

# LABOR MARKET ANALYSIS

FOR PROGRAM RECOMMENDATION



CENTERS OF EXCELLENCE  
FOR LABOR MARKET RESEARCH

## CUSTOMER SERVICE MANAGEMENT IN THE GLOBAL ENVIRONMENT IN THE GREATER SACRAMENTO REGION

North (Greater Sacramento)  
Center of Excellence

FEBRUARY 2022

# TABLE OF CONTENTS

Summary.....	3
Introduction.....	4
Occupational Demand.....	5
Wages.....	6
Job Postings.....	7
Occupations and Job Titles.....	7
Employers.....	8
Certifications, Skills, and Experience.....	8
Education and Training.....	11
Educational Supply.....	12
Community College Supply.....	12
Other Postsecondary Supply.....	13
Findings.....	14
Recommendations.....	15
Appendix A. Methodology and Sources.....	16

***If, for any reason, this document is not accessible or if you have specific needs for readability, please contact us, and we will do our utmost to accommodate you with a modified version. To make a request, contact Ebony J. Benzing by phone at (916) 563-3215 or by email at [Ebony.Benzing@losrios.edu](mailto:Ebony.Benzing@losrios.edu).***

## SUMMARY

---

The North (Greater Sacramento) 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 North (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 - jobs 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. Lowered skilled occupations are rarely considered in this type of analysis due to the lessened barriers for entry-level work, such as no formal education and on-the-job training requirements.

Key findings include:

- The North (Greater Sacramento) subregion held 21,111 customer service management jobs in 2020.
- Over the next five years, customer service management jobs are projected to have 2,493 annual openings in the North (Greater Sacramento) subregion.
- Wage data shows that customer service management occupations earn \$1 to \$5 above the subregion's living wage of \$14.53 per hour.
- North (Greater Sacramento) community colleges conferred an average of 108 awards (certificates and associate degrees) in business management (TOP 0506.00) programs over the last three academic years (2018-19 through 2020-21).

Recommendations include:

- The North (Greater Sacramento) Center of Excellence recommends moving forward with the program.

# INTRODUCTION

---

The North (Greater Sacramento) 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:

- These middle-skill occupations require more education and training beyond a high school diploma but less than a four-year degree:
  - Customer Service Representatives (43-4051)
- Students who transfer and earn a four-year degree could pursue the following high-skill occupations:
  - Managers, All Other (11-9199)
    - Occupational demand and wage data for Managers, All Other is included in the Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other Occupation. For this report, the Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other occupation will be shortened to "Managers, All Other."

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 Management (0506.00)

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

- Business Administration and Management, General. (52.0201)

# OCCUPATIONAL DEMAND

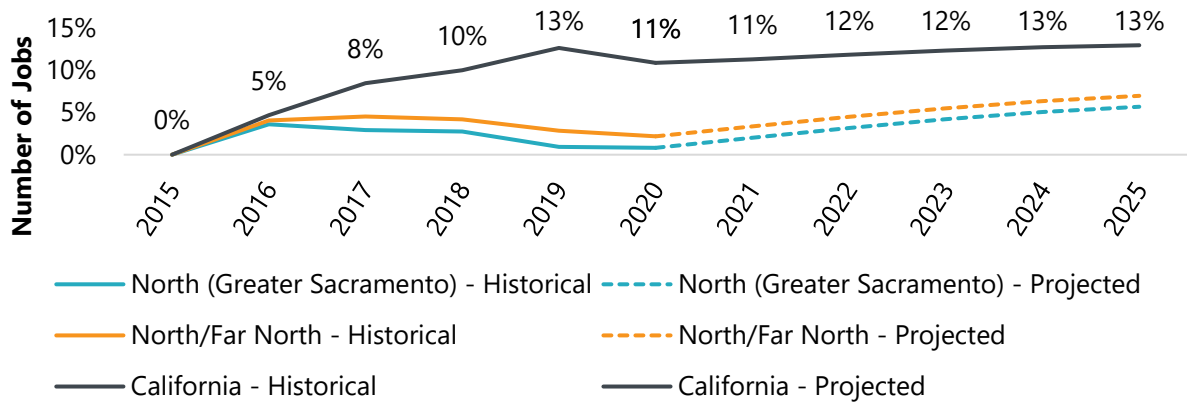
Exhibit 1 summarizes the five-year projected job growth for middle-skill and high-skill occupations in the North, North/Far North, and California.

