







Business Administration Occupations

Labor Market Analysis: San Diego County

April 2023

Summary

NEW PROGRAM RECOMMENDATION?	EVIDENCE OF A SUPPLY GAP?	AT OR ABOVE THE LIVING WAGE?	EXPECTED EDUCATION FOR MAJORITY OF OCCUPATIONS ANALYZED
 <p>Do Not Proceed with New Program</p>			<ul style="list-style-type: none"> <input type="checkbox"/> Doctorate Degree <input type="checkbox"/> Master's Degree <input checked="" type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Associate Degree <input type="checkbox"/> Some College or Certificate <input type="checkbox"/> HS Diploma or Equivalent <input type="checkbox"/> Less than a HS Diploma <input type="checkbox"/> Apprenticeship
SUPPORT FOR PROGRAM MODIFICATION?	NUMBER OF INSTITUTIONS THAT PROVIDE TRAINING	NUMBER OF ANNUAL JOB OPENINGS	
	<p>HIGH</p> 	<p>HIGH</p> 	

This brief provides labor market information about *Business Administration Occupations* to assist the San Diego and Imperial Counties Community Colleges with program development and strategic planning. *Business Administration Occupations* include “General and Operations Managers,” “Human Resources Specialists,” “Management Analysts,” “Personal Service Managers, All Other,” and “Sales Managers.” According to available labor market information, *Business Administration Occupations* in San Diego County have a labor market demand of 5,840 annual job openings, and 25 institutions supply 6,957 awards for these occupations, suggesting that there is an oversupply in the labor market. On average, entry-level and median wages are above the living wage. This brief recommends that the colleges do not proceed with developing a new program for these occupations but supports a program modification because 1) there is an estimated oversupply in the region and 2) a significantly high number of institutions train for these occupations. Colleges should note that **employers typically require a bachelor's degree as the minimum educational requirement for these occupations.**

Introduction

This report provides labor market information in San Diego County for the following occupational codes in the Standard Occupational Classification (SOC)¹ system:

- **General and Operations Managers** (SOC 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.
- **Human Resources Specialists** (SOC 13-1071): Recruit, screen, interview, or place individuals within an organization. May perform other activities in multiple human resources areas.
- **Management Analysts** (SOC 13-1111): Conduct organizational studies and evaluations, design systems and procedures, conduct work simplification and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants.
- **Personal Service Managers, All Other** (SOC 11-9179): Plan, direct, or coordinate entertainment and recreational activities and operations of a recreational facility, including cruise ships and parks. All managers not listed separately.
- **Sales Managers** (SOC 11-2022): Plan, direct, or coordinate the actual distribution or movement of a product or service to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.

For the purpose of this report, these occupations are referred to as *Business Administration Occupations*.

¹ The Standard Occupational Classification (SOC) system is used by federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. [bls.gov/soc](https://www.bls.gov/soc).

Projected Occupational Demand

Between 2022 and 2027, *Business Administration Occupations* are projected to increase by 3,973 net jobs or seven percent (Exhibit 1 a). Employers in San Diego County will need to hire 5,840 workers annually to fill new jobs and backfill jobs due to attrition caused by turnover and retirement, for example.

