CENTER OF EXCELLENCE FOR LABOR MARKET RESEARCH
LOS ANGELES

Labor Market Analysis: 0506.50 – Retail Store Operations and Management
52.0212 – Retail Management
Retail Management – Certificate of Achievement
Los Angeles Center of Excellence, October 2026

Program Endorsement:	**Endorsed: All Criteria Met** ☒	**Endorsed: Some Criteria Met** ☐	**Not Endorsed** ☐

Program Endorsement Criteria		
Supply Gap:	Yes ☑ *(See below)*	No ☐
Living Wage: (Entry-Level, 25th)	Yes ☑	No ☐
Education:	Yes ☑	No ☐
Emerging Occupation(s)		
Yes ☐		No ☑

SUMMARY

This report analyzes whether local labor market demand is being met by community college programs aligned with the identified middle-skill occupations[1] or whether a shortage of workers exists. Labor market demand is measured by annual job openings while education supply is measured by the number of awards (degrees and certificates) conferred on average each year.

Based on the available data, there appears to be a slight supply gap for the two identified middle-skill occupations in the region. While the number of awards conferred is slightly smaller than the number of job openings, the talent supply is within the COE's acceptable margin (the number of awards issued is 25% over or under the number of annual openings) and is therefore considered "supply met" rather than a "supply gap." For this reason, real-time labor market data is included in this report as well – to provide a more nuanced view of the regional job market for middle-skill retail management occupations. Furthermore, the majority of annual openings have entry-level wages that exceed the self-sufficiency standard wage in both Los Angeles and Orange counties, and more than one-third of current workers in the field have completed an associate degree or less educational attainment.

Recommendation: Due to all three program endorsement criteria being met, the Los Angeles Center of Excellence for Labor Market Research (LA COE) endorses this proposed program.

[1] Middle-skill occupations typically require some postsecondary education, but less than a bachelor's degree. 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.

Key Findings

Supply Gap

- 13,528 annual job openings are projected in the region through 2030. This number is slightly greater than the three-year average of 12,867 awards conferred by educational institutions in the region.
    - Although there are slightly fewer awards conferred than job openings, the data suggests that the ***demand has been met for these occupations within the LA/OC region*** since the three-year average number of awards (supply) is within the COE's 25% margin of annual job openings (demand).
    - Over the past 12 months, there were **9,918 online job postings related to these target occupations within the retail trade industry sector (NAICS 44-45)**. The highest number of job postings were for assistant store managers, store managers, assistant managers, key holders, and shift supervisors.

Living Wage

- 65% of annual job openings for these retail management occupations have entry-level wages **above** Los Angeles County's self-sufficiency standard hourly wage ($24.03/hour).[2]

Educational Attainment

- 66% of the annual job openings typically require a bachelor's degree for middle-skill occupations related to retail management in the LA/OC region.
- 34%-38% of workers in the field have completed some college or an associate degree, according to national educational attainment data.

Community college supply

- 24 community colleges issued awards related to business management in the greater LA/OC region.
- 1,754 awards (degrees and certificates) were conferred on average each year between 2023 and 2025.

Other postsecondary supply

- 40 educational institutions in the LA/OC region have conferred awards in programs related to business administration and management over the past three years.
- 11,113 awards were conferred on average each year by other postsecondary institutions throughout the greater LA/OC region between 2022 and 2024.

TARGET OCCUPATIONS

LA COE prepared this report to provide regional labor market and postsecondary supply data related to two middle-skill occupations. Although *general and operations managers* typically require a bachelor's degree, they are considered middle-skill because more than one-third of workers in the field have completed some college or an associate degree as their highest level of educational attainment. For full occupation descriptions, please see Appendix.

[2] Center for Women's Welfare, University of Washington. (2024). *The self-sufficiency standard for California 2024.* http://selfsufficiencystandard.org/California.

- ***General and Operations Managers* (11-1021)**[3]
- ***First-Line Supervisors of Retail Sales Workers* (41-1011)**[4]

OCCUPATIONAL DEMAND

Exhibit 1 shows the five-year occupational demand projections for these middle-skill retail management occupations. In the greater Los Angeles/Orange County region, the number of jobs related to these occupations is projected to increase by 1% through 2030. There will be more than 13,500 job openings per year through 2030 due to job growth and replacements. The majority of jobs in 2025 for these middle-skill retail management occupations (72%) were located in Los Angeles County.