**Exhibit 1. Employment and projected demand, 2020-2025**

Occupation	2020 Jobs	2025 Jobs	2020-2025 Change	2020-2025 % Change	2020-2025 Annual Openings
Managers, All Other	7,848	8,403	555	7%	696
Customer Service Representatives	13,264	13,726	462	3%	1,797
<b>North (Greater Sacramento)</b>	<b>21,111</b>	<b>22,128</b>	<b>1,017</b>	<b>5%</b>	<b>2,493</b>
Managers, All Other	10,349	11,049	699	7%	910
Customer Service Representatives	16,206	16,751	545	3%	2,200
<b>North/Far North</b>	<b>26,555</b>	<b>27,800</b>	<b>1,244</b>	<b>5%</b>	<b>3,110</b>
Managers, All Other	144,807	151,087	6,280	4%	12,016
Customer Service Representatives	204,162	204,425	263	0%	26,615
<b>California</b>	<b>348,970</b>	<b>355,513</b>	<b>6,543</b>	<b>2%</b>	<b>38,631</b>

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.

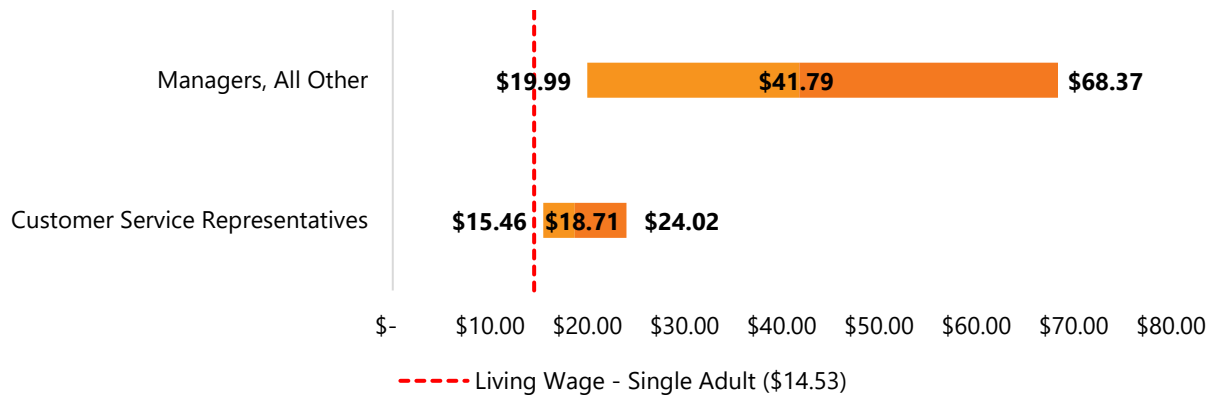
**Exhibit 2. Changes in employment, 2015-2025**



## WAGES

Exhibit 3 compares the entry-level, median, and experienced wages for the selected occupations to the North (Greater Sacramento) living wage for a single adult - \$14.53 per hour.<sup>1</sup>

**Exhibit 3. Comparison of wages by occupation, 2020**



<sup>1</sup> 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 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 COE identified 14,021 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 February 1, 2021, to January 31, 2022.

## 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
Customer Service Representatives	7,268	52%
Managers, All Other	6,753	48%
<b>Total Job Postings</b>	<b>14,021</b>	<b>100%</b>

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

### Exhibit 5. Top jobs titles

Job Title	Job Postings	Share of Job Postings
Customer Service Representative	1,244	9%
Project Manager	409	3%
Customer Service Associate	277	2%
Cashier/Customer Service	268	2%
Customer Service	238	2%
Project Coordinator	202	1%
Service Advisor	139	1%

Job Title	Job Postings	Share of Job Postings
Program Manager	137	1%
Call Center Representative	104	1%
Customer Service Specialist	90	1%

## Employers

Exhibit 6 shows the top 10 employers with the most job postings for the selected occupations. All job postings included an employer.

