

⚠ Endorsed: Caution Advised			
Program LMI Endorsement Criteria			
	Met <input type="checkbox"/>	Partially Met <input checked="" type="checkbox"/>	Not Met <input type="checkbox"/>
Supply Gap:	There are projected to be <b>1,298 annual job openings</b> throughout Los Angeles and Orange counties for these human resources occupations, which <b>is more than the 2,511 awards conferred by educational institutions</b> . However, these educational programs also prepare students for <b>24 other related occupations, which account for 47,716 additional annual job openings</b> . <i>Because this program trains for a variety of occupations with high demand, there is most likely an undersupply of labor for human resources occupations.</i>		
Self-Sufficiency Standard Living Wage <sup>1</sup> :	Met <input type="checkbox"/>	Partially Met <input type="checkbox"/>	Not Met <input checked="" type="checkbox"/>
	<b>All annual job openings</b> for these human resources occupations <b>have entry-level hourly wages below the OC living wage of \$27.13</b> .		
Education:	Met <input checked="" type="checkbox"/>	Partially Met <input type="checkbox"/>	Not Met <input type="checkbox"/>
	Although the majority (66%) of annual job openings for these middle-skill human resources occupations typically require a high school diploma, <b>between 35% and 47% of workers in the field have completed some college or an associate degree as their highest level of education</b> .		

### Summary

The Orange County Center of Excellence for Labor Market Research (OC COE) prepared this report to determine whether there is a supply gap in the Los Angeles and Orange counties regional labor market related to two occupations:

- Middle-Skill
  - *Payroll and Timekeeping Clerks (43-3051)*
  - *Human Resources Assistants, Except Payroll and Timekeeping (43-4161)*

Although the number of awards exceeds demand for these specific occupations, supply is likely overstated because related educational programs train for an additional 24 occupations. When considering the strong demand across these occupations, it is likely the region is experiencing a supply gap. Additionally, typical education requirements for these occupations align with a community college education. However, all annual job openings have entry-level wages below the Self-Sufficiency Standard living wage. **Therefore, due to some of the regional labor market criteria being met, the COE endorses this proposed program.**

<sup>1</sup> The living wage endorsement criteria in this report uses the University of Washington's Center for Women's Welfare Self-Sufficiency Standard, which the COE refers to as a living wage; Orange County's living wage of \$27.13, was last updated in March 2024.

Exhibit 1 lists the occupational demand, supply, typical entry-level education, and educational attainment for the middle-skill occupations included in this report.

### Exhibit 1: Labor Market Endorsement Summary

Occupation (SOC)	Demand (Annual Openings)	Supply (CC and Non-CC)	Entry-Level Hourly Earnings (25th Percentile)	Typical Entry-Level Education	Community College Educational Attainment
Payroll and Timekeeping Clerks (43-3051)	LA: 615 OC: 240 TTL: 856	<i>Accounted for Below</i>	OC: \$19.69	High school diploma or equivalent	47%
Human Resources Assistants, Except Payroll and Timekeeping (43-4161)	LA: 320 OC: 123 TTL: 443	LA: 1,896 OC: 615 TTL: 2,511	OC: \$22.87	Associate degree	35%
<b>Total</b>	<b>1,298</b>	<b>2,511</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

### Demand

- In Los Angeles and Orange counties, the number of jobs related to these human resources occupations is projected to decrease 6% through 2029, equating to 1,298 annual job openings.
- Hourly entry-level wages for these human resources occupations range from \$19.69 to \$22.87 in Orange County; all annual openings have entry-level wages below the Self-Sufficiency Standard living wage.
- There were 5,581 online job postings for these human resources occupations over the past 12 months. The highest number of postings were for payroll specialists, human resources assistants, and human resources coordinators.
- The typical entry-level education for these human resources occupations ranges from a high school diploma or equivalent to an associate degree.
- Between 35% and 47% of workers in the field have completed some college or an associate degree as their highest level of educational attainment.

### Supply

- Between 2021 to 2024, an average of 2,511 awards conferred by 29 community colleges for the middle-skill occupation in Los Angeles and Orange counties.
  - Community colleges conferred an average of 6,916 awards applicable towards the above middle-skill occupation.
- No awards were conferred by non-community colleges for the middle-skill occupation.
  - Non-community colleges conferred an average of 14,803 awards applicable towards the above middle-skill occupation.
- In the 2022-23 academic year, Orange County community college students that exited business management programs had a median annual wage of \$38,464 (\$18.49 per hour) post-exit, and 29% attained the regional living wage.

- In 2021-22, 74% of Orange County business management students that exited their programs reported working a job closely related to their field of study.

## Above Middle-Skill Occupations

Although the endorsement summary is based on occupations attainable at the community college level, including related above middle-skill occupations can help illustrate potential career pathways and emerging labor market trends. Since the related program may serve as a stepping-stone toward further education and training, the following above middle-skill occupation, which requires a bachelor's degree or higher, is included in this report:

- Above Middle-Skill – denoted with a caret (^) throughout this report.
  - *Human Resources Managers (11-3121)^*

Exhibit 2 lists the occupational demand, supply, typical entry-level education, and educational attainment for the above middle-skill occupations included in this report.

Exhibit 2: Labor Market Summary for Above Middle-Skill Occupation

Occupation (SOC)	Demand (Annual Openings)	Supply (CC and Non-CC)	Entry-Level Hourly Earnings (25th Percentile)	Typical Entry-Level Education	Community College Educational Attainment
Human Resources Managers (11-3121)^	LA: 519 OC: 207	LA: 14,629 OC: 7,090	OC: \$58.08	Bachelor's degree	18%
<b>Total</b>	<b>727</b>	<b>21,719</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

## Demand

### Occupational Projections

Exhibit 3 shows the annual percentage change in jobs for these human resources occupations from 2019 through 2029. Between 2019 and 2020, employment levels across Los Angeles and Orange counties declined sharply due to the broader economic impacts of the COVID-19 pandemic. There was growth from 2021 to 2022, but decreased in 2023. Beginning in 2024, job levels are projected to grow at a lower rate than all occupations through 2029.