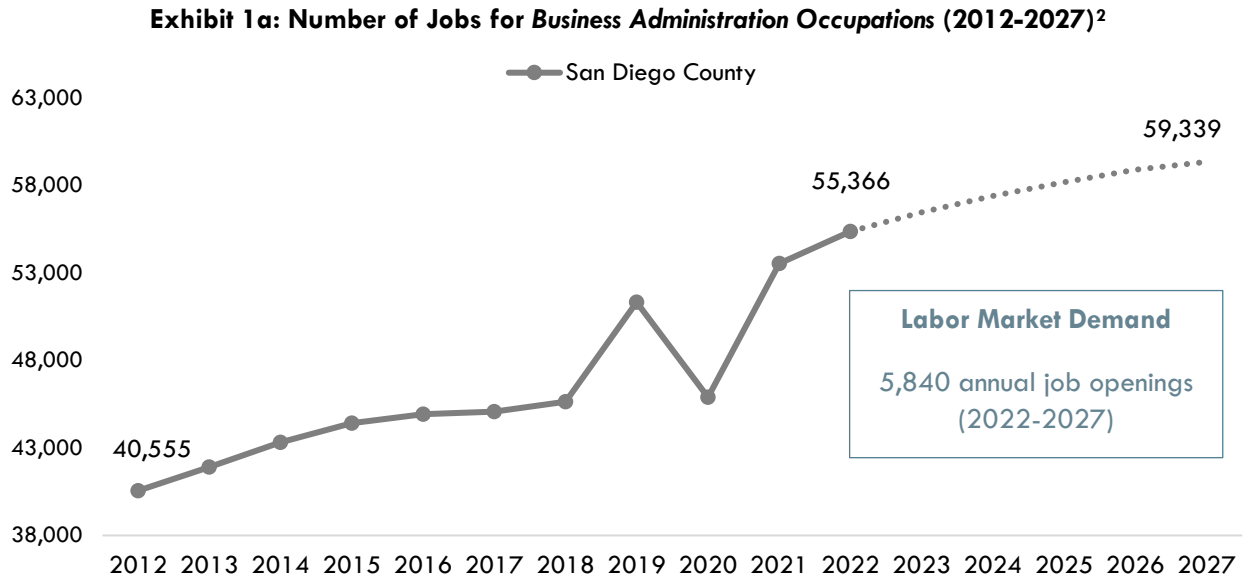


Exhibit 1b disaggregates the projected number of jobs change by occupation. “General and Operations Managers” are projected to have the most labor market demand between 2022 and 2027, with 3,055 annual job openings.

Exhibit 1b: Number of Jobs for Business Administration Occupations in San Diego County (2022-2027)³

Occupational Title	2022 Jobs	2027 Jobs	2022 - 2027 Net Jobs Change	2022-2027 % Net Jobs Change	Annual Job Openings (Demand)
General and Operations Managers	28,764	31,056	2,292	8%	3,055
Sales Managers	9,926	10,606	680	7%	1,100
Personal Service Managers, All Other	8,524	9,262	738	9%	955
Human Resources Specialists	7,744	7,974	230	3%	690
Management Analysts	408	441	33	8%	40
Total	55,366	59,339	3,973	7%	5,840

² Lightcast 2023.01; QCEW, Non-QCEW, Self-Employed.

³ Lightcast 2023.01; QCEW, Non-QCEW, Self-Employed.

Earnings

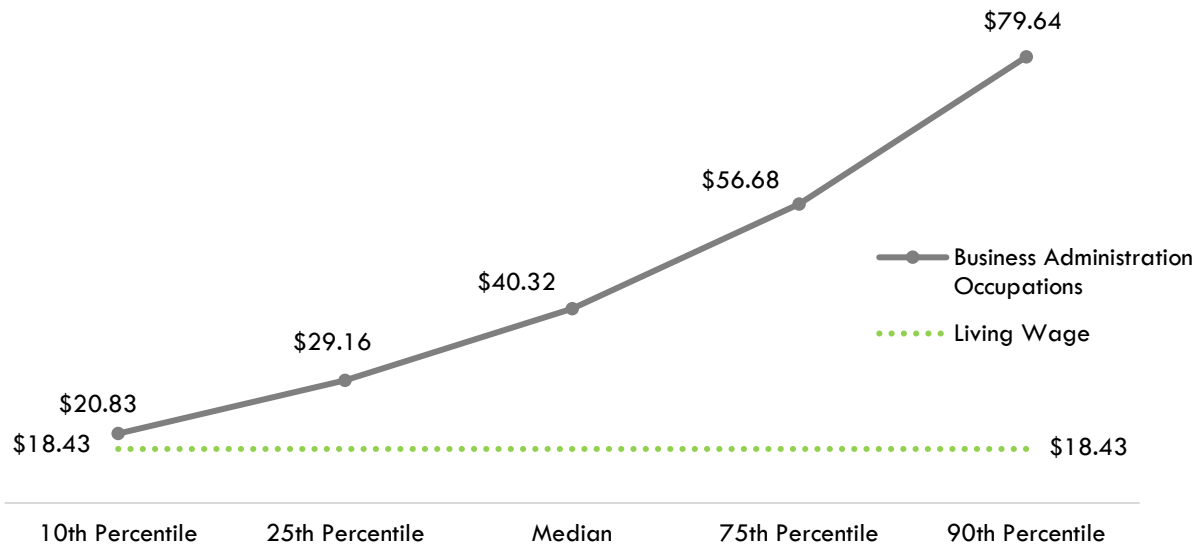
Exhibit 2a disaggregates hourly earnings by occupation. The entry-level hourly earnings for *Business Administration Occupations* range from \$14.41 to \$37.02.

