

# General Business

---

*Inland Empire/Desert Region (Riverside-San Bernardino-Ontario Metropolitan Statistical Area)*

## Summary

- Employment for the general business occupational group is expected to **increase by 8% between 2017 and 2022** in the Inland Empire/Desert Region. More than **17,600 job openings** will be available over the five-year timeframe.
- The entry-level wage for each occupation in the general business occupational group is **above the MIT Living Wage estimate of \$12.30 per hour** for a single adult living in the Inland Empire/Desert Region.
- There appears to be an opportunity for program expansion based on the average annual number of program completions for the selected community college programs (**166 average annual community college awards, 2 other institutional awards, 168 awards total**), and the annual openings for general business occupations in the local region (**3,526 annual job openings**).

## Introduction

This report details occupations related to the business and commerce, general program, preparing students for the positions of responsibility within business, such as management or ownership, through the instruction of processes, principles, and procedures of purchasing, selling, producing, and interchanging goods, commodities, and services. The occupations most closely associated with the general business occupational group are:

- Administrative Services Managers
- Construction Managers
- Cost Estimators
- General and Operations Managers
- Industrial Production Managers
- Social and Community Service Managers

## Job Opportunities

In 2017, there were more than 35,150 jobs in the general business occupational group in the Inland Empire/Desert Region. This occupational group is projecting to increase employment by 8% by 2022. Employers in the region will need to hire more than 17,600 workers over the next five years to fill new jobs and backfill jobs that workers are permanently vacating (includes retirements). Appendix A, Tables 1 & 2 show the projected job growth, wages, education, training, and work experience required for each of the occupations in this group in the Inland Empire/Desert Region and California.

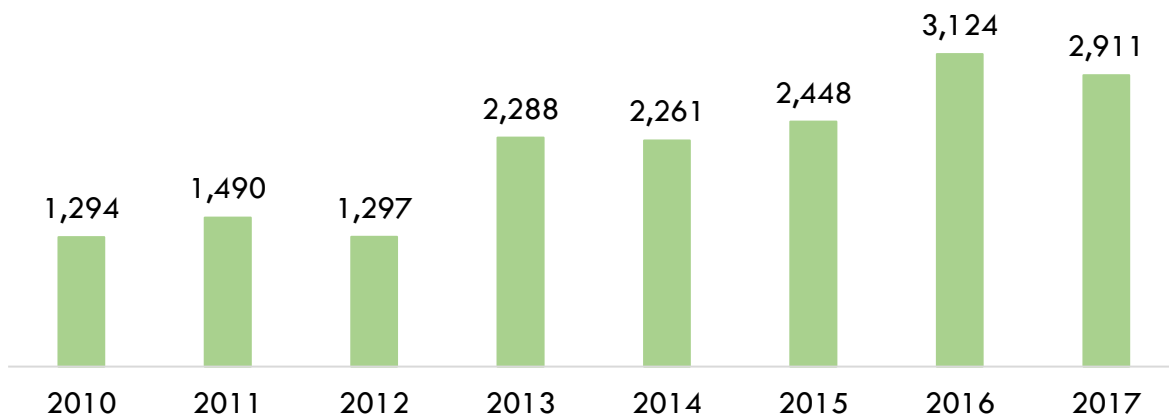
*Exhibit 1: Five-year projections for the general business occupational group in the Inland Empire/Desert Region and California*

Region	2017 Jobs	5-Yr % Change (New Jobs)	5-Yr Openings (New + Replacement Jobs)	Annual Openings (New + Replacement Jobs)	% of workers age 55+
Inland Empire/Desert	35,157	8%	17,631	3,526	26%
California	450,184	6%	214,944	42,989	26%

Source: EMSI 2018.2

Over the last 12 months (May 2017 to April 2018), there were 3,131 advertisements (ads) for jobs in the general business occupational group in the Inland Empire/Desert Region. From 2010 to 2017, there was an annual average of 2,139 job ads per year (Exhibit 2).

*Exhibit 2: Number of online job postings for the general business occupational group in the Inland Empire/Desert Region, 2010 to 2017*



Source: Burning Glass – Labor Insights

The average time to fill for general business occupations in the Inland Empire/Desert Region is six days longer than the national average, indicating that it is slightly more difficult for employers to find qualified candidates to fill their open positions in the local region. Exhibit 3 shows the number of job ads posted during the last 12 months along with the regional and national average time to fill.

*Exhibit 3: Job ads by each of the general business occupations in the Inland Empire/Desert Region during the last 12 months and time to fill, May 2017 – Apr 2018*

Occupation	Job Ads	Regional Average Time to Fill (Days)	National Average Time to Fill (Days)
General and Operations Managers	1,644	43	39
Construction Managers	467	53	44
Industrial Production Managers	362	50	39
Administrative Services Managers	265	40	39
Cost Estimators	240	46	43
Social and Community Service Managers	153	47	37
<b>TOTAL</b>	<b>3,131</b>	<b>-</b>	<b>-</b>

Source: Burning Glass – Labor Insights

## Earnings

The entry-level wage for each of the occupations in the general business occupational group is above the MIT Living Wage estimate of \$12.30 per hour for a single adult living in the Inland Empire/Desert Region. These wages are also sufficient for an adult living in a household with one other working adult and one child (\$14.50 per hour, per adult or \$30,160 annually for each adult). Exhibit 4 displays wage information for this occupational group in the Inland Empire/Desert Region and California.

*Exhibit 4: Earnings for the general business occupational group in the Inland Empire/Desert Region and California*

Occupation	Area	Entry to Experienced Hourly Earnings Range*	Median Wage*	Avg. Annual Earnings
Industrial Production Managers	IE/Desert	\$32.68 to \$59.99	\$45.25	\$100,000
	California	\$34.35 to \$66.14	\$47.29	\$112,400
General and Operations Managers	IE/Desert	\$30.76 to \$66.70	\$44.67	\$115,500
	California	\$33.79 to \$81.71	\$51.92	\$132,800
Administrative Services Managers	IE/Desert	\$32.23 to \$57.13	\$43.87	\$98,400
	California	\$33.86 to \$61.82	\$46.57	\$105,500
Construction Managers	IE/Desert	\$15.47 to \$49.93	\$29.24	\$77,700
	California	\$16.41 to \$53.80	\$34.66	\$82,300
Cost Estimators	IE/Desert	\$19.47 to \$37.65	\$28.53	\$63,300
	California	\$23.75 to \$43.80	\$32.19	\$73,000
Social and Community Service Managers	IE/Desert	\$21.52 to \$43.78	\$28.51	\$70,200
	California	\$23.01 to \$43.58	\$30.91	\$74,100

Source: EMSI 2018.2

\*Entry Hourly is 25th percentile wage, the median is 50th percentile wage, experienced is 75th percentile wage.

## Work Locations, Employers, Skills, and Education

Exhibit 5 displays the top employers posting job ads as well as the top work locations from job ads during the last 12 months.

*Exhibit 5: The top employers and work locations for the general business occupational group in the Inland Empire/Desert Region during the last 12 months, May 2017 – Apr 2018*

Occupation	Top Employers	Top Work Locations
General Business Occupational Group (n=2,565)	<ul style="list-style-type: none"> <li>Dollar Tree</li> <li>24 Hour Fitness</li> <li>United Rentals</li> </ul>	<ul style="list-style-type: none"> <li>Riverside</li> <li>Ontario</li> <li>San Bernardino</li> </ul>

Source: Burning Glass – Labor Insights

Exhibit 6 lists a sample of in-demand specialized and soft skills that employers are seeking when looking for workers to fill general business positions.

Exhibit 6: Sample of in-demand skills from employer job ads for general business occupations in the Inland Empire/Desert Region, May 2017 – Apr 2018

Occupation	Specialized skills	Soft skills	Software and Programming skills
General and Operations Managers (n=1,526)	<ul style="list-style-type: none"> <li>Scheduling</li> <li>Budgeting</li> <li>Retail Industry Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Planning</li> <li>Computer Literacy</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office</li> </ul>
Construction Managers (n=415)	<ul style="list-style-type: none"> <li>Project Management</li> <li>Scheduling</li> <li>Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Planning</li> <li>Computer Literacy</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office</li> </ul>
Industrial Production Managers (n=347)	<ul style="list-style-type: none"> <li>Quality Assurance and Control</li> <li>Scheduling</li> <li>Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Planning</li> <li>Problem Solving</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office</li> <li>Enterprise Resource Planning (ERP)</li> </ul>
Administrative Services Managers (n=223)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Scheduling</li> <li>Repair</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Planning</li> <li>Organizational Skills</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office</li> </ul>
Cost Estimators (n=207)	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Project Management</li> <li>Scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Communication Skills</li> <li>Detail-Oriented</li> <li>Computer Literacy</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office</li> <li>AutoCAD</li> </ul>
Social and Community Service Managers (n=134)	<ul style="list-style-type: none"> <li>Case Management</li> <li>Budgeting</li> <li>Psychology</li> </ul>	<ul style="list-style-type: none"> <li>Planning</li> <li>Building Effective Relationships</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office</li> </ul>

Source: Burning Glass – Labor Insights

Exhibit 7 displays the entry-level education typically required to enter each occupation according to the Bureau of Labor Statistics, educational attainment for incumbent workers with “some college, no degree” and an “associate degree” according to the U.S. Census, and the minimum advertised education requirement requested by employers in online job ads.

*Exhibit 7: Typical entry-level education requirement, educational attainment, and online job ads with minimum advertised education requirements for the general business occupational group in the Inland Empire/Desert Region, May 2017 – Apr 2018*

Occupation	Typical Entry-Level Education Requirement	Educational Attainment*	Minimum Advertised Education Requirement from Job Ads			
			Number of Job Postings (n=)	High school diploma or vocational training	Associate degree	Bachelor's degree or higher
General and Operations Managers	Bachelor's degree	35%	1,169	41%	5%	54%
Construction Managers	Bachelor's degree	33%	243	33%	4%	63%
Industrial Production Managers	Bachelor's degree	30%	259	18%	8%	74%
Administrative Services Managers	Bachelor's degree	38%	189	26%	8%	66%
Cost Estimators	Bachelor's degree	39%	129	19%	8%	73%
Social and Community Service Managers	Bachelor's degree	19%	89	-	5%	95%

Source: EMSI 2018.2, Burning Glass – Labor Insights

\*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework

## Industry

Staffing patterns show the industries that employ the most workers of a specific occupation. Exhibit 8 displays the industries that hire general business occupations in the two-county region.

*Exhibit 8: Top industries employing general business occupations in the Inland Empire/Desert Region, May 2017 – Apr 2018*

Occupation	Top Industries from Staffing Pattern (NAICS) - % of occupation employed in industry	Industry Classification from Job Ads	
		Number of Job Postings (n=)	Top Industries from Job Ads (NAICS)
General and Operations Managers	<ul style="list-style-type: none"> <li>Local Government, Excluding Education and Hospitals (9039) 5%</li> <li>Individual and Family Services (6241) 5%</li> </ul>	1,246	<ul style="list-style-type: none"> <li>Management, Scientific, and Technical Consulting Services (5416)</li> <li>Other Amusement and Recreation Industries (7139)</li> </ul>

Occupation	Top Industries from Staffing Pattern (NAICS) - % of occupation employed in industry	Industry Classification from Job Ads	
		Number of Job Postings (n=)	Top Industries from Job Ads (NAICS)
Construction Managers	<ul style="list-style-type: none"> <li>Residential Building Construction (2361) 19%</li> <li>Building Equipment Contractors (2382) 15%</li> </ul>	234	<ul style="list-style-type: none"> <li>Residential Building Construction (2361)</li> <li>Nonresidential Building Construction (2362)</li> </ul>
Industrial Production