Exhibit 3: Annual Percentage Change in Jobs for Human Resources Occupations, 2019-2029

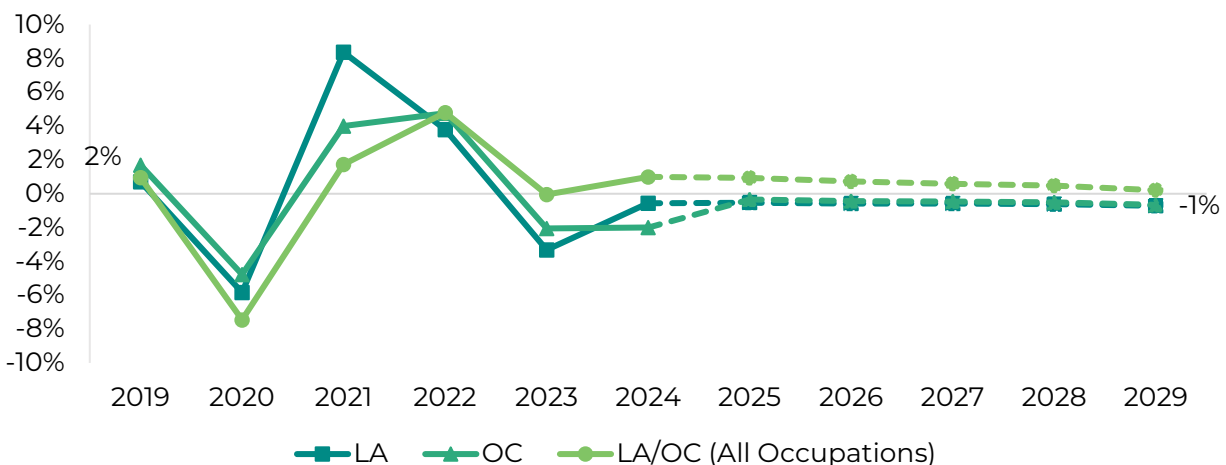


Exhibit 4 shows the five-year occupational demand projections for these middle-skill human resources occupations. In Los Angeles and Orange counties, the number of jobs related to these occupations is projected to decrease 6% through 2029. There is projected to be 1,298 available annually.

Exhibit 4: Middle-Skill Occupational Demand in Los Angeles and Orange Counties<sup>2</sup>

Geography	2024 Jobs	2029 Jobs	2024-2029 Change	2024-2029 % Change	Annual Openings
Los Angeles	9,108	8,586	(523)	(6%)	935
Orange	3,529	3,352	(177)	(5%)	363
<b>Total</b>	<b>12,637</b>	<b>11,938</b>	<b>(699)</b>	<b>(6%)</b>	<b>1,298</b>

Exhibit 5 shows the five-year occupational demand projections for these above middle-skill human resources occupations. In Los Angeles and Orange counties, the number of jobs related to this occupation is projected to increase 1% through 2029. There is projected to be 727 available annually.

Exhibit 5: Above-Middle Skill Occupational Demand in Los Angeles and Orange Counties

Geography	2024 Jobs	2029 Jobs	2024-2029 Change	2024-2029 % Change	Annual Openings
Los Angeles	6,735	6,785	49	1%	519
Orange	2,657	2,687	30	1%	207
<b>Total</b>	<b>9,393</b>	<b>9,472</b>	<b>79</b>	<b>1%</b>	<b>727</b>

## Wages

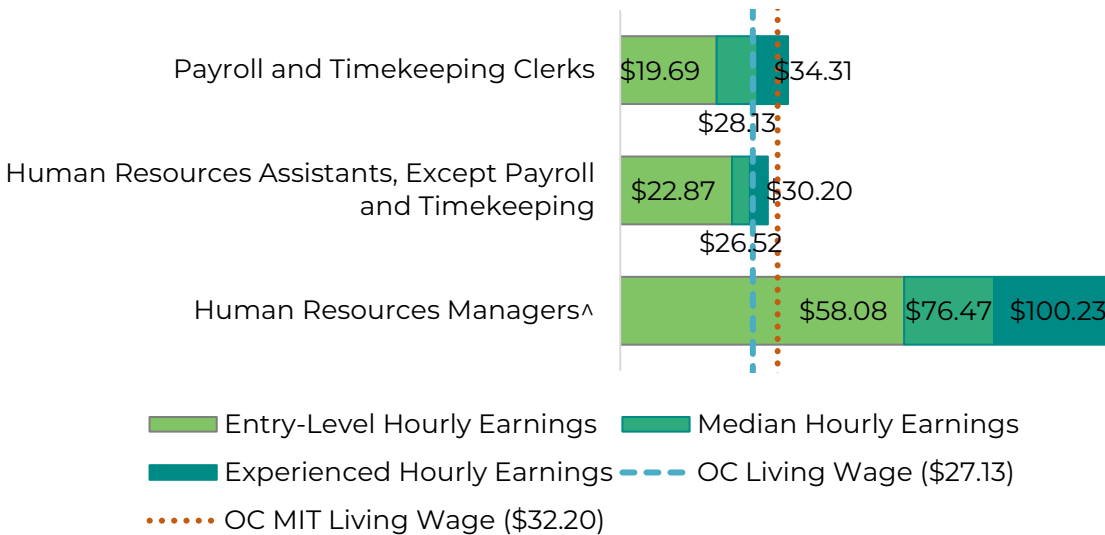
The labor market endorsement in this report considers the entry-level hourly wages for these human resources occupations in Orange County as they relate to the county's living wage. Los Angeles County wages are included below to provide a complete analysis of the LA/OC region.

In addition to the Self Sufficiency Standard living wage, data for the MIT Living Wage (updated on February 10, 2025) is provided as a reference. Currently, the MIT Living Wage in Orange County is \$32.20. Both figures account for geographic-specific costs of necessities such as housing, food, health care, and transportation to assess the cost of living, and are notated in the exhibits below.

In Orange County, all annual openings for these human resources occupations have entry-level wages below the Self-Sufficiency living wage of \$27.13 for a single adult. Entry-level wages range between \$19.69 and \$22.87. Exhibit 6 shows the wage range for each of these human resources occupations in Orange County and how they compare to the regional living wage, sorted from lowest to highest entry-level wage.

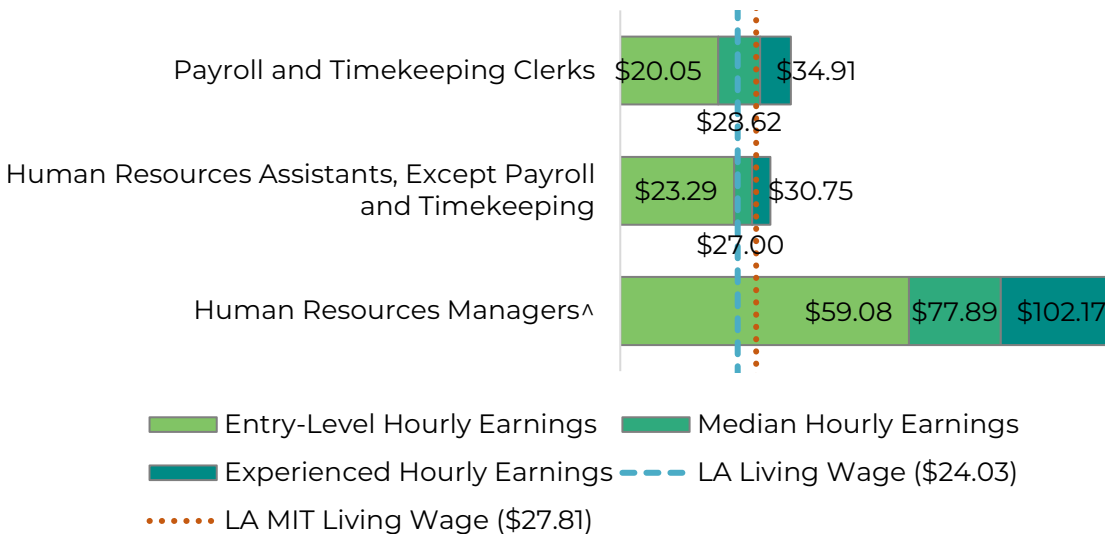
<sup>2</sup> Five-year change represents new job additions to the workforce. Annual openings include new jobs and replacement jobs that result from retirements and separations.