Exhibit 2a: Hourly Earnings for *Business Administration Occupations* in San Diego County⁴

Occupational Title	Entry-Level Hourly Earnings (25 th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75 th Percentile)
Sales Managers	\$37.02	\$60.19	\$80.15
General and Operations Managers	\$34.69	\$48.84	\$77.25
Management Analysts	\$30.69	\$39.20	\$52.67
Human Resources Specialists	\$28.97	\$36.56	\$45.28
Personal Service Managers, All Other	\$14.41	\$16.83	\$28.03

On average, the entry-level hourly earnings for *Business Administration Occupations* are \$29.16; this is more than the living wage for a single adult in San Diego County, which is \$18.43 per hour (Exhibit 2b).⁵

Exhibit 2b: Average Hourly Earnings⁶ for *Business Administration Occupations* in San Diego County⁷



⁴ Lightcast 2023.01; QCEW, Non-QCEW, Self-Employed.

⁵ "Family Needs Calculator (formerly the California Family Needs Calculator)," Insight: Center for Community Economic Development, last updated 2021. insightccd.org/family-needs-calculator/.

⁶ 10th and 25th percentiles could be considered entry-level wages, and 75th and 90th percentiles could be considered experienced wages for individuals who may have been in the occupation longer, received more training than others, etc.

⁷ Lightcast 2023.01; QCEW, Non-QCEW, Self-Employed.

Educational Supply

Educational supply for an occupation can be estimated by analyzing the number of awards in related Taxonomy of Programs (TOP) or Classification of Instructional Programs (CIP) codes.⁸ There are **nine** TOP codes and **12** CIP codes related to *Business Administration Occupations* (Exhibit 3).

Exhibit 3: Related TOP and CIP Codes for *Business Administration Occupations*⁹

TOP or CIP Code	TOP or CIP Program Title
TOP 0501.00	Business and Commerce, General
TOP 0505.00	Business Administration
TOP 0506.00	Business Management
TOP 0506.30	Management Development and Supervision
TOP 0506.50	Retail Store Operations and Management
TOP 0508.00	International Business and Trade
TOP 0509.00	Marketing and Distribution
TOP 0509.40	Sales and Salesmanship
TOP 0514.40	Office Management
CIP 52.0101	Business/Commerce, General
CIP 52.0201	Business Administration and Management, General
CIP 52.0204	Office Management and Supervision
CIP 52.0205	Operations Management and Supervision
CIP 52.0211	Project Management
CIP 52.0212	Retail Management
CIP 52.1001	Human Resources Management/Personnel Ad
CIP 52.1101	International Business/Trade/Commerce
CIP 52.1401	Marketing/Marketing Management, General
CIP 52.1801	Sales, Distribution, and Marketing Operations
CIP 52.1803	Retailing and Retail Operations
CIP 52.1804	Selling Skills and Sales Operations

⁸ TOP data comes from the California Community Colleges Chancellor's Office MIS Data Mart (datamart.cccco.edu) and CIP data comes from the Integrated Postsecondary Education Data System (nces.ed.gov/ipeds/use-the-data).

⁹ This brief uses a conservative estimate of program supply and only calculates awards from the TOP codes in Exhibit 3.

According to TOP data, all nine community colleges supply San Diego County with awards for these occupations: Cuyamaca College, Grossmont College, MiraCosta College, Palomar College, San Diego City College, San Diego College of Continuing Education, San Diego Mesa College, San Diego Miramar College and Southwestern College. According to CIP data, 16 non-community-college institutions supply the region with awards: Alliant International University-San Diego, Ashford University¹⁰, California College San Diego, California International Business University, California Miramar University, California State University-San Marcos, National University, Northcentral University, Point Loma Nazarene University, San Diego Christian College, San Diego State University, Southern States University, United States University, University of Saint Katherine, University of San Diego, and Vista Adult School (Exhibit 4).

