (TOP 2102.00) programs. According to the Chancellor's Office Curriculum Inventory (COCI), two colleges in the state offer public administration programs, Southwestern College and San Diego Miramar College, both located in San Diego County. Southwestern College has issued 13 awards annually over the last three academic years in its public administration program. Outcome information is not available for statewide public administration programs.

Exhibit 11 displays awards reported by other postsecondary education providers in public administration (CIP 44.0401) programs. Completion data is compiled from the Integrated Postsecondary Education Data System (IPEDS) for the most recent three years available. On average, four other postsecondary educational institutions in the region issued 144 bachelor's degrees and master's degrees annually.

*Exhibit 11: Other educational provider public administration programs, three-year annual average credentials in the Inland Empire/Desert Region*

44.0401 – Public Administration	Bachelor's degree	Master's degree	Other Educational Providers Annual Average Credentials, Academic Years 2016-19
California Baptist University	17	49	66
California State University, San Bernardino	-	72	72
Loma Linda University	-	0	0
University of California, Riverside	7	-	7
<b>Total</b>	<b>24</b>	<b>120</b>	<b>144</b>

Source: IPEDS

## Recommendation for Public Administration Programs

The California Community College public administration programs prepare students for employment through training related to policy development and implementation in the management of public services, public works, and public utilities (Taxonomy of Programs, 2012). While the training in this program may lead to

several leadership and specialist occupations in the public sector, this report's recommendation is limited to community college-level occupations.

The community college-level public administration occupational group is expected to increase employment by 2% across all industries over the next five years. Public sector employment for the community college-level public administration occupational group is projected to grow by 1% through 2025, adding 99 jobs over this period. While the community college-level occupations will have 5,695 annual job openings, this includes all industries, not just public administration. Limitations in traditional labor market data preclude the display of exact job opening figures in specific industries. The median hourly earnings for the community college-level occupations are between \$17.70 and \$24.17 per hour, below the regional \$24.36 per hour self-sustainable wage standard for a single adult with one child.

Regional community college programs do not currently offer public administration programs. Four other postsecondary educational institutions in the region have issued 144 bachelor's and master's degrees in public administration programs over the last three academic years.

The COE recommends developing a public administration program to meet the regional need for more workers in this field. It should be noted that the median hourly earnings associated with community college-level public administration occupations fall short of the regional self-sufficiency standard. Colleges considering this program should partner with local employers to identify the skills and certifications needed to achieve self-sustainable earnings after exit.

Colleges looking to train public administration management and specialist occupations must be aware that community college program completers will likely need to transfer to a four-year educational institution to obtain a bachelor's degree before entering employment. Colleges considering this program should partner with four-year educational institutions and local employers to ensure their training provides the skills needed to transfer to a four-year educational institution and obtain a job in this field.

### Contact

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November 2021

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## Appendix: Occupation definitions, sample job titles, five-year projections, and earnings for public administration occupations

### **Occupation Definitions (SOC code), Education and Training Requirement, Community College Education Attainment**

#### **Chief Executives (11-1011)**

Determine and formulate policies and provide overall direction of companies or private and public sector organizations within guidelines set up by a board of directors or similar governing body. Plan, direct, or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers.

**Sample job titles:** Chief Diversity Officer (CDO), Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Nursing Officer, Chief Operating Officer (COO), Executive Director, Executive Vice President (EVP), Operations Vice President (Operations VP)

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Work Experience: Five years or more*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 19%*

#### **General and Operations Managers (11-1021)**

Plan, direct, or coordinate the operations of public or private sector organizations, overseeing multiple departments or locations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. Usually manage through subordinate supervisors. Excludes First-Line Supervisors.

**Sample job titles:** Business Manager, General Manager (GM), Operations Director, Operations Manager, Plant Superintendent, Store Manager

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Work Experience: Five years or more*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 34%*

**Administrative Services and Facilities Managers (11-3011)**

Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, and other office support services.

**Sample job titles:** Administrative Coordinator, Administrative Director, Administrative Manager, Administrative Officer, Administrator, Business Administrator, Business Manager, Facilities Manager

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Work Experience: Less than five years*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 35%*

**Social and Community Service Managers (11-9151)**

Plan, direct, or coordinate the activities of a social service program or community outreach organization. Oversee the program or organization's budget and policies regarding participant involvement, program requirements, and benefits. Work may involve directing social workers, counselors, or probation officers.