### Exhibit 6: Wages by Occupation in Orange County



In Los Angeles County, all annual openings for these human resources occupations have entry-level wages below the Self-Sufficiency living wage of \$24.03 for a single adult. Entry-level wages range between \$20.05 and \$23.29. Exhibit 7 shows the wage range for each of these human resources occupations in Los Angeles County and how they compare to the regional living wage, sorted from lowest to highest entry-level wage.

### Exhibit 7: Wages by Occupation in Los Angeles County



### Resilient Jobs and U.S. News & World Report Best Jobs

Exhibit 8 shows if each occupation is considered an Orange County Great Recession-Resilient, COVID-19 Pandemic Recession-Resilient Job, or a 2025 U.S. News & World Report (USN&WR) Best Job<sup>3</sup>. *Human resources managers^* and *payroll and timekeeping clerks* met the criteria to be considered a COVID-19 Pandemic Recession-Resilient Job. *Human resources assistants, except payroll and timekeeping* did not meet the criteria for any of these designations.

<sup>3</sup> "100 Best Jobs," U.S. News & World Report, accessed January 28, 2025, <https://money.usnews.com/careers/best-jobs/rankings/the-100-best-jobs>.

### Exhibit 8: Resilient Jobs and USN&WR Best Jobs Designations

Occupation	Great Recession-Resilient Job	COVID-19 Pandemic Recession-Resilient Job	2025 USN&WR Best Job
Human Resources Assistants, Except Payroll and Timekeeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources Managers^	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Payroll and Timekeeping Clerks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Job Postings

**Important Job Postings Data Note:** There are limitations when analyzing job postings. A single job posting may not represent a single job opening for a variety of reasons.

There were 9,690 online job postings related to these human resources occupations listed in the past 12 months. Exhibit 9 shows the number of job postings by occupation. Over 42% of job postings were for *human resources managers*^ and 32% of *human resources assistants, except payroll and timekeeping*.

### Exhibit 9: Number of Job Postings by Occupation (n=9,690)

Occupation	Job Postings	Percentage of Job Postings
Human Resources Managers	4,109	42%
Human Resources Assistants, Except Payroll and Timekeeping	3,091	32%
Payroll and Timekeeping Clerks	2,490	26%
<b>Total Postings</b>	<b>9,690</b>	<b>100%</b>

### Job Postings for Middle-Skill Occupation

The top job titles for these middle-skill human resources occupations in the region, by number of job postings, are shown in Exhibit 10.

### Exhibit 10: Top Job Titles by Number of Job Postings for Middle-Skill Occupation (n=5,581)

Job Titles	Job Postings	Percentage
Payroll Specialists	759	14%
Human Resources Assistants	688	12%
Human Resources Coordinators	379	7%
Payroll Clerks	286	5%
Payroll Administrators	258	5%
Payroll Coordinators	240	4%
Human Resources Administrators	181	3%
Human Resources Administrative Assistants	119	2%
Payroll Analysts	110	2%
Recruiting Coordinators	100	2%

The top employers for these middle-skill human resources occupations in the region, by number of job postings, are shown in Exhibit 11.

**Exhibit 11: Top Employers by Number of Job Postings for Middle-Skill Occupation (n=5,581)**

Employer	Job Postings	Percentage of Job Postings
Robert Half	326	6%
AppleOne	201	4%
Aston Carter	87	2%
Vaco	83	1%
Ledgent	37	1%
Roth Staffing Companies	36	1%
Ultimate Staffing	36	1%
Cv Resources	27	0%
Express Employment Professionals	23	0%
Aimbridge Hospitality	22	0%

The top specialized, soft, and computer skills for these middle-skill human resources occupations listed by those most frequently mentioned in job postings (denoted in parentheses) are shown in Exhibit 12.

**Exhibit 12: Top Skills by Number of Job Postings for Middle-Skill Occupation (n=5,581)**

Top Specialized Skills	Top Soft Skills	Top Computer Skills
Payroll Processing (1,816)	Communication (2,514)	Microsoft Excel (1,636)
Auditing (1,515)	Detail Oriented (2,450)	Microsoft Office (1,310)
Payroll Systems (1,145)	Microsoft Excel (1,636)	Payroll Systems (1,145)
Accounting (1,105)	Confidentiality (1,468)	Human Resources Information System (HRIS) (1,038)
Human Resources Information System (HRIS) (1,038)	Management (1,380)	Microsoft Outlook (837)
Data Entry (912)	Organizational Skills (1,364)	Microsoft PowerPoint (608)
Administrative Support (834)	Microsoft Office (1,310)	ADP Workforce Now (443)
Payroll Reporting (681)	Customer Service (1,244)	Microsoft Word (425)
Finance (676)	Operations (1,191)	Workday (Software) (318)
Payroll Policies and Processes (525)	Problem Solving (1,028)	Spreadsheets (300)

### Job Postings for Above Middle-Skill Occupation

The top job titles for these above middle-skill human resources occupations in the region, by number of job postings, are shown in Exhibit 13.

**Exhibit 13: Top Job Titles by Number of Job Postings for Middle-Skill Occupation (n=4,109)**

Job Titles	Job Postings	Percentage
Human Resources Managers	896	22%
Directors of Human Resources	419	10%

Human Resources Business Partners	397	10%
Directors/Human Resources Business Partners	80	2%
Talent Acquisition Managers	76	2%
Directors of Talent Acquisition	71	2%
Employee Relations Managers	67	2%
Vice Presidents of Human Resources	52	1%
People and Culture Managers	50	1%
Human Resources Supervisors	44	1%

The top employers for these above middle-skill human resources occupations in the region, by number of job postings, are shown in Exhibit 14.

**Exhibit 14: Top Employers by Number of Job Postings for Above Middle-Skill Occupation(n=4,109)**

Employer	Job Postings	Percentage of Job Postings
Robert Half	93	2%
Kroger	42	1%
AppleOne	37	1%
Northrop Grumman	26	1%
Amazon	25	1%
Disney	25	1%
NBC	22	1%
Vaco	22	1%
Aimbridge Hospitality	21	1%
ADP	20	0%

The top specialized, soft, and computer skills for these above middle-skill human resources occupations listed by those most frequently mentioned in job postings (denoted in parentheses) are shown in Exhibit 15.