**Exhibit 4: Number of Awards (Certificates and Degrees) Conferred by Postsecondary Institutions
(Program Year 2017-18 through Program Year 2020-21 Average)**

TOP6 or CIP Code	TOP6 or CIP Program Title	3-Yr Annual Average CC Awards (PY18-19 to PY20-21)	Other Educational Institutions 3-Yr Annual Average Awards (PY17-18 to PY19-20)	3-Yr Total Average Supply (PY17-18 to PY20-21)
0501.00	Business and Commerce, General	255	0	255
	• Cuyamaca	9	0	
	• Grossmont	15	0	
	• MiraCosta	17	0	
	• Palomar	55	0	
	• San Diego Cont. Ed.	136	0	
	• San Diego Mesa	23	0	
0505.00	Business Administration	1,653	0	1,653
	• Cuyamaca	138	0	
	• Grossmont	366	0	
	• MiraCosta	206	0	
	• Palomar	173	0	
	• San Diego City	79	0	
	• San Diego Mesa	315	0	
	• San Diego Miramar	176	0	
	• Southwestern	200	0	

¹⁰ While the supply data provided in Exhibit 4 is the most recent data, effective 2020, Ashford University became part of the University of Arizona.

TOP6 or CIP Code	TOP6 or CIP Program Title	3-Yr Annual Average CC Awards (PY18-19 to PY20-21)	Other Educational Institutions 3-Yr Annual Average Awards (PY17-18 to PY19-20)	3-Yr Total Average Supply (PY17-18 to PY20-21)
0506.00	Business Management	823	0	823
	• Cuyamaca	4	0	
	• Grossmont	9	0	
	• MiraCosta	40	0	
	• Palomar	14	0	
	• San Diego City	10	0	
	• San Diego Cont. Ed.	702	0	
	• San Diego Mesa	7	0	
	• San Diego Miramar	13	0	
	• Southwestern	24	0	
0506.30	Management Development and Supervision	17	0	17
	• Southwestern	17	0	
0506.50	Retail Store Operations and Management	5	0	5
	• Grossmont	0	0	
	• MiraCosta	2	0	
	• San Diego City	0	0	
	• San Diego Mesa	3	0	
0508.00	International Business and Trade	5	0	5
	• Grossmont	1	0	
	• Southwestern	4	0	
0509.00	Marketing and Distribution	27	0	27
	• Grossmont	5	0	
	• MiraCosta	15	0	
	• San Diego Cont. Ed.	0	0	
	• San Diego Mesa	4	0	
	• Southwestern	3	0	
0514.40	Office Management	8	0	8
	• MiraCosta	4	0	
	• San Diego Mesa	4	0	

TOP6 or CIP Code	TOP6 or CIP Program Title	3-Yr Annual Average CC Awards (PY18-19 to PY20-21)	Other Educational Institutions 3-Yr Annual Average Awards (PY17-18 to PY19-20)	3-Yr Total Average Supply (PY17-18 to PY20-21)
52.0201	Business Administration and Management, General	0	3,366	3,366
	• Alliant International University-San Diego	0	39	
	• Ashford University*	0	603	
	• California College San Diego	0	92	
	• California International Business University	0	1	
	• California Miramar University	0	17	
	• California State University-San Marcos	0	511	
	• National University	0	258	
	• Northcentral University	0	12	
	• Point Loma Nazarene University	0	40	
	• San Diego Christian College	0	29	
	• San Diego State University	0	1,585	
	• Southern States University	0	5	
	• United States University	0	2	
	• University of Saint Katherine	0	13	
	• University of San Diego	0	120	
	• Alliant International University-San Diego	0	39	
52.0204	Office Management and Supervision	0	32	32
	• Point Loma Nazarene University	0	32	
52.0205	Operations Management and Supervision	0	49	49
	• Ashford University*	0	49	
52.0211	Project Management	0	111	111
	• Ashford University*	0	111	

TOP6 or CIP Code	TOP6 or CIP Program Title	3-Yr Annual Average CC Awards (PY18-19 to PY20-21)	Other Educational Institutions 3-Yr Annual Average Awards (PY17-18 to PY19-20)	3-Yr Total Average Supply (PY17-18 to PY20-21)
52.1001	Human Resources Management/Personnel Administration, General	0	289	289
	• Ashford University*	0	280	
	• National University	0	2	
	• Vista Adult School	0	7	
52.1101	International Business/Trade/Commerce	0	190	190
	• Ashford University*	0	29	
	• San Diego State University	0	111	
	• University of San Diego	0	50	
52.1401	Marketing/Marketing Management, General	0	127	127
	• Point Loma Nazarene University	0	22	
	• University of San Diego	0	105	
			Total	6,957

Demand vs. Supply

Comparing labor demand (annual openings) with labor supply¹¹ suggests that there is an **oversupply** for these occupations in San Diego County, with **5,840** annual openings and **6,957** awards. Comparatively, there are **72,012** annual openings in California and **55,452** awards, suggesting that there is a supply gap across the state¹² (Exhibit 5).