Exhibit 1: Current employment and occupational demand, Los Angeles and Orange counties[5]

Geography	2025 Jobs	2030 Jobs	2025-2030 Change	2025-2030 % Change	Annual Openings
Los Angeles	113,425	113,552	127	0%	9,648
Orange	44,081	44,899	818	2%	3,880
Total	**157,507**	**158,451**	**945**	**1%**	**13,528**

Detailed Occupation Data

Exhibit 2 displays the current employment and projected occupational demand for each of the target occupations in Los Angeles County. The average percentage of workers aged 55+ across all occupations in the Los Angeles/Orange County region is 26%; occupations with a larger share of workers aged 55 and older typically have greater replacement needs to offset the amount of impending retirements. On average, 81% of workers across all occupations in California are employed full-time. Occupations with a lower-than-average percentage of full-time workers may have less employment security but may see increased activity in the gig economy.

Exhibit 2: Detailed employment and occupational demand, Los Angeles County[6]

Occupation	2025 Jobs	2030 Jobs	5-Yr % Change	Annual Openings	% Aged 55 and older	% Full Time Workers
General and Operations Managers	77,612	78,961	2%	6,298	25%	100%
First-Line Supervisors of Retail Sales Workers	35,813	34,591	(3%)	3,350	25%	79%
Total	**113,425**	**113,552**	**0%**	**9,648**	**-**	**-**

[3] General and Operations Managers (bls.gov)
[4] First-Line Supervisors of Retail Sales Workers (bls.gov)
[5] Five-year change represents new job additions to the workforce. Annual openings include new jobs and replacement jobs that result from retirements and separations.
[6] Ibid.

WAGES

The labor market endorsement in this report considers the entry-level hourly wages for these retail management occupations in Los Angeles County as they relate to the county's self-sufficiency standard wage. Orange County wages are included below in order to provide a complete analysis of the greater Los Angeles/Orange County region.

Los Angeles County

The majority, 65%, of annual openings for retail management occupations have entry-level wages above the self-sufficiency standard wage for one adult ($24.03 in Los Angeles County). Typical entry-level hourly wages are in a range between $19.84 and $39.55. (Exhibit 3).

One occupation has entry-level wages above the self-sufficiency standard wage:

- *General and operations managers*, $39.55

Experienced workers can expect to earn wages between $30.60 and $89.93, which are higher than the self-sufficiency standard.

Exhibit 3: Earnings for occupations in Los Angeles County

Occupation	Entry-Level Hourly Earnings (25th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75th Percentile)	Median Annual Earnings*
General and Operations Managers	$39.55	$60.08	$89.93	$125,000
First-Line Supervisors of Retail Sales Workers	$19.84	$24.44	$30.60	$50,800

*Rounded to the nearest $100

Orange County

The majority, 69%, of annual openings for retail management occupations have entry-level wages above the self-sufficiency standard wage for one adult ($27.13 in Orange County). Typical entry-level hourly wages are in a range between $18.97 and $39.46 (Exhibit 4).

One occupation has entry-level wages above the self-sufficiency standard wage:

- *General and operations managers*, $39.46

Experienced workers can expect to earn wages between $29.15 and $89.51, which are higher than the self-sufficiency standard.

