

**Program Endorsement Brief: 0506.00/Business Management**  
**Associate of Science Degree for Human Resources**  
**Certificate of Achievement for Human Resources**  
 Orange County Center of Excellence, August 2022

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**Summary Analysis**

<b>Program Endorsement:</b>	<b>Endorsed:</b> All Criteria Met <input type="checkbox"/>	<b>Endorsed:</b> Some Criteria Met <input checked="" type="checkbox"/>	<b>Not</b> Endorsed <input type="checkbox"/>
<b>Program Endorsement Criteria</b>			
<b>Supply Gap:</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/> ( <i>Supply Met</i> )	
<b>Living Wage:</b> (Entry-Level, 25 <sup>th</sup> )	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
<b>Education:</b>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
<b>Emerging Occupation(s)</b>			
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	

The Orange County Center of Excellence for Labor Market Research (COE) prepared this report to provide Los Angeles/Orange County regional labor market supply and demand data related to four human resources occupations. To illuminate which occupations are immediately accessible to community college graduates, these human resources occupations have been divided into middle-skill and above middle-skill occupations. Middle-skill occupations typically require some postsecondary education, but less than a bachelor’s degree.<sup>1</sup>

The occupations included in the middle-skill human resources occupation group are: *payroll and timekeeping clerks* (43-3051), and *human resources assistants, except payroll and timekeeping* (43-4161). The occupations in the above middle-skill human resources group are: *human resources manager* (11-3121) and *human resources specialists* (13-1071). This report is intended to help determine whether there is demand in the local labor market that is not being met by the supply from community college programs that align with the relevant occupations.

Based on the available data, there does not appear to be a supply gap for these middle-skill human resources occupations in the region; however, the oversupply is within the COE’s acceptable margin (25% over or under the number of annual job openings) and is therefore considered “supply met” rather than a “supply gap”. Additionally, nearly half of current workers in the field have completed some college or an associate degree as their highest level of education. However, the majority of annual openings for these middle-skill human resources occupations have entry-level wages below the living wage in Orange County. **Therefore, due to some of the criteria being met, the COE endorses this proposed program.** Detailed reasons include:

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<sup>1</sup> The COE classifies middle-skill jobs as the following:

- All occupations that require an educational requirement of some college, associate degree or apprenticeship;
- All occupations that require a bachelor’s degree, but also have more than one-third of their existing labor force with an educational attainment of some college or associate degree; or
- All occupations that require a high school diploma or equivalent or no formal education, but also require short- to long-term on-the-job training where multiple community colleges have existing programs.

## Demand:

- **Supply Gap Criteria** – Over the next five years, there is projected to be **1,091 middle-skill human resources jobs available annually** in the region due to new job growth and replacements, **which is less than the 1,237 awards conferred annually** by educational institutions in the region.
  - However, the labor market information suggests that the **supply has been met for these human resources occupations within the LA/OC region** since the average number of annual awards (supply) is within the COE's 25% margin of annual job openings (demand).
  - Additionally, **supply is overstated because business management programs train for a variety of occupations and not solely human resources.**
- **Living Wage Criteria** – Within Orange County, **all annual job openings** for these middle-skill human resources occupations **have entry-level wages below the county's living wage** (\$20.63/hour).<sup>2</sup>
- **Educational Criteria** – Within the LA/OC region, **60% of the annual job openings** for these middle-skill human resources occupations **typically require a high school diploma.**
  - However, the national-level educational attainment data indicates **between 40.1% and 47.7% of workers in the field have completed some college or an associate degree as their highest level of education.**

## Supply:

- There are **22 community colleges** in the LA/OC region that issue awards related to business management, conferring an average of **1,070 awards annually** between 2017 and 2020.
  - Since there is not a separate TOP code dedicated to human resources, the **supply data for business management (0506.00) is overstated for human resources occupations.**
- Between 2016 and 2019, there was an average of **167 awards conferred annually** in related training programs by non-community college institutions throughout the region.

## Occupational Demand

Exhibit 1 shows the five-year occupational demand projections for the middle-skill group of human resources occupations. In Los Angeles/Orange County, the number of jobs related to these occupations is projected to decrease by 5% through 2025. However, there will be nearly 1,100 job openings per year through 2025 due to retirements and workers leaving the field.