Exhibit 5: Labor Demand (Annual Openings) Compared with Labor Supply (Average Annual Awards)

	Demand (Annual Openings)	Supply¹³ (Total Annual Average Supply)	Supply Gap or Oversupply
San Diego	5,840	6,957	-1,117
California	72,012	55,452	16,560

Please note: This is a basic analysis of supply and demand of labor. The data does not include workers currently in the labor force who could fill these positions or workers who are not captured by publicly available data. This data should be used to discuss the potential gaps or oversupply of workers; however, it should not be the only basis for determining whether or not a program should be developed.

¹¹ Labor supply can be found from two different sources: Lightcast or the California Community Colleges Chancellor's Office MIS Data Mart. Lightcast uses CIP codes while MIS uses TOP codes. Different coding systems result in differences in the supply numbers.

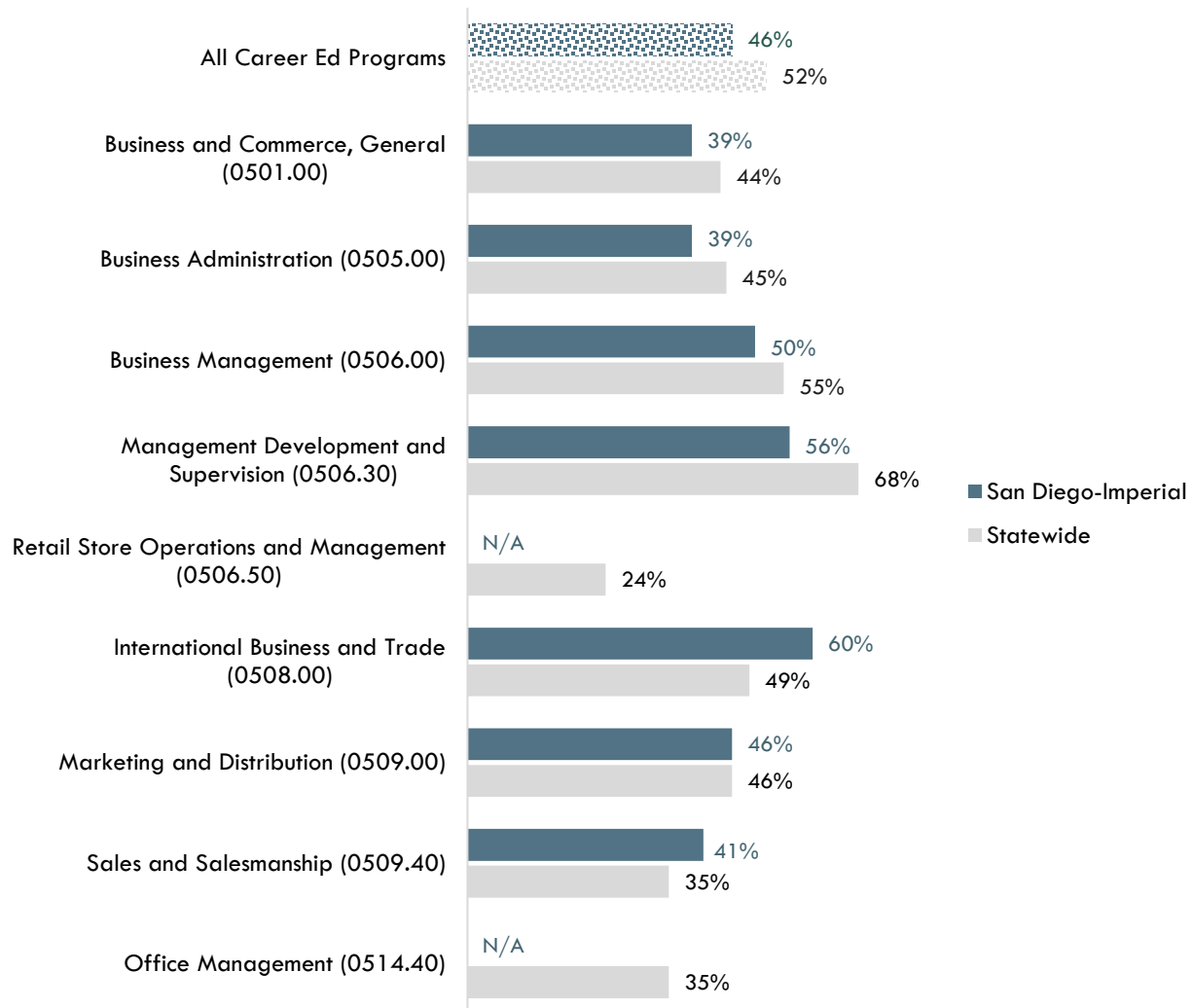
¹² "Supply and Demand," Centers of Excellence Student Outcomes, <https://coecc.net/our-resources/>.