### Exhibit 6. Employers with the most job postings

Employer	Job Postings	Share of Job Postings
Anthem Blue Cross	248	2%
University Of California	136	1%
Walgreens Boots Alliance Inc.	119	1%
University of California, Davis	111	1%
Deloitte	106	1%
Pacific Gas and Electric Company	102	1%
Golden Credit Union	101	1%
Blue Cross Blue Shield of California	98	1%
State Farm Insurance Companies	89	1%
FedEx	88	1%

## Certifications, Skills, and Experience

Exhibit 7 shows the most relevant certifications requested by employers for the selected occupations. Seventy-one percent (n = 9,973) of job postings did not include certification information.



### Exhibit 7. Most in-demand certifications

Certification	Job Postings	Share of Job Postings
Project Management Certification	814	6%
Project Management Professional (PMP)	612	4%

Exhibit 8 shows the top 10 skills across three categories for the studied occupations: specialized, human-centered, and technical skills. Customer service skills are emphasized across skill types, ranging from customer service to teamwork/collaboration and customer relationship management.

### Exhibit 8. Most in-demand specialized skills

Top 10 Specialized Skills	Top 10 Human Skills	Top 10 Technical Skills
Customer Service	Communication Skills	Microsoft Excel
Scheduling	Teamwork / Collaboration	Microsoft Office
Project Management	Problem Solving	Microsoft Word
Budgeting	Organizational Skills	Microsoft PowerPoint
Customer Contact	Microsoft Excel	Microsoft Project
Sales	Detail-Oriented	Microsoft Outlook
Staff Management	Planning	Word Processing
Cleaning	Microsoft Office	Customer Relationship Management (CRM)
Retail Industry Knowledge	Multi-Tasking	Salesforce
Customer Billing	Writing	SAP

Exhibit 9 shows employers' minimum level of education for job postings for the selected occupations. Forty-four percent (n = 6,114) of job postings did not include a preferred education level.

**Exhibit 9. Employer-preferred minimum education levels**

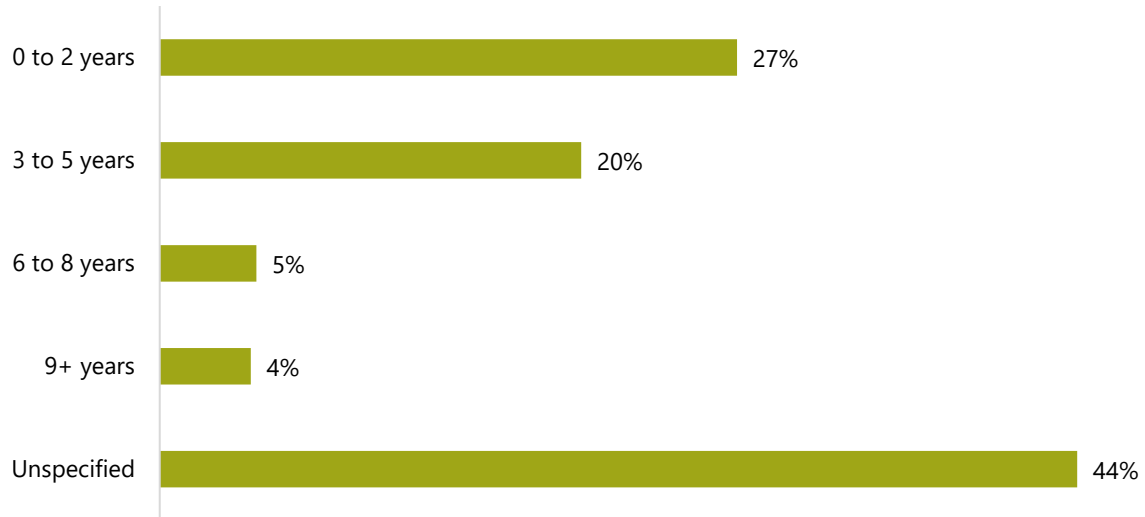
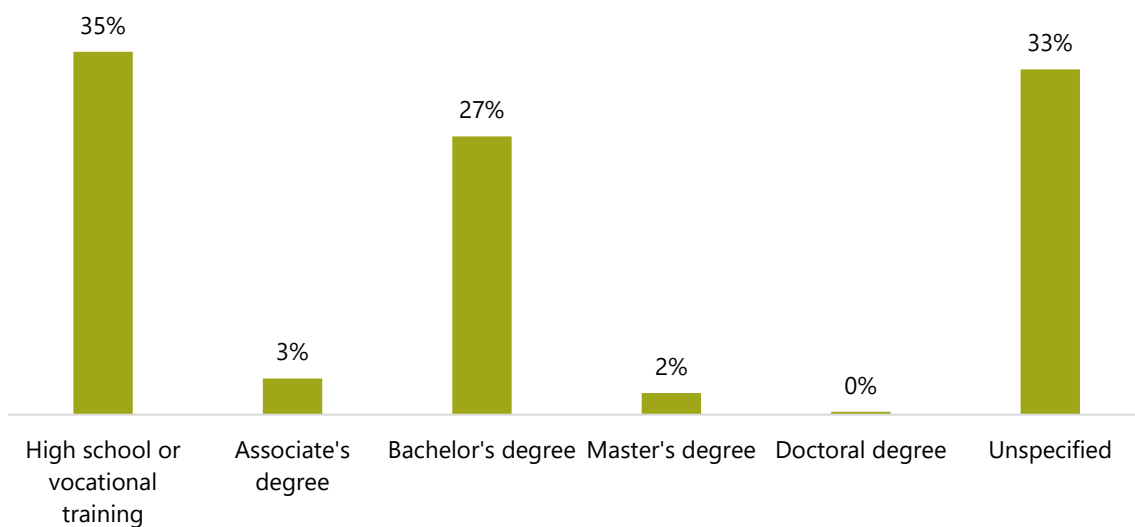