**Exhibit 15: Top Skills by Number of Job Postings for Above Middle-Skill Occupation(n=4,109)**

Top Specialized Skills	Top Soft Skills	Top Computer Skills
Employee Relations (1,951)	Leadership (2,326)	Human Resources Information System (HRIS) (959)
Performance Management (1,401)	Communication (2,295)	Microsoft Office (795)
Labor Law (974)	Management (1,973)	Microsoft Excel (612)
Human Resources Information System (HRIS) (959)	Coaching (1,074)	Microsoft PowerPoint (457)
Human Resource Strategy (837)	Operations (1,059)	Microsoft Outlook (305)
Employee Engagement (833)	Problem Solving (1,040)	Workday (Software) (287)
Talent Management (738)	Business Administration (916)	Applicant Tracking Systems (242)
Talent Acquisition (727)	Investigation (823)	Microsoft Word (178)
Human Resource Management (724)	Training And Development (814)	Payroll Systems (123)

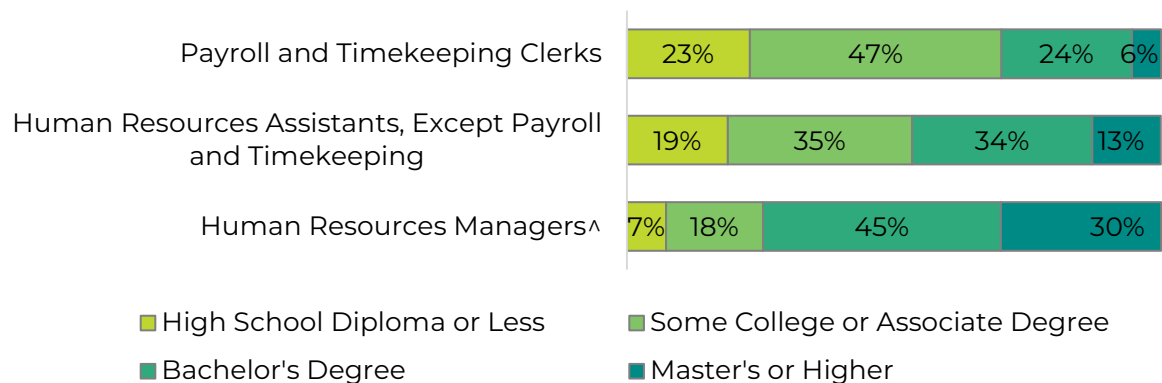


## Educational Attainment

The Bureau of Labor Statistics (BLS) lists high school diploma or equivalent for *payroll and timekeeping clerks*, an associate degree for *human resources assistants, except payroll and timekeeping*, and bachelor's degree for *human resources managers*<sup>^</sup>.

The national-level educational attainment data indicates between 18% and 47% of workers in the field have completed some college or an associate degree as their highest level of education. Exhibit 16 shows the educational attainment for each occupation, sorted by highest community college educational attainment to lowest.

Exhibit 16: National-level Educational Attainment for Occupations



## Requested Minimum Education Requirement

Of the cumulative job postings for these human resources occupations in Los Angeles and Orange counties that listed a minimum education requirement:

- 54% of Middle-Skill Occupations Job Postings
  - 58% (1,739) requested a high school diploma or associate degree
  - 42% (1,253) requested a bachelor's degree
- 71% of Above Middle-Skill Occupations Job Postings
  - 8% (243) requested a high school diploma or associate degree
  - 89% (2,619) requested a bachelor's degree

## Educational Supply

The following supply tables display the total supply for these middle-skill human resources occupations that align with these TOP and CIP codes and program needs.

### Community College Supply

Exhibit 17 shows the three-year average number of awards conferred by community colleges in the related TOP codes:

- Business Administration (0505.00)
- Business Management (0506.00)
- Office Technology/Office Computer Applications (0514.00)
- Labor and Industrial Relations (0516.00)

The colleges with the most completions Cerritos (1,111), followed by Pasadena (937), and Mt San Antonio (791). Over the past 12 months, there were two other related program recommendation requests from regional community colleges.

Exhibit 17: Regional Community College Awards (Certificates and Degrees), 2021-2024

TOP Code	Program	College	2021-2022 Awards	2022-2023 Awards	2023-2024 Awards	3-Year Award Average
0505.00	Business Administration	Cerritos	299	361	344	335
		Citrus	386	351	333	357
		Compton	22	22	26	23
		East LA	309	256	241	269
		El Camino	325	261	285	290
		Glendale	221	186	170	192
		LA City	112	104	76	97
		LA Harbor	68	75	51	65
		LA Mission	89	78	74	80
		LA Pierce	266	216	227	236
		LA Southwest	38	26	26	30
		LA Trade	32	0	5	12
		LA Valley	197	183	218	199
		Long Beach	296	292	281	290
		Mt San Antonio	281	373	449	368
		Pasadena	859	753	962	858
		Rio Hondo	254	248	228	243
		Santa Monica	370	301	381	351
		West LA	127	97	69	98
		Cerritos	299	361	344	335
		Citrus	386	351	333	357
		<b>LA Subtotal</b>	<b>4,551</b>	<b>4,183</b>	<b>4,446</b>	<b>4,393</b>
		Coastline	410	381	295	362