¹³ Awards included: associate degree; award <1 year; award 1<2 years; and postsecondary awards.

Student Outcomes and Regional Comparisons

According to the California Community Colleges LaunchBoard, 39 to 60 percent of students in the San Diego-Imperial region earned a living wage after completing a program related to *Business Administration Occupations*, compared 24 to 68 percent statewide and 52 percent of students in Career Education programs in general across the state (Exhibit 6a).¹⁴

Exhibit 6a: Percentage of Students Who Earned a Living Wage by Program, PY2019-20¹⁵



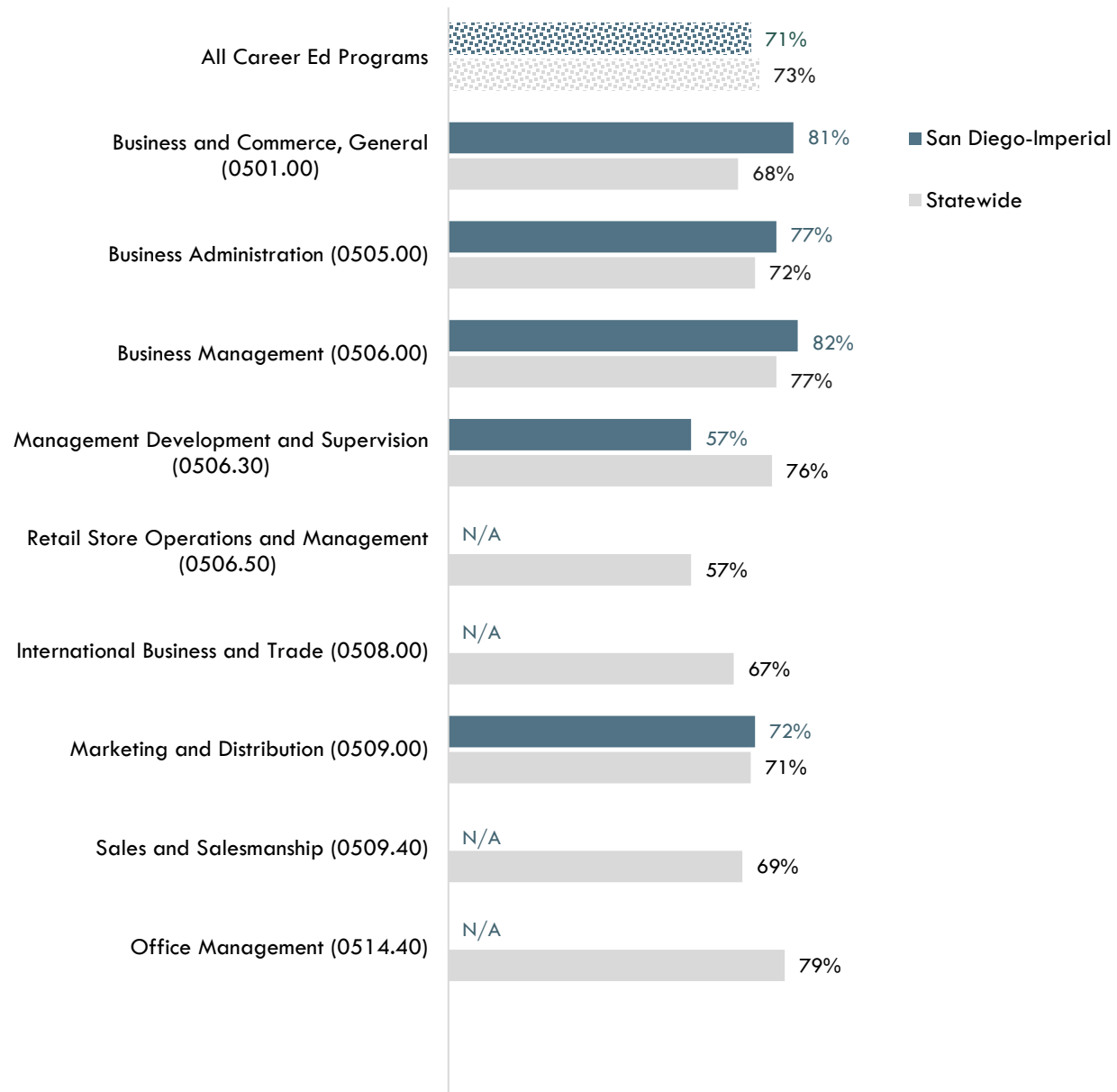
"N/A" indicates insufficient data

¹⁴ "California Community Colleges Strong Workforce Program," California Community Colleges, calpassplus.org/LaunchBoard/SWP.aspx.