Exhibit 10 shows the experience levels required by employers for job postings for the selected occupations. Thirty-three percent (n = 4,623) of job postings did not include a preferred education level.

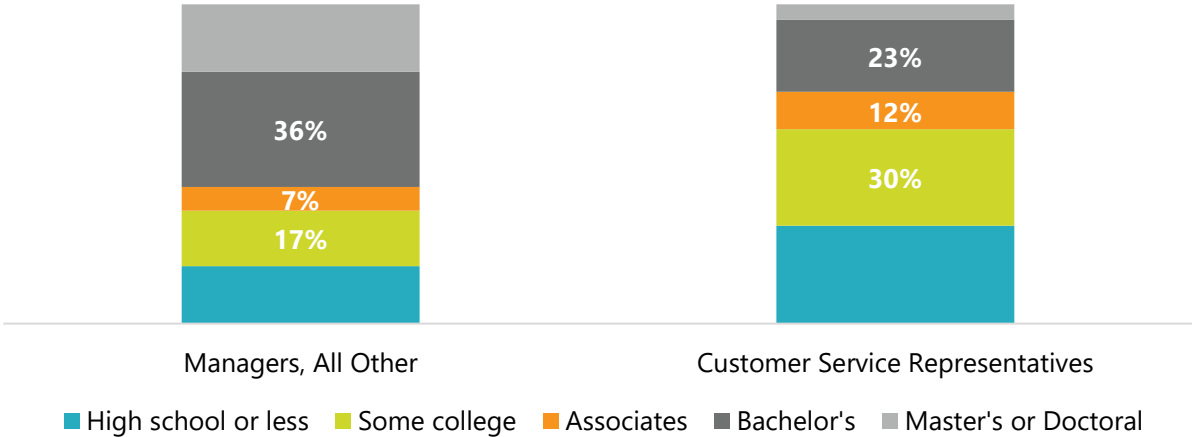
**Exhibit 10. Employer-preferred experience levels**



# EDUCATION AND TRAINING

The U.S. Census Bureau and Bureau of Labor Statistics collected data on education achieved by workers employed in occupations. Exhibit 11 shows the national-level educational attainment of the current workforce in the selected occupations.

**Exhibit 11. 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 12 shows the skill level and entry-level job requirements for the selected occupations.