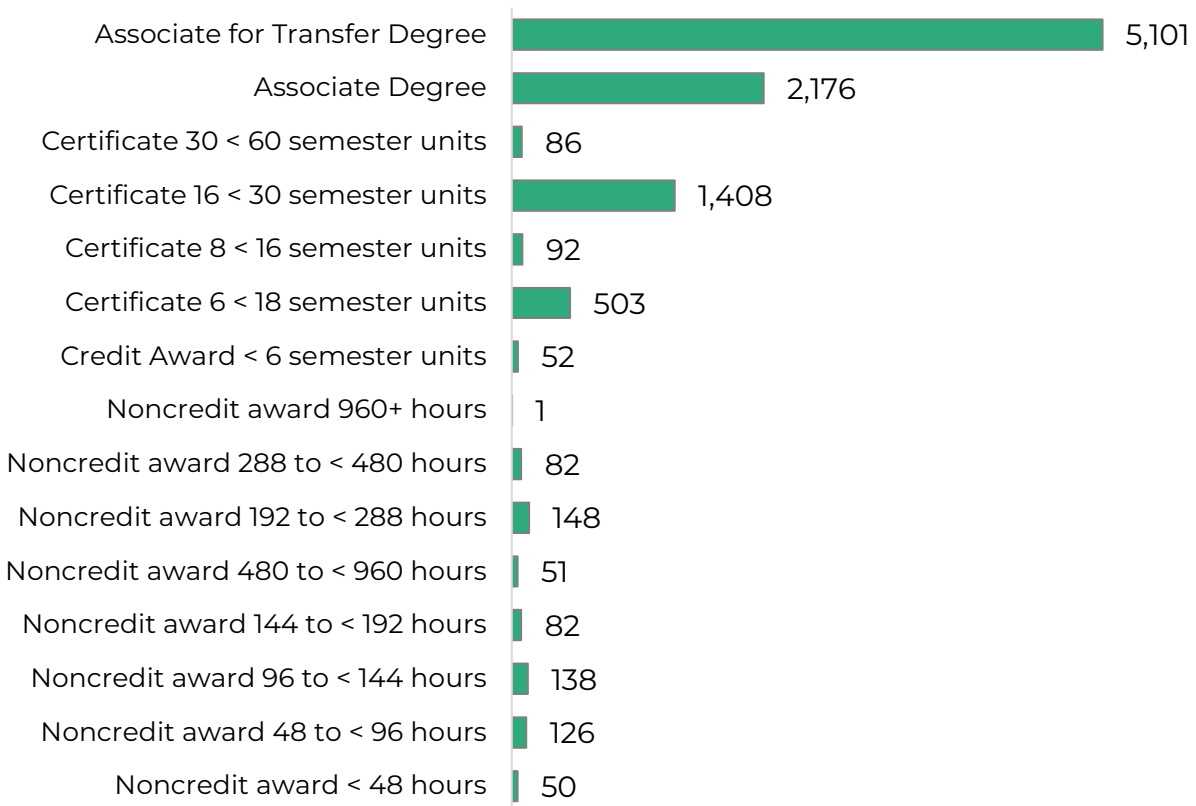
TOP Code	Program	College	2021- 2022 Awards	2022- 2023 Awards	2023- 2024 Awards	3-Year Award Average
		Cypress	206	226	208	213
		Fullerton	367	343	344	351
		Golden West	186	183	244	204
		Irvine	383	292	277	317
		Orange Coast	412	337	388	379
		Saddleback	327	398	372	366
		Santa Ana	187	174	158	173
		Santiago Canyon	143	150	143	145
		OC Subtotal	2,621	2,484	2,429	2,511
Supply Subtotal/Average			7,172	6,667	6,875	6,905
0506.00	Business Management	Cerritos	276	469	1,526	757
		Citrus	0	0	2	1
		Compton	0	1	1	1
		East LA	18	18	23	20
		El Camino	22	40	31	31
		Glendale	28	22	28	26
		LA City	16	40	33	30
		LA Mission	6	3	4	4
		LA Pierce	14	9	9	11
		LA Valley	39	34	37	37
		Long Beach	28	26	43	32
		Mt San Antonio	188	158	193	180
		Pasadena	0	2	7	3
		Santa Monica	0	0	1	0
		LA Subtotal	635	822	1,938	1,132
		Coastline	33	40	36	36
		Cypress	1	5	1	2
		Fullerton	19	20	39	26
		Golden West	13	10	8	10
		Irvine	23	20	36	26
		North Orange Adult	32	27	37	32
		Orange Coast	16	2	0	6
		Saddleback	0	0	7	2
		Santa Ana	39	62	63	55
		Santiago Canyon	25	173	72	90

TOP Code	Program	College	2021-2022 Awards	2022-2023 Awards	2023-2024 Awards	3-Year Award Average
		<b>OC Subtotal</b>	<b>201</b>	<b>359</b>	<b>299</b>	<b>286</b>
		<b>Supply Subtotal/Average</b>	<b>836</b>	<b>1,181</b>	<b>2,237</b>	<b>1,418</b>
0514.00	Office Technology/ Office Computer Applications	Cerritos	14	20	24	19
		Citrus	3	2	3	3
		East LA	47	17	43	36
		El Camino	1	2	3	2
		Glendale	53	94	38	62
		LA City	35	43	33	37
		LA Harbor	13	0	2	5
		LA Mission	17	16	7	13
		LA Pierce	66	38	64	56
		LA Swest	9	1	1	4
		LA Trade	24	14	17	18
		LA Valley	65	98	120	94
		Long Beach	92	74	58	75
		Mt San Antonio	233	210	285	243
		Pasadena	43	21	163	76
		Rio Hondo	9	0	3	4
		Santa Monica	11	8	15	11
		West LA	0	19	1	7
		<b>LA Subtotal</b>	<b>735</b>	<b>677</b>	<b>880</b>	<b>764</b>
		Coastline	0	0	11	4
		Cypress	5	3	1	3
		Golden West	0	0	4	1
		Irvine	12	11	3	9
		North Orange Adult	34	54	26	38
		Orange Coast	1	24	33	19
		Saddleback	4	46	70	40
		Santa Ana	130	133	204	156
		Santiago Canyon	100	42	35	59
		<b>OC Subtotal</b>	<b>286</b>	<b>313</b>	<b>387</b>	<b>329</b>
		<b>Supply Subtotal/Average</b>	<b>1,021</b>	<b>990</b>	<b>1,267</b>	<b>1,093</b>
0516.00	Labor and Industrial Relations	Citrus	0	0	3	1
		LA Trade	11	14	4	10
		<b>LA Subtotal</b>	<b>11</b>	<b>16</b>	<b>8</b>	<b>12</b>

TOP Code	Program	College	2021-2022 Awards	2022-2023 Awards	2023-2024 Awards	3-Year Award Average
		-	-	-	-	-
		<b>OC Subtotal</b>	-	-	-	-
<b>Supply Subtotal/Average</b>			<b>11</b>	<b>16</b>	<b>8</b>	<b>12</b>
<b>Supply Total/Average</b>			<b>9,040</b>	<b>8,854</b>	<b>10,387</b>	<b>9,427</b>

Exhibit 18 shows the annual average community college awards by type from 2021-22 to 2023-24. The plurality of the awards are for associate for transfer degree, followed by associate degree and certificate 16 less than 30 semester units.

### Exhibit 18: Annual Average Community College Awards by Type, 2021-2024



### Community College Student Outcomes

Exhibit 19 shows the Strong Workforce Program (SWP) metrics for business management programs in Coast Community College District (CCCD), the Orange County Region, and California. Of the 5,937 Orange County business management students in the 2023-24 academic year, 3% (191) attended an CCCD college.

CCCD students that exited business management programs in the 2022-23 academic year had higher median annual earnings (\$40,568 or \$19.50 per hour) compared to all business management students in Orange County (\$38,464 or \$18.49 per hour). A slightly higher percentage of CCCD business management students attained the living wage (31%) when compared to all business management students in Orange County (29%).