**Sample job titles:** Adoption Services Manager, Child Welfare Services Director, Children's Service Supervisor, Clinical Services Director, Community Services Director, Psychiatric Social Worker Supervisor, Social Services Director, Transitional Care Director, Vocational Rehabilitation Administrator

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Work Experience: Less than five years*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 19%*

**Compliance Officers (13-1041)**

Examine, evaluate, and investigate eligibility for or conformity with laws and regulations governing contract compliance of licenses and permits, and perform other compliance and enforcement inspection and analysis activities not classified elsewhere.

**Sample job titles:** Driver Examiner, Driver License Agent, Driver License Examiner, Examiner, License Examiner, License Registration Examiner, Licensing Analyst, Motor Vehicle Clerk, Public Service Representative (PSR), Transportation Services Representative (TSR)

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Work Experience: Between one and twelve months on-the-job training*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 26%*



### **Management Analysts (13-1111)**

Conduct organizational studies and evaluations, design systems and procedures, conduct work simplification and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants.

**Sample job titles:** Administrative Analyst, Business Analyst, Employment Programs Analyst, Management Analyst, Management Consultant, Organizational Development Consultant, Program Management Analyst, Quality Control Analyst

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Work Experience: Less than five years*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 16%*

### **Urban and Regional Planners (19-3051)**

Develop comprehensive plans and programs for the use of land and physical facilities of jurisdictions, such as towns, cities, counties, and metropolitan areas.

**Sample job titles:** City Planner, Community Development Planner, Community Planner, Development Technician, Housing Development Specialist, Neighborhood Planner, Planner, Planning Consultant, Planning Technician, Regional Planner

*Entry-Level Educational Requirement: Master's degree*

*Training Requirement: None*

*Work Experience: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 0%*

### **Eligibility Interviewers, Government Programs (43-4061)**

Determine eligibility of persons applying to receive assistance from government programs and agency resources, such as welfare, unemployment benefits, social security, and public housing.

**Sample job titles:** Business Employment Specialist, Case Manager, Eligibility Examiner, Eligibility Specialist, Housing Specialist, Medicaid Analyst, Program Eligibility Specialist, Work Force Advisor, Workforce Services Representative (WSR)

*Entry-Level Educational Requirement: High school diploma or equivalent*

*Training Requirement: Between one and twelve months on-the-job training*

*Work Experience: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 40%*

**Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (43-6014)**

Perform routine administrative functions such as drafting correspondence, scheduling appointments, organizing and maintaining paper and electronic files, or providing information to callers.

**Sample job titles:** Administrative Assistant (Admin Assistant), Administrative Clerk, Administrative Secretary (Admin Secretary), Administrative Specialist (Admin Specialist), Administrative Support Assistant (ASA), Administrative Technician, Department Secretary, Office Assistant, Secretary, Staff Assistant

*Entry-Level Educational Requirement: High school diploma or equivalent*

*Training Requirement: Less than one month on-the-job training*

*Work Experience: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 46%*

**Office Clerks, General (43-9061)**

Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring knowledge of office systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing or word processing, office machine operation, and filing.

**Sample job titles:** Administrative Clerk (Admin Clerk), Clerical Aide, Clerical Assistant, Clerk, General Clerk, Office Assistant, Office Clerk, Office Services Specialist, Office Support Assistant

*Entry-Level Educational Requirement: High school diploma or equivalent*

*Training Requirement: Less than one month on-the-job training*

*Work Experience: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 45%*

## Appendix: Methodology

Job advertisement data is limited to the information provided by employers and the ability of artificial intelligence search engines to identify this information. Additionally, preliminary calculations by Georgetown Center on Education and the Workforce found that "just 30 to 40 percent of openings for candidates with some college or an associate degree, and only 40 to 60 percent of openings for high school diploma holders appear online" (Carnevale et al., 2014). Online job advertisements often do not reveal employers' hiring intentions; it is unknown if employers plan to hire one or multiple workers from a single online job ad or collect resumes for future hiring needs. A closed job ad may not be the result of a hired worker.