**Exhibit 12. Typical education, work experience, and on-the-job training requirements**

Occupation	Typical Entry-level Education	Work Experience Required	On-the-job Training Required
Managers, All Other	Bachelor's degree	Less than five years	None
Customer Service Representatives	High school diploma or equivalent	None	Short-term on-the-job training

## 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 13 shows the TOP and CIP codes for educational programs related to the selected occupations.

**Exhibit 13. TOP and CIP codes for training programs related to the selected occupations**

TOP Programs and Codes	Aligned CIP Programs and Codes
Business Management (0506.00)	Business Administration and Management, General (52.0201)

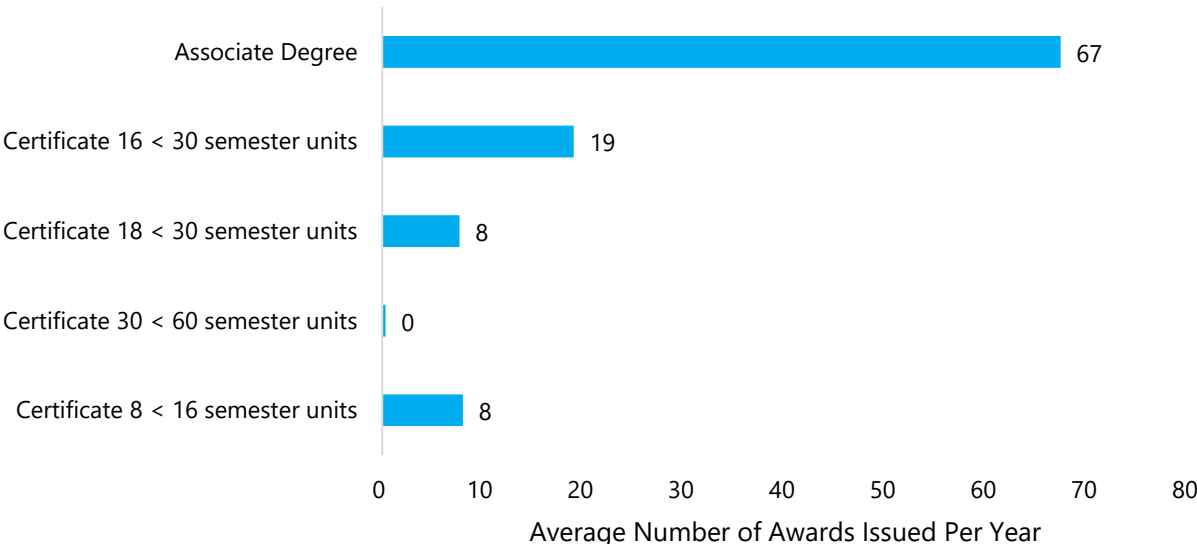
### Community College Supply

Exhibits 14 and 15 compare the average number of certificates and degrees conferred in selected community college programs over the last three academic years.

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

Program - TOP Code	College	Annual Awards 2018-19	Annual Awards 2019-20	Annual Awards 2020-21	3-Yr Annual Awards Average
Business Management (0506.00)	American River	31	16	36	28
	Cosumnes River	8	2	2	4
	Folsom Lake	18	0	30	16
	Lake Tahoe	2	1	1	1
	Sacramento City	10	8	10	9
	Sierra	29	39	31	33
	Woodland	8	5	7	7
	Yuba	11	7	12	10
	<b>Grand Total</b>	<b>117</b>	<b>78</b>	<b>129</b>	<b>108</b>

**Exhibit 15. Annual average community college awards by type, 2017-18 through 2019-20**



**Other Postsecondary Supply**

Exhibit 16 compares the average number of degrees non-community college training providers conferred in the North (Greater Sacramento) subregion over the last three academic years. Please note that non-community college data lags by one year.