¹⁵ Most recent year with available data is Program Year 2019-20. Among completers and skills builders who exited, the percentage of students who attained a living wage.

According to the California Community Colleges LaunchBoard, 57 to 82 percent of students in the San Diego-Imperial region obtained a job closely related to their field of study after completing a program related to *Business Administration Occupations*, compared to 57 to 79 percent statewide and 73 percent of students in Career Education programs in general across the state (Exhibit 6b).¹⁶

Exhibit 6b: Percentage of Students in a Job Closely Related to Field of Study by Program, PY2018-19¹⁷



"N/A" indicates insufficient data

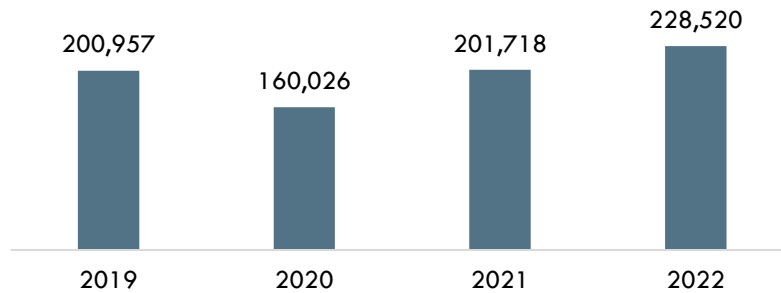
¹⁶ "California Community Colleges Strong Workforce Program," California Community Colleges, calpassplus.org/LaunchBoard/SWP.aspx.

¹⁷ Most recent year with available data is Program Year 2018-19. Percentage of Students in a Job Closely Related to Field of Study: Among students who responded to the CTEOS, the percentage reporting employment in the same or similar field as their program of study.

Online Job Postings

This report analyzes not only historical and projected (traditional LMI) data, but also recent data from online job postings (real-time LMI). Online job postings may provide additional insight about recent changes in the labor market that are not captured by historical data. Between 2019 and 2022, there was an average of 197,805 online job postings per year for *Business Administration Occupations* in San Diego County (Exhibit 7). Please note that online job postings do **not** equal labor market demand; demand is represented by annual job openings (see Exhibit 1 b). While this brief includes online jobs postings data to help with curriculum development, the community colleges should note that this type of data is impacted by several variables: employers may post a position multiple times to increase the pool of applicants; a job posting can remain posted after a business decides not to fill a position; or an employer may use one posting to fill multiple positions, for example.

Exhibit 7: Number of Online Job Postings for *Business Administration Occupations* in San Diego County (2019-2022)¹⁸



¹⁸ Lightcast; "Job Posting Analytics." 2018-2022.

Top Employers

Between January 1, 2020 and December 31, 2022, the top five employers in San Diego County for *Business Administration Occupations* were [Elevance Health](#), [Robert Half](#), [Great Clips](#), [Amazon](#), and [University of California San Diego](#) based on online job postings (Exhibit 8).

Exhibit 8: Top Employers for *Business Administration Occupations* in San Diego County¹⁹

Top Employers	
<ul style="list-style-type: none">• Elevance Health• Robert Half• Great Clips• Amazon• University of California San Diego	<ul style="list-style-type: none">• Deloitte• CVS Health• Dollar Tree• Google• Marriott International

Education, Skills, and Certifications

Business Administration Occupations have a national educational attainment of a [bachelor's degree](#) (Exhibit 9a).