Table 1. 2020 to 2025 job growth, wages, entry-level education, training, and work experience required for the public administration occupational group in the public sector

Occupation (SOC)	2020 Public Sector Jobs	% of Total Jobs in Public Sector	5-Year Change (New Jobs)	5-Year % Change (New Jobs)	Entry-Experienced Hourly Wage (10 <sup>th</sup> to 90 <sup>th</sup> percentile)	Median Hourly Wage (50 <sup>th</sup> percentile)	Average Annual Earnings	Entry-Level Education & On-The-Job-Training	Work Experience Required
Office Clerks, General (43-9061)	5,590	19%	72	1%	\$12.98 to \$25.58	\$17.70	\$39,300	High school diploma or equivalent & Less than 1 month	None
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (43-6014)	5,398	28%	(134)	(2%)	\$13.01 to \$30.12	\$20.65	\$55,000	High school diploma or equivalent & Less than 1 month	None
Eligibility Interviewers, Government Programs (43-4061)	2,452	94%	162	7%	\$18.63 to \$31.32	\$24.17	\$50,900	High school diploma or equivalent & 1-12 months	None
Compliance Officers (13-1041)	1,407	51%	97	4%	\$21.51 to \$53.60	\$35.17	\$76,100	Bachelor's degree & 1-12 months	None
General and Operations Managers (11-1021)	1,386	7%	92	0%	\$23.84 to \$100.01	\$47.43	\$118,500	Bachelor's degree & None	5 years or more
Management Analysts (13-1111)	1,197	18%	153	2%	\$15.68 to \$102.78	\$38.42	\$106,200	Bachelor's degree & None	Less than 5 years
Administrative Services and Facilities Managers (11-3011)	835	29%	49	2%	\$24.04 to \$80.76	\$47.01	\$103,600	Bachelor's degree & None	Less than 5 years
Urban and Regional Planners (19-3051)	653	92%	57	8%	\$27.39 to \$63.09	\$45.30	\$93,500	Master's degree & None	None
Social and Community Service Managers (11-9151)	438	21%	33	2%	\$18.87 to \$60.29	\$34.46	\$77,000	Bachelor's degree & None	Less than 5 years
Chief Executives (11-1011)	390	14%	(5)	(0%)	\$18.59 to \$173.19	\$77.35	\$185,600	Bachelor's degree & None	5 years or more
<b>Public Sector Total</b>	<b>87,625</b>	<b>23%</b>	<b>576</b>	<b>3%</b>	-	-	-	-	-

Source: Emsi 2021.3

Table 2. 2020 to 2025 job growth, wages, entry-level education, training, and work experience required for the public administration occupational group in all industries

Occupation (SOC)	2020 Jobs	5-Year Change (New Jobs)	5-Year % Change (New Jobs)	Annual Openings (New + Replacement Jobs)	Entry-Experienced Hourly Wage (10 <sup>th</sup> to 90 <sup>th</sup> percentile)	Median Hourly Wage (50 <sup>th</sup> percentile)	Average Annual Earnings	Entry-Level Education & On-The-Job-Training	Work Experience Required
Office Clerks, General (43-9061)	28,911	975	3%	3,411	\$12.98 to \$25.58	\$17.70	\$39,300	High school diploma or equivalent & Less than 1 month	None
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive (43-6014)	19,383	(3)	(0%)	2,012	\$13.01 to \$30.12	\$20.65	\$44,000	High school diploma or equivalent & Less than 1 month	None
General and Operations Managers (11-1021)	18,703	1,648	9%	1,771	\$23.84 to \$100.01	\$47.43	\$118,500	Bachelor's degree & None	5 years or more
Management Analysts (13-1111)	6,853	430	6%	678	\$15.68 to \$102.78	\$38.42	\$106,200	Bachelor's degree & None	Less than 5 years
Administrative Services and Facilities Managers (11-3011)	2,871	220	8%	265	\$24.04 to \$80.76	\$47.01	\$103,600	Bachelor's degree & None	Less than 5 years
Compliance Officers (13-1041)	2,775	221	8%	263	\$21.51 to \$53.60	\$35.17	\$76,100	Bachelor's degree	None
Chief Executives (11-1011)	2,697	59	2%	180	\$18.59 to \$173.19	\$77.35	\$185,600	Bachelor's degree & None	5 years or more
Eligibility Interviewers, Government Programs (43-4061)	2,604	188	7%	272	\$18.63 to \$31.32	\$24.17	\$50,900	High school diploma or equivalent & 1-12 months	None
Social and Community Service Managers (11-9151)	2,114	370	17%	243	\$18.87 to \$60.29	\$34.46	\$77,000	Bachelor's degree & None	Less than 5 years
Urban and Regional Planners (19-3051)	714	64	9%	71	\$27.39 to \$63.09	\$45.30	\$93,500	Master's degree & None	None
<b>Total</b>	<b>87,625</b>	<b>4,172</b>	<b>5%</b>	<b>9,166</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Source: Emsi 2021.3