**Exhibit 16. Other postsecondary awards by program, 2016-17 through 2018-19**

Program - CIP Code	College	Annual Awards 2017-18	Annual Awards 2018-19	Annual Awards 2019-20	3-Yr Annual Awards Average
Business Administration and Management, General (52.0201)	CSU Sacramento (Bachelor’s Degree)	1,020	1,019	1,007	1,015
	William Jessup (Bachelor's Degree)	72	66	59	66
<b>Grand Total</b>		<b>1,092</b>	<b>1,085</b>	<b>1,066</b>	<b>1,081</b>

## FINDINGS

---

- This report focuses on two occupations in customer service management, including customer service representatives and managers, all others.
- The North (Greater Sacramento) subregion held 21,111 customer service management jobs in 2020.
- Customer service manager jobs are projected to increase by 5% over the next five years, adding 1,017 new jobs to the subregion by 2025. Jobs for customer service management are projected to grow faster in the North (Greater Sacramento) subregion than in California.
- Over the next five years, customer service management jobs are projected to have 2,493 annual openings in the North (Greater Sacramento) subregion.
- Wage data shows that customer service management occupations earn \$1 to \$5 above the subregion's living wage of \$14.53 per hour.
- According to real-time labor market information, there were about 14,021 online job postings for customer service management occupations between February 1, 2021, and January 31, 2022. Job postings were near evenly split between customer service representatives and managers, all others.
- Customer service skills are emphasized across skill categories, ranging from customer service as a specialized skill to communication skills as a top human-centered skill. Customer relationship management and Salesforce skills were among the top 10 desired technical skills.
- Between 24% and 42% of incumbent workers in the studied occupations have educational attainment levels consistent with community college offerings (some college or associate degrees).
- All North (Greater Sacramento) community colleges offer degrees and certificates in programs related to customer service management. Together, these programs conferred an average of 108 awards (certificates and associate degrees) in business management (TOP 0506.00) programs over the last three academic years (2018-19 through 2020-21).
- Local non-community college postsecondary training providers also offer training related to the studied occupations. Between 2017-18 and 2019-20, non-community college training providers conferred an average of 1,081 bachelor degrees in business administration and management programs over the last three years. Please note that non-community college awards data lags by one year.

# RECOMMENDATIONS

---

- Based on a three-year average of annual awards in North (Greater Sacramento) subregion customer service management programs and projected yearly openings, the supply gap analysis shows that the region seems to have room for additional training.
  - Together, community colleges and other postsecondary training providers issued an average of 1,189 awards over the last three years.
  - There are 2,493 projected annual openings for customer service management jobs.
- The North (Greater Sacramento) Center of Excellence recommends moving forward with the program.

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

## APPENDIX A. METHODOLOGY AND SOURCES

---

This report identified Occupations 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 2021.4; QCEW Employees, Non-QCEW Employees, and Self-Employed.

<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#>.

Integrated Postsecondary Education Data System (IPEDS). National Center for Education Statistics. U.S. Department of Education. <https://nces.ed.gov/ipeds/>.

"Labor Insight Real-Time Labor Market Information Tool." Burning Glass Technologies.

<http://www.burning-glass.com>.

Labor Market Information Division. California Employment Development Department.

<https://labormarketinfo.edd.ca.gov/>.

Management Information Systems (MIS) Data Mart. California Community Colleges Chancellor's Office. <https://datamart.cccco.edu/>.

Occupational Employment Statistics (OES). Bureau of Labor Statistics.

<https://www.bls.gov/oes/home.htm>.

O\*NET OnLine. U.S. Department of Labor/Employment and Training Administration (DOL ETA).

<https://www.onetonline.org/>.

Self-Sufficiency Standard Tool for California. The University of Washington.

<http://www.selfsufficiencystandard.org/>

"Taxonomy of Programs." California Community Colleges Chancellor's Office. June 2012, 6<sup>th</sup> 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.aspx](https://www.coecc.net/Us/Divisions/Educational-Services-and-Support/Academic-Affairs/What-we-do/Curriculum-and-Instruction-Unit/Files/TOPmanual6200909corrected12513pdf.aspx)

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

© 2021 California Community Colleges Chancellor's Office,  
Centers of Excellence for Labor Market Research, Economic and  
Workforce Development Program



CENTERS OF EXCELLENCE  
FOR LABOR MARKET RESEARCH

FOR MORE INFORMATION,  
PLEASE CONTACT:

Ebony J. Benzing, Research  
Manager

North (Greater Sacramento)  
Center of Excellence

[Ebony.Benzing@losrios.edu](mailto:Ebony.Benzing@losrios.edu)