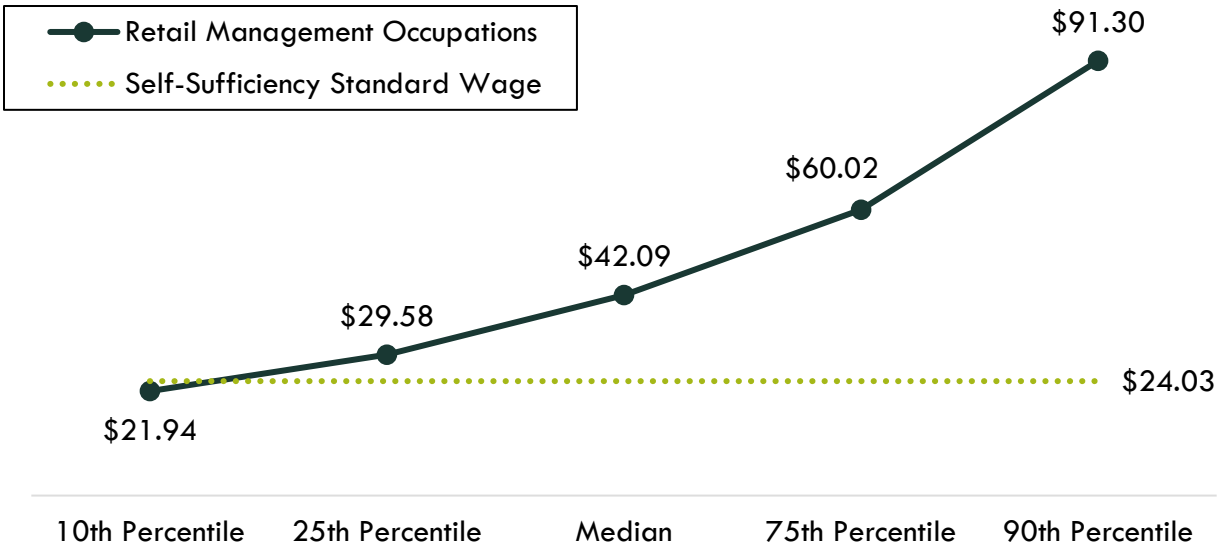
Exhibit 4: Earnings for occupations in Orange County

Occupation	Entry-Level Hourly Earnings (25th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75th Percentile)	Median Annual Earnings*
General and Operations Managers	$39.46	$59.87	$89.51	$124,500
First-Line Supervisors of Retail Sales Workers	$18.97	$23.31	$29.15	$48,500

*Rounded to the nearest $100

Across the greater Los Angeles and Orange County region, the average entry-level hourly earnings for the occupations in this report are $29.58; this is above the living wage for one single adult in Los Angeles County ($24.03). Exhibit 5 shows the average hourly wage for the occupations in this report, for entry-level to experienced workers.

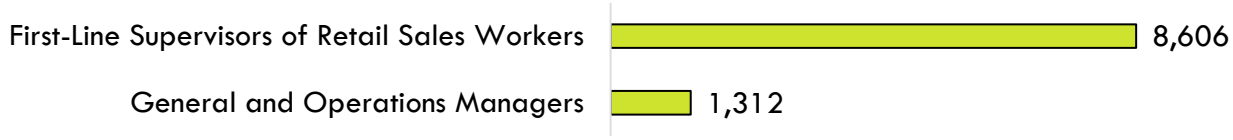
Exhibit 5: Average hourly earnings for target occupations, Los Angeles and Orange counties



JOB POSTINGS

There were 9,918 online job postings related to the target retail management occupations working in the retail trade industry sector (NAICS 44-45) listed in the past 12 months in Los Angeles and Orange counties. Exhibit 6 displays the number of job postings by occupation. The majority of job postings (87%) were for *first-line supervisors of retail sales workers*, followed by *general and operations managers* (13%).

Exhibit 6: Job postings by occupation (last 12 months), Los Angeles and Orange counties



Job postings were analyzed for the most common job titles, skills, and employers associated with the target occupations in this report (Exhibit 7).

Exhibit 7: Most commonly requested job titles, skills and employers in job postings, Los Angeles and Orange counties

Top Job Titles	Top Skills	Top Employers
• Assistant store managers • Store managers • Assistant managers • Key holders • Shift supervisors • Operations managers • Retail key holders	• Merchandising • Retail operations • Retail sales • Selling techniques • Visual merchandising • Product knowledge • Inventory management	• CVS Health • Sprouts Farmers Market • Dollar Tree • Abercrombie & Fitch • GameStop • Macy's • Nordstrom

In the greater Los Angeles/Orange County region, 47% of the target job postings listed a minimum educational requirement. Exhibit 8 details the number and percentage of job postings by educational level.