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<sup>2</sup> Living wage data was pulled from California Family Needs Calculator on 8/10/2022. For more information, visit the California Family Needs Calculator website: <https://insightcced.org/2018-family-needs-calculator/>.

**Exhibit 1: Middle-skill occupational demand in Los Angeles and Orange Counties<sup>3</sup>**

Geography	2020 Jobs	2025 Jobs	2020-2025 Change	2020-2025 % Change	Annual Openings
Los Angeles	7,889	7,494	(395)	(5%)	788
Orange	3,041	2,905	(136)	(4%)	303
<b>Total</b>	<b>10,929</b>	<b>10,399</b>	<b>(530)</b>	<b>(5%)</b>	<b>1,091</b>

Exhibit 2 shows the five-year occupational demand projections for the above middle-skill group of human resources occupations. In Los Angeles/Orange County, the number of jobs related to these occupations is projected to increase by 4% through 2025. There will be more than 3,500 job openings per year through 2025 due to retirements and workers leaving the field.

**Exhibit 2: Above middle-skill occupational demand in Los Angeles and Orange Counties**

Geography	2020 Jobs	2025 Jobs	2020-2025 Change	2020-2025 % Change	Annual Openings
Los Angeles	24,474	25,423	949	4%	2,474
Orange	10,412	10,854	442	4%	1,056
<b>Total</b>	<b>34,886</b>	<b>36,277</b>	<b>1,391</b>	<b>4%</b>	<b>3,530</b>

**Wages**

The labor market endorsement in this report considers the entry-level hourly wages for all of the human resources occupations in this report (middle-skill and above middle-skill) in Orange County as they relate to the county’s living wage. Los Angeles County wages are included below in order to provide a complete analysis of the LA/OC region. Detailed wage information, by county, is included in Appendix A.

**Orange County—** All annual openings for the middle-skill human resources occupations have typical entry-level wages below the living wage for one adult (\$20.63 in Orange County). Typical entry-level hourly wages for these middle-skill occupations are in a range between \$16.87 and \$19.87. Experienced workers in these middle-skill occupations can expect to earn wages between \$27.45 and \$30.57, which are higher than the living wage estimate. Orange County’s average wages are below the average statewide wage of \$19.63 for these middle-skill occupations.

All annual openings for the above middle-skill occupations have entry-level wages above the living wage. Typical entry-level hourly wages for the above middle-skill occupations are in a range between \$24.54 and \$44.63. Experienced workers in these above middle-skill occupations can expect to earn wages between \$41.99 and \$69.71. Orange County’s average wages are below the average statewide wage of \$31.78 for these above middle-skill occupations.

**Los Angeles County—** A majority (60%) of annual openings for the middle-skill human resources occupations have typical entry-level wages above the living wage for one adult (\$18.10 in Los

<sup>3</sup> Five-year change represents new job additions to the workforce. Annual openings include new jobs and replacement jobs that result from retirements and separations.

Angeles County). Typical entry-level hourly wages for these middle-skill occupations are in a range between \$17.45 and \$20.53. Experienced workers in these middle-skill occupations can expect to earn wages between \$28.40 and \$31.64, which are higher than the living wage estimate. Los Angeles County's average wages are nearly equivalent to the average statewide wage of \$19.63 for these middle-skill occupations.

All annual openings for the above middle-skill occupations have entry-level wages above the living wage. Typical entry-level hourly wages for the above middle-skill occupations are in a range between \$26.56 and \$48.53. Experienced workers in these above middle-skill occupations can expect to earn wages between \$44.80 and \$85.71. Los Angeles County's average wages are nearly equivalent to the average statewide wage of \$31.78 for these above middle-skill occupations.

### **Job Postings**

There were 8,093 online job postings related to these middle-skill human resources occupations listed in the past 12 months. The highest number of job postings were for human resources assistants, payroll specialists, payroll administrators, payroll clerks, and payroll coordinators. The top skills were payroll processing, auditing, accounting, payroll systems, and data entry. The top three employers, by number of job postings, in the region were Robert Half, AppleOne, and Citrus Valley Health Partners.