Exhibit 9a: National Educational Attainment for *Business Administration Occupations*²⁰

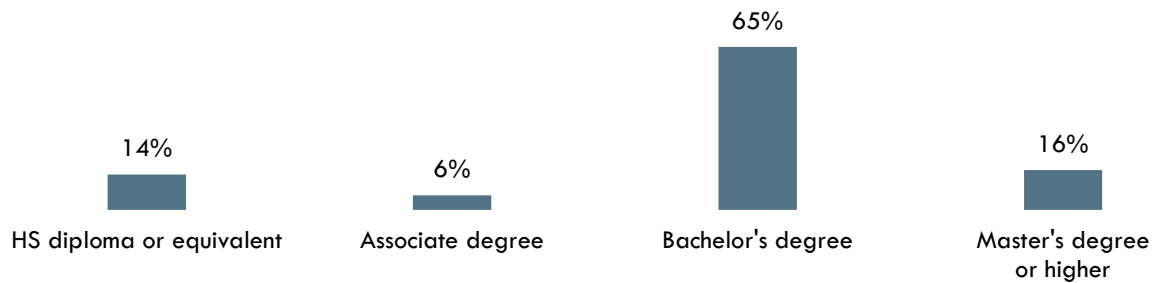
Occupational Title	Typical Entry-Level Education
General and Operations Managers	Bachelor's degree
Human Resources Specialists	Bachelor's degree
Management Analysts	Bachelor's degree
Personal Service Managers, All Other	Bachelor's degree
Sales Managers	Bachelor's degree

¹⁹ Lightcast, "Job Posting Analytics." 2020-2022.

²⁰ Lightcast 2023.01; QCEW, Non-QCEW, Self-Employed.

Based on online job postings between January 1, 2020 and December 31, 2022 in San Diego County, employers posted a **bachelor's degree** as the most requested educational requirement for *Business Administration Occupations* (Exhibit 9b).²¹

Exhibit 9b: Educational Requirements for *Business Administration Occupations* in San Diego County²²



*May not total 100 percent due to rounding

Exhibit 10 lists the top specialized, soft, and software skills that appeared in online job postings between January 1, 2020 and December 31, 2022.

Exhibit 10: Top Skills for *Business Administration Occupations* in San Diego County²³

Specialized Skills	Soft Skills	Software Skills
<ul style="list-style-type: none"> • Marketing • Finance • Business Development • Operations Management • Selling Techniques • Auditing • Sales Management • Customer Relationship Management • Sales Prospecting • Process Improvement • Data Analysis • Accounting • Workflow Management • Key Performance Indicators • Project Management 	<ul style="list-style-type: none"> • Communications • Management • Operations • Sales • Leadership • Customer Service • Problem Solving • Planning • Detail Oriented • Microsoft Office • Interpersonal Communications • Self-Motivation • Coordinating • Research • Influencing Skills 	<ul style="list-style-type: none"> • Microsoft Excel • Microsoft PowerPoint • Microsoft Outlook • Salesforce • Microsoft Word • Human Resources Information System • Applicant Tracking Systems • SQL • Dashboard • Spreadsheets • Tableau • SAP Applications • Microsoft Access • Google Workspace • Microsoft Visio

²¹ Lightcast; "Job Posting Analytics." 2020-2022.

²² "Educational Attainment for Workers 25 Years and Older by Detailed Occupation," Bureau of Labor Statistics, last modified April 9, 2021. bls.gov/emp/tables/educational-attainment.htm.

²³ Lightcast; "Job Posting Analytics." 2020-2022.

Exhibit 11 lists the top certification that appeared in online job postings between January 1, 2020 and December 31, 2022.

Exhibit 11: Top Certification for *Business Administration Occupations* in San Diego County²⁴

Top Certification in Online Job Postings

1. Valid Driver's License
 2. Master Of Business Administration (MBA)
 3. Professional in Human Resources
 4. Senior Professional In Human Resources
 5. SHRM-CP (Society for Human Resource Management Certified Professional)
 6. Security Clearance
 7. Project Management Professional Certification
 8. Certified Public Accountant
 9. Secret Clearance
 10. SHRM-SCP (Society for Human Resource Management Senior Certified Professional)
 11. Certified Power Quality Professional
 12. Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)
 13. Bachelor Of Science In Business
 14. Chartered Financial Analyst
 15. Barber License
-

²⁴ Lightcast; "Job Posting Analytics." 2020-2022.

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Important Disclaimers

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. This study examines the most recent data available at the time of the analysis; however, data sets are updated regularly and may not be consistent with previous reports. Efforts have been made to qualify and validate the accuracy of the data and the report findings; however, neither the Centers of Excellence for Labor Market Research (COE), COE host district, nor California Community Colleges Chancellor's Office are responsible for the applications or decisions made by individuals and/or organizations based on this study or its recommendations.