Exhibit 8: Education levels requested in job postings for target occupations, Los Angeles and Orange counties

Education Level	Job Postings	% of Job Postings
Bachelor's degree	766	16%
Associate degree	181	4%
High school diploma or vocational training	3,697	80%

EDUCATIONAL ATTAINMENT

In the greater Los Angeles/Orange County region, the majority of annual job openings (66%) typically require a bachelor's degree (Exhibit 9). However, the national-level data indicates between 34% and 38% of workers in the field have completed some college or an associate degree as their highest level of educational attainment. The Bureau of Labor Statistics (BLS) lists the following typical entry-level education levels for the occupations in this report:

Exhibit 9: Entry-level education preferred by employers nationally, Bureau of Labor Statistics

Occupation	Education Level
General and Operations Managers	Bachelor's degree
First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent

EDUCATIONAL SUPPLY

Community College Supply

Exhibit 10 shows the annual and three-year average number of awards conferred by community colleges in programs that have historically trained for the occupations of interest. The colleges with the most completions in the region are Cerritos, Mt. San Antonio, and Santiago Canyon. In the past three years, there have been no regional completions in the target TOP Code: Retail Store Operations and Management (0506.50).

Exhibit 10: Regional community college awards (certificates and degrees), 2023-2025

TOP Code	Program	College	2022-23 Awards	2023-24 Awards	2024-25 Awards	3-Year Average
0506.00	Business Management	Cerritos	469	1,526	1,115	1,037
		Citrus	-	2	5	2
		Compton	-	1	2	1
		East LA	14	23	20	19
		El Camino	40	31	42	38
		Glendale	22	28	23	24
		LA City	40	33	27	33
		LA Mission	3	4	7	5
		LA Pierce	9	9	9	9
		LA Valley	34	37	74	48
		Long Beach	26	43	38	36
		Mt San Antonio	157	192	226	192
		Pasadena	2	7	13	7
		Santa Monica	-	1	20	7
		LA Subtotal	**816**	**1,937**	**1,621**	**1,458**
		Coastline	40	36	30	35
		Cypress	3	1	-	1
		Fullerton	20	39	51	37
		Golden West	5	8	12	8
		Irvine	20	36	30	29
		N. Orange Continuing Ed.	-	37	38	25
		Orange Coast	2	-	8	3
		Saddleback	-	7	13	7
		Santa Ana	62	63	60	62
		Santiago Canyon	173	72	21	89
		OC Subtotal	**325**	**299**	**263**	**296**
		Supply Total/Average	**1,141**	**2,236**	**1,884**	**1,754**

Exhibit 11 displays the community college awards broken down by award type. In this case, the majority of awards issued by community colleges are certificates (82%).

Exhibit 11: Community college awards by award type, 2023-2025

Award Type	# of Awards	% of Awards
A.A./A.S. degrees	277	16%
Certificates	1,442	82%
Noncredit awards	35	2%
Total	**1,754**	**100%**

Other Postsecondary Supply

For a comprehensive regional supply analysis, it is important to consider the supply from other institutions in the region that provide training programs for business and retail management. Exhibit 12 shows the number of awards conferred by these institutions in relevant programs. Due to different data collection periods, the most recent data is from 2022 to 2024. Between 2022 and 2024, other postsecondary college institutions in the region conferred an average of 11,113 bachelor's and sub-baccalaureate awards. Sub-baccalaureate awards include associate degrees, postsecondary awards, and other academic awards that typically take fewer than four years to complete. In the past three years in the region, there were no awards conferred in the target CIP Code: Retail Management (52.0212).

Exhibit 12: Other regional postsecondary awards, 2022-2024

CIP Code	Program	Postsecondary Institution	2021-22 Awards	2022-23 Awards	2023-24 Awards	3-Year Average
52.0201	Business Administration and Management, General	Abraham Lincoln Univ.	1	-	1	1
		American Jewish Univ.	1	2	-	1
		Angeles College	16	-	-	5
		Azusa Pacific Univ.	82	79	53	71
		Bethesda University	14	22	27	21
		Biola University	106	111	108	108
		CSPU-Pomona	1,561	1,521	1,348	1,477
		CSU-Dominguez Hills	588	537	554	560
		CSU-Fullerton	2,164	2,066	2,198	2,143
		CSU-Long Beach	1,491	1,284	1,299	1,358
		CSU-Los Angeles	726	896	872	831
		CSU-Northridge	769	1,052	1,194	1,005
		Chapman University	453	422	414	430
		Concordia Univ.-Irvine	64	119	94	92
		Haven University	-	-	2	1
		Hope International University	39	38	42	40