There were 33,979 online job postings related to the above middle-skill human resources occupations listed in the past 12 months. The highest number of job postings were for human resources generalists, human resources managers, and recruiters. The top skills were talent acquisition, human resources information system (HRIS), and employee relations. The top three employers, by number of job postings, in the region were: Robert Half, Aston Carter, and Randstad.

### **Educational Attainment**

The Bureau of Labor Statistics (BLS) lists the following typical entry-level education for these human resources occupations:

- **Bachelor's degree:** *human resources managers (11-3121); human resources specialists (13-1071)*
- **Associate degree:** *human resources assistants, except payroll and timekeeping (43-4161)*
- **High school diploma or equivalent:** *payroll and timekeeping clerks (43-3051)*

In the LA/OC region, the majority of annual job openings (60%) for middle-skill human resources occupations typically require a high school diploma or equivalent. However, the national-level educational attainment data indicates between 40.1% and 47.7% of middle-skill human resources workers in the field have completed some college or an associate degree. Of the 75% of middle-skill human resources job postings listing a minimum education requirement in Los Angeles/Orange County, 40% (2,394) requested a high school diploma, 39% (2,374) requested a bachelor's degree and 14% (1,154) requested an associate degree.

## Educational Supply

**Community College Supply**—Exhibit 3 shows the three-year average number of awards conferred by community colleges in the related TOP code: Business Management (0506.00). The colleges with the most completions in the region are: Cerritos, Mt. San Antonio, and Coastline. Over the past 12 months, there were two other related program recommendation requests from regional community colleges.

It is important to note that there is not a dedicated TOP code for human resources programs and the majority of human resources programs across the state are coded under Business Management (0506.00). However, since this TOP codes trains for many types of business occupations and not solely human resources occupations, the supply data is overstated.

**Exhibit 3: Regional community college awards (certificates and degrees), 2016-2019**

TOP Code	Program	College	2016-2017 Awards	2017-2018 Awards	2018-2019 Awards	3-Year Award Average
0506.00	Business Management	Cerritos	405	456	516	459
		Citrus	1	2	0	1
		Compton	2	3	0	2
		East LA	26	29	18	24
		El Camino	23	23	33	26
		Glendale	10	9	13	11
		LA City	15	18	39	24
		LA Mission	4	3	1	3
		LA Pierce	0	3	2	2
		LA Valley	30	33	36	33
		Long Beach	22	21	29	24
		Mt San Antonio	161	202	145	169
		Santa Monica	18	23	0	14
		<b>LA Subtotal</b>	<b>717</b>	<b>825</b>	<b>832</b>	<b>792</b>
		Coastline	71	84	72	76
		Cypress	6	6	3	5
		Fullerton	11	11	12	11
		Golden West	8	20	8	12
		Irvine	9	3	14	9
		N. Orange Adult	24	27	36	29
		Orange Coast	51	40	16	36
		Santa Ana	81	64	71	72
		Santiago Canyon	42	17	24	28
<b>OC Subtotal</b>	<b>303</b>	<b>272</b>	<b>256</b>	<b>278</b>		
<b>Supply Total/Average</b>			<b>1,020</b>	<b>1,097</b>	<b>1,088</b>	<b>1,020</b>

**Non-Community College Supply**—For a comprehensive regional supply analysis, it is also important to consider the supply from other institutions in the region that provide training programs for human resources occupations. Exhibit 4 shows the annual and three-year average number of awards conferred by these institutions in the related Classification of Instructional Programs (CIP) Code: Human Resources Management/Personnel Administration, General (52.1011). Due to different data collection periods, the most recent three-year period of available data is from 2016 to 2019. Between 2016 and 2019, four-year colleges in the region conferred an average of 167 awards annually in related training programs.