Exhibit 19: Business Management (0506.00) Strong Workforce Program Metrics, 2021-24<sup>4</sup>

SWP Metric	SOCCCD	OC Region	California
SWP Students	191	5,937	44,272
SWP Students Who Earned 9 or More Career Education Units in the District in a Single Year	52%	28%	39%
SWP Students Who Completed a Noncredit CTE or Workforce Preparation Course	Insufficient Data	76%	76%
SWP Students Who Earned a Degree or Certificate or Attained Apprenticeship Journey Status	35	188	3,025
SWP Students Who Transferred to a Four-Year Postsecondary Institution (2022-23)	16	358	2,810
SWP Students with a Job Closely Related to Their Field of Study (2021-22)	Insufficient Data	74%	73%
Median Annual Earnings for SWP Exiting Students (2022-23)	\$40,568 (\$19.50)	\$38,464 (\$18.49)	\$45,254 (\$21.76)
Median Change in Earnings for SWP Exiting Students (2022-23)	39%	38%	26%
SWP Exiting Students Who Attained the Living Wage (2022-23)	31%	29%	44%

### Non-Community College Supply

To comprehensively analyze the regional supply, it is crucial to include data from other institutions offering business management programs. Exhibit 20 displays the annual and three-year average awards granted by these institutions under the related Classification of Instructional Programs (CIP) code: Business Administration and Management, General (52.0201). No awards were under the related CIP code: Labor and Industrial Relations (52.1002).

The available data covers 2020 to 2023. During this period, non-community college institutions in the region conferred an average of 14,803 awards annually in related program.

Exhibit 20: Regional Non-Community College Awards, 2020-2023

CIP Code	Program	College	2020-2021 Awards	2021-2022 Awards	2022-2023 Awards	3-Year Award Average
52.0201	Business Administration and Management, General	Abraham Lincoln University	1	3	3	2
		America Evangelical University	8	9	2	6
		American Jewish University	5	1	2	3
		Angeles College	10	21	0	10
		Azusa Pacific University	142	182	151	158
		Bethesda University	57	39	39	45
		Biola University	120	106	111	112

<sup>4</sup> All SWP metrics are for 2023-24 unless otherwise noted.

	California Institute of Advanced Management	32	62	37	44
	California State Polytechnic University-Pomona	1,690	1,678	1,641	1,670
	California State University-Dominguez Hills	657	599	539	598
	California State University-Fullerton	2,504	2,289	2,194	2,329
	California State University-Long Beach	1,584	1,688	1,533	1,602
	California State University-Los Angeles	956	854	1,026	945
	California State University-Northridge	825	840	1,101	922
	Chapman University	535	526	439	500
	Claremont Graduate University	92	41	53	62
	Concordia University-Irvine	122	99	142	121
	Fremont University	15	3	6	8
	Haven University	0	3	2	2
	Hope International University	56	59	49	55
	InterCoast Colleges-West Covina	1	2	4	2
	Latin American Bible Institute	0	0	0	0
	Learnet Academy Inc	10	6	7	8
	Life Pacific University	17	19	22	19
	Los Angeles Pacific College	3	1	5	3
	Los Angeles Pacific University	16	27	52	32
	Loyola Marymount University	71	68	78	72
	Mount Saint Mary's University	33	21	16	23

	Pacific College	0	0	0	0
	Pacific Oaks College	16	11	11	13
	Pacific States University	6	8	2	5
	Pepperdine University	600	677	779	685
	Platt College-Anaheim	9	5	9	8
	Platt College-Los Angeles	4	6	3	4
	Presbyterian Theological Seminary in America	0	0	0	0
	Saybrook University	1	5	5	4
	The Chicago School at Anaheim	4	0	0	1
	The Chicago School at Los Angeles	24	3	0	9
	The Master's University and Seminary	40	43	54	46
	Touro University Worldwide	0	10	11	7
	University of Antelope Valley	32	26	20	26
	University of California-Irvine	560	528	565	551
	University of California-Los Angeles	42	15	68	42
	University of La Verne	559	465	325	450
	University of Massachusetts Global	433	467	408	436
	University of Southern California	1,490	1,258	260	1,003
	University of the People	815	1,365	2,362	1,514
	University of the West	21	10	12	14
	Vanguard University of Southern California	66	50	53	56
	West Coast University-Orange County	0	11	21	11



	Westcliff University	574	434	364	457
	Whittier College	62	39	64	55
	Woodbury University	70	47	39	52
	Presbyterian Theological Seminary in America	0	0	0	0
	Saybrook University	1	5	5	4
	The Chicago School at Anaheim	4	0	0	1
	The Chicago School at Los Angeles	24	3	0	9
	The Master's University and Seminary	40	43	54	46
	Touro University Worldwide	0	10	11	7
	University of Antelope Valley	32	26	20	26
	University of California-Irvine	560	528	565	551
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	West Coast University-Orange County	0	11	21	11
	Westcliff University	574	434	364	457
	Whittier College	62	39	64	55
	Woodbury University	70	47	39	52
	<b>Supply Total/Average</b>	<b>14,990</b>	<b>14,729</b>	<b>14,689</b>	<b>14,803</b>

## Regional Demographics

The following section presents occupational, community college program, and population demographic data for Orange County. This comparison can help identify possible equity gaps between the local workforce and the student pipeline who are preparing for these occupations. These insights can inform program development, outreach, and support strategies to better align community college programs with current labor market needs.

### Ethnicity

Exhibit 21 compares the ethnicity of Orange County community college students enrolled in business management programs, the overall Orange County population, and occupation-specific data for the three human resources occupations included in this report.

Hispanic or Latino workers account for half (50%) of business management students but only 29% of the workforce. In contrast, white workers make up only 18% of students but nearly half of the workforce (45%). This contrast suggests a disconnect between education-to-employment for Hispanic or Latino workers. Meanwhile, white workers may be entering these jobs through alternate training pathways or are more likely to hold supervisory positions. Asian (students 20%, workers 19%) and Black or African American (students 4%, workers 4%) individuals show closely aligned shares, suggesting a proportional education-to-employment pipeline.