CIP Code	Program	Postsecondary Institution	2021-22 Awards	2022-23 Awards	2023-24 Awards	3-Year Average
		InterCoast Colleges-West Covina	2	4	5	4
		Learnet Academy	6	7	-	4
		Life Pacific University	19	22	13	18
		LA Pacific College	1	5	17	8
		LA Pacific University	14	24	16	18
		Loyola Marymount University	41	55	59	52
		Mt. Saint Mary's Univ.	21	16	19	19
		Pacific College	-	-	1	0
		Pacific Oaks College	-	-	1	0
		Pacific States Univ.	4	-	-	1
		Pepperdine University	218	186	188	197
		Platt College-Anaheim	5	9	5	6
		Platt College-LA	6	3	1	3
		UC-Irvine	340	360	430	377
		University of La Verne	219	192	155	189
		Univ. of Mass. Global	303	294	216	271
		USC	832	-	-	277
		Univ. of the People	467	1,177	2,061	1,235
		University of the West	9	10	8	9
		Vanguard University of Southern California	50	53	72	58
		West Coast Univ.-OC	-	7	6	4
		Westcliff University	114	148	224	162
		Whittier College	39	64	38	47
		Woodbury University	8	10	10	9
		Supply Total/Average	**10,793**	**10,795**	**11,751**	**11,113**

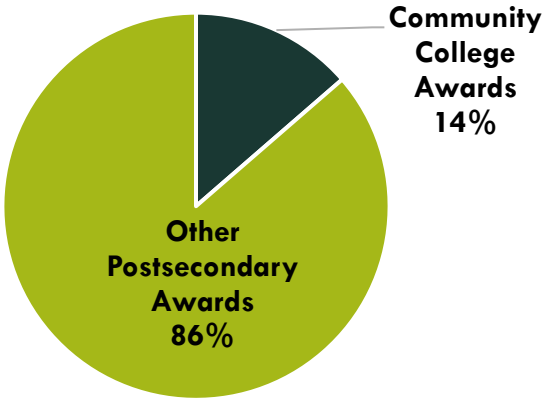
Exhibit 13 shows the breakdown of other postsecondary awards by award type. The majority of awards issued by other postsecondary schools are bachelor's degree (92%).

Exhibit 13: Other postsecondary awards by award type, 2022-2024

Award Type	# of Awards	% of Awards
Bachelor's degrees	10,213	92%
Sub-baccalaureate awards	900	8%
Total	**11,113**	**100%**

Exhibit 14 shows the proportion of community college awards conferred in the greater Los Angeles/Orange County region compared to the number of other postsecondary awards for the programs in this report. The majority of awards conferred in these programs are awarded by other institutions in the greater Los Angeles/Orange County region.

Exhibit 14: Percentage of community college awards compared to other postsecondary institution awards in the Los Angeles/Orange County region



APPENDIX: OCCUPATION DESCRIPTIONS

LA COE prepared this report to provide regional labor market supply and demand data related to these target occupations:

- ***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.[7]
- ***First-Line Supervisors of Retail Sales Workers* (41-1011)** Directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.[8]

[7] General and Operations Managers (bls.gov)
[8] First-Line Supervisors of Retail Sales Workers (bls.gov)

Contact information:
Luke Meyer, Director

Los Angeles Center of Excellence

Lmeyer7@mtsac.edu

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.

CENTER OF EXCELLENCE
FOR LABOR MARKET RESEARCH

POWERED BY
California Community Colleges

DATA SOURCES

- O*NET Online
- Lightcast (formerly Emsi)
- Bureau of Labor Statistics (BLS)
- California Employment Development Department, Labor Market Information Division, OES
- California Community Colleges Chancellor's Office Management Information Systems (MIS)
- Self-Sufficiency Standard at the Center for Women's Welfare, University of Washington
- Chancellor's Office Curriculum Inventory (COCI 2.0)

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.
© 2026 California Community Colleges Chancellor's Office,
Centers of Excellence for Labor Market Research, Economic and Workforce Development Program