**Exhibit 4: Regional non-community college awards, 2014-2017**

CIP Code	Program	College	2016-2017 Awards	2017-2018 Awards	2018-2019 Awards	3-Year Award Average
52.1001	Human Resources Management/Personnel Administration, General	Brandman University	38	20	15	24
		DeVry University-California	1	1	0	1
		GDS Institute	8	6	0	5
		Trident University International	39	35	29	34
		University of Phoenix-California	120	114	76	103
<b>Supply Total/Average</b>			<b>206</b>	<b>176</b>	<b>120</b>	<b>167</b>

**Appendix A: Occupational demand and wage data by county**

**Exhibit 5. Orange County**

Occupation (SOC)	2020 Jobs	2025 Job	5-Yr Change	5-Yr % Change	Annual Openings	Entry-Level Hourly Earnings (25th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75th Percentile)
Payroll and Timekeeping Clerks (43-3051)	1,859	1,738	(121)	(7%)	185	\$19.87	\$25.98	\$30.57
Human Resources Assistants, Except Payroll and Timekeeping (43-4161)	1,182	1,168	(15)	(1%)	118	\$16.87	\$21.50	\$27.45
<b>Middle-Skill Subtotal</b>	<b>3,041</b>	<b>2,905</b>	<b>(136)</b>	<b>(4%)</b>	<b>303</b>			
Human Resources Managers (11-3121)	2,228	2,236	8	0.4%	180	\$47.45	\$65.31	\$83.40
Human Resources Specialists (13-1071)	8,184	8,618	434	5%	876	\$24.94	\$31.65	\$41.99
<b>Above Middle-Skill Subtotal</b>	<b>10,412</b>	<b>10,854</b>	<b>442</b>	<b>4%</b>	<b>1,056</b>			
<b>Total</b>	<b>13,453</b>	<b>13,759</b>	<b>307</b>	<b>2%</b>	<b>1,359</b>			

### Exhibit 6. Los Angeles County

Occupation (SOC)	2020 Jobs	2025 Job	5-Yr Change	5-Yr % Change	Annual Openings	Entry-Level Hourly Earnings (25th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75th Percentile)
Payroll and Timekeeping Clerks (43-3051)	4,786	4,435	(350)	(7%)	475	\$20.53	\$26.87	\$31.64
Human Resources Assistants, Except Payroll and Timekeeping (43-4161)	3,103	3,058	(44)	(1%)	313	\$17.45	\$22.25	\$28.40
<b>Middle-Skill Subtotal</b>	<b>7,889</b>	<b>7,494</b>	<b>(395)</b>	<b>(5%)</b>	<b>788</b>			
Human Resources Managers (11-3121)	5,523	5,541	18	0.3%	454	\$48.53	\$67.01	\$85.71
Human Resources Specialists (13-1071)	18,951	19,882	930	5%	2,020	\$26.56	\$33.75	\$44.80
<b>Above Middle-Skill Subtotal</b>	<b>24,474</b>	<b>25,423</b>	<b>949</b>	<b>4%</b>	<b>2,474</b>			
<b>Total</b>	<b>32,362</b>	<b>32,916</b>	<b>554</b>	<b>2%</b>	<b>3,262</b>			

### Exhibit 7. Los Angeles and Orange Counties

Occupation (SOC)	2020 Jobs	2025 Jobs	5-Yr Change	5-Yr % Change	Annual Openings
Payroll and Timekeeping Clerks (43-3051)	6,644	6,173	(471)	(7%)	660
Human Resources Assistants, Except Payroll and Timekeeping (43-4161)	4,285	4,226	(59)	(1%)	431
<b>Middle-Skill Subtotal</b>	<b>10,929</b>	<b>10,399</b>	<b>(530)</b>	<b>(5%)</b>	<b>1,091</b>
Human Resources Managers (11-3121)	7,750	7,777	27	0%	634
Human Resources Specialists (13-1071)	27,135	28,500	1,364	5%	2,896
<b>Above Middle-Skill Subtotal</b>	<b>34,886</b>	<b>36,277</b>	<b>1,391</b>	<b>4%</b>	<b>3,530</b>
<b>Total</b>	<b>45,815</b>	<b>46,676</b>	<b>861</b>	<b>2%</b>	<b>4,621</b>

#### Appendix B: Sources

- O\*NET Online
- Labor Insight/Jobs (Burning Glass)

- Economic Modeling Specialists, International (Emsi)
- Bureau of Labor Statistics (BLS)
- Employment Development Department, Labor Market Information Division, OES
- California Community Colleges Chancellor's Office Management Information Systems (MIS)
- California Family Needs Calculator, Insight Center for Community Economic Development
- Chancellor's Office Curriculum Inventory (COCI 2.0)

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