Exhibit 21: Program and County Demographics by Ethnicity

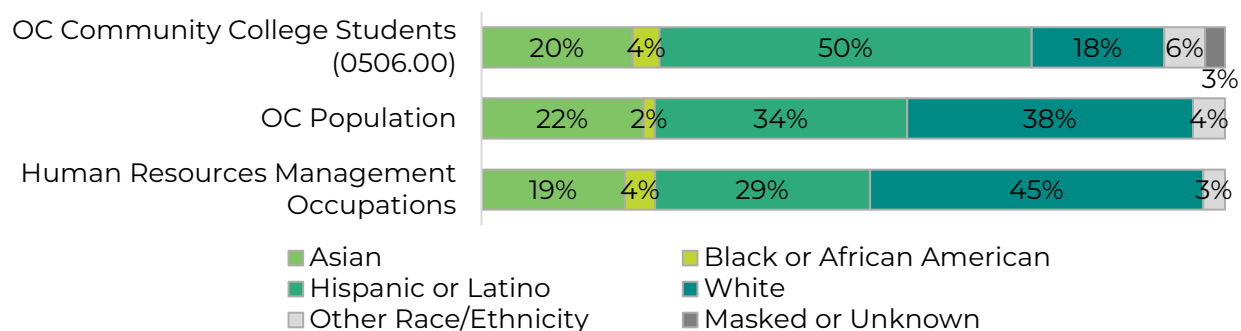
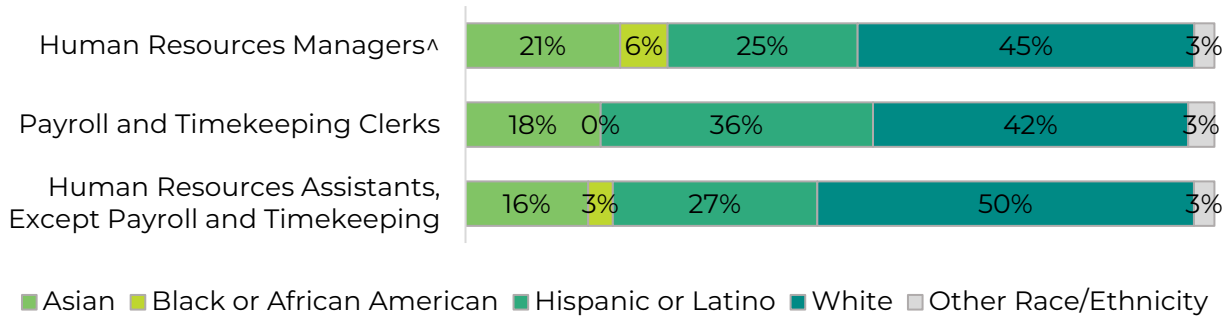


Exhibit 22 shows the disaggregated ethnicity data for each occupation, revealing potential disparities in entry into well-paying occupations or career advancement.

White workers have the largest share of the workforce, ranging from a high of 50% for *human resources assistants, except payroll and timekeeping* to a low of 42% for *payroll and timekeeping clerks*. Hispanic or Latino workers are more represented in *payroll and timekeeping clerks* (36%) compared to human resources specific roles such as *human resources managers*<sup>^</sup> (27%) and *human resources assistants, except payroll and timekeeping* (25%). Asian workers and Black or African American are most represented in *human resources managers*<sup>^</sup>. This occupation has the highest education requirements and entry-level wages. In contrast, *payroll and timekeeping clerks* have the lowest education requirements and entry-level wages.

## Exhibit 22: Disaggregated Ethnicity Data by Occupation



## Age

Exhibit 22 compares the age of Orange County community college students enrolled in business management programs, the overall Orange County population, and occupation-specific data for the three human resources occupations included in this report.

Approximately 78% of workers are aged 35 and older, which is significantly higher than business management students (16%). In contrast, only 6% of workers are 24 years or younger, which is far lower than business management students (65%). This gap suggests that entering the field often requires additional experience or specialized training, which can delay workforce entry.

## Exhibit 23: Program and County Demographics by Age

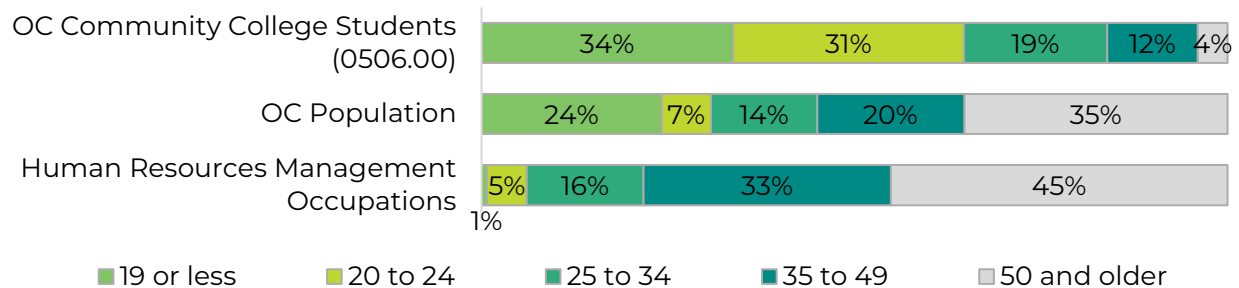
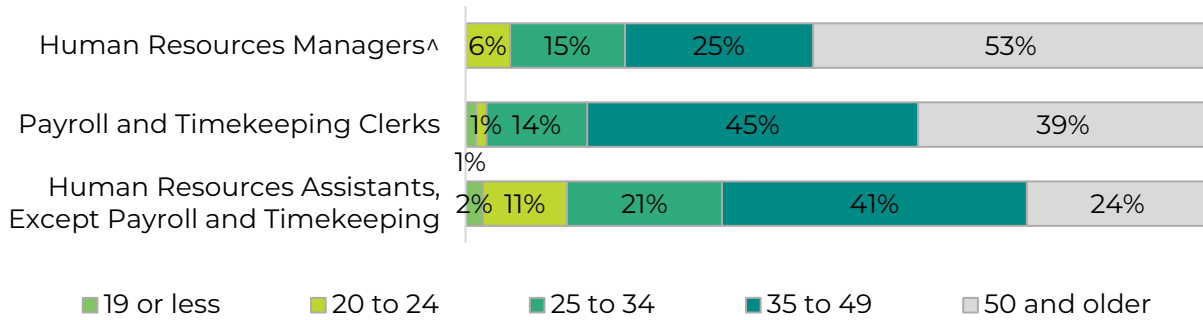


Exhibit 24 shows the disaggregated age data for each occupation, revealing potential disparities in entry into well-paying occupations or career advancement.

Nearly half (53%) of *human resources managers*^ are aged 50 and older, with no representation among workers aged 19 or younger. This suggests that this occupation typically require substantial experience prior to entry. Notably, this occupation also has the highest education requirements and entry-level wages. In contrast, *payroll and timekeeping clerks* and *human resources assistants, except payroll and timekeeping*, show strong representation among workers aged 35 to 49. The mid-career concentration suggests these roles may serve as a stepping stone into higher level management positions. *Payroll and timekeeping clerks* have the lowest education requirements and entry-level wages.

Exhibit 24: Disaggregated Age Data by Occupation



## Sex

Exhibit 23 compares the sex of Orange County community college students enrolled in business management programs, the overall Orange County population, and occupation-specific data for these human resources occupations.

While men make up about half (50%) of the general population and business management students, they account for only 23% of workers in human resources occupations.

Exhibit 25: Program and County Demographics by Sex

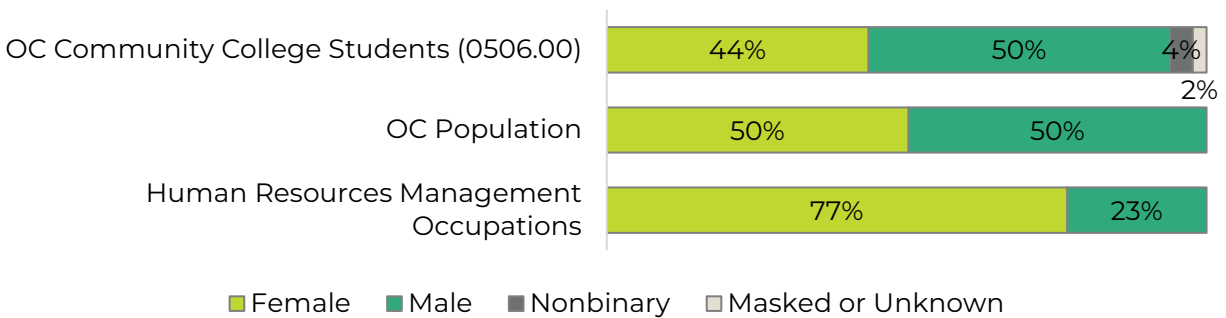
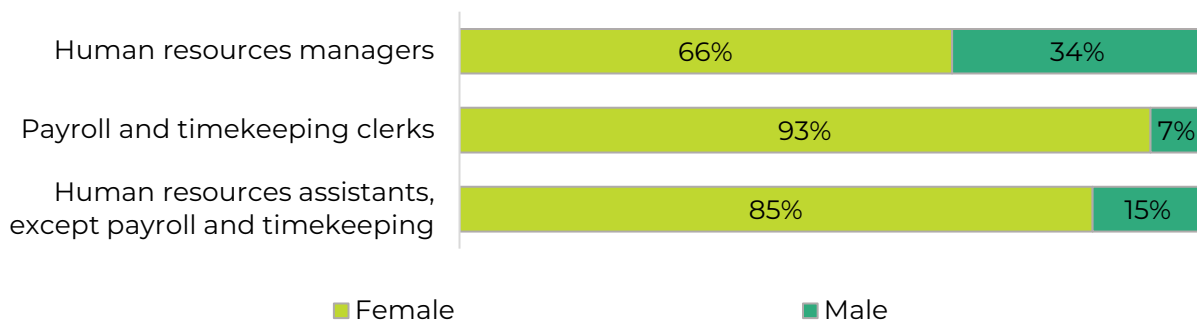


Exhibit 26 shows the disaggregated ethnicity data for each occupation, revealing potential disparities in entry into well-paying occupations or career advancement.

Women are strongly represented across all three human resources occupations. The occupation with the highest percentage of men is *human resources managers*^, which also has the highest education requirements and entry-level wages.

Exhibit 26: Disaggregated Sex Data by Occupation



## Appendix A: Methodology

OC COE prepared this report by analyzing occupational and educational program data. Occupational data comes from Lightcast, a labor market analytics firm which compiles information from the California Employment Development Department (EDD), U.S. Bureau of Labor Statistics (BLS), and other agencies. Analysis of emerging occupations is predicated on online job postings data combined with Occupational Information Network (O\*NET) profile descriptions. Program supply data was sourced from the California Community Colleges Chancellor's Office Data Mart (MIS Data Mart) ([datamart.cccco.edu](http://datamart.cccco.edu)) and the Integrated Postsecondary Education Data System ([nces.ed.gov/ipeds/use-the-data](http://nces.ed.gov/ipeds/use-the-data)), also known as IPEDS, which was integrated into the COE's Supply Table. (IPEDS).

Using a TOP-SOC crosswalk, the OC COE identified middle-skill jobs for which programs within these TOP codes train. Middle-skill jobs include:

- All occupations that have 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.

The OC COE determined labor market supply for each occupation (SOC code) by analyzing the number of 3-year average program completers or awards in related TOP and CIP codes. TOP code data comes from MIS Data Mart and CIP code data comes from the IPEDS. The TOP is a system of numerical codes used at the state level to collect and report information on California community college programs and courses throughout the state that have similar outcomes. CIP codes are a taxonomy of academic disciplines at institutions of higher education throughout the United States and Canada. The California Community Colleges are the only system that use TOP codes.

The analysis reflects labor market demand for occupations closely related to the proposed program as expressed by the requesting college in consultation with the OC COE. assess current and projected employment based on data trends for detailed occupations, as well as annual average awards granted by regional postsecondary educational institutions. Real-time labor market information (online job postings) assesses employer preferences but cannot be used to measure the quantity of open positions, number of jobs, or annual openings.

All findings are based on the most current available data and a combination of primary and secondary sources. While care was taken to ensure accuracy, the OC COE, its host district, and the California Community Colleges Chancellor's Office are not responsible for individual decisions made based on this report.

## Appendix B: Data Sources

Data Type	Source
Occupational Projections, Wages, and Job Postings	Traditional and real-time labor market information are captured using data from <a href="#">Lightcast</a> (v.2025.3), a labor market analytics firm.
Living Wage	<p>Per the CCCCCO's this report's endorsement criteria uses the <a href="#">University of Washington's Center for Women's Welfare Self-Sufficiency Standard</a> last updated in March 2024, which is \$27.13 per hour (\$57,294 annually) in Orange County.</p> <p>The <a href="#">MIT Living Wage</a>, updated on February 10, 2025, is a nationally recognized living wage metric and is provided for reference. The current MIT Living Wage in Orange County is \$32.20.</p>
Typical Education and Training Requirements, and Educational Attainment	The <a href="#">Bureau of Labor Statistics (BLS)</a> 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 BLS publishes projections data.
Emerging Occupation Descriptions, Additional Education Requirements, and Employer Preferences	The <a href="#">O*NET</a> database includes information on skills, abilities, knowledges, work activities, and interests associated with occupations.
Educational Supply	<p>The <a href="#">CCCCO Data Mart</a> provides information about students, courses, student services, outcomes and faculty and staff.</p> <p>The <a href="#">National Center for Education Statistics (NCES) Integrated Postsecondary Integrated Data System (IPEDS)</a> collects data on the number of postsecondary awards earned (completions).</p>
Student Metrics and Demographics	<a href="#">Data Vista</a> (v.2.0), a statewide data system supported by the California Community Colleges Chancellor's Office provides data on progress, success, employment, and earnings outcomes for California community college students.
Population and Occupation Demographics	<p>The <a href="#">Census Bureau's American Community Survey (ACS)</a> is the premier source for detailed population and housing information.</p> <p>Data is sourced from <a href="#">IPUMS USA</a>, a database providing access to ACS and other Census Bureau data products.</p>

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FOR LABOR MARKET RESEARCH

ORANGE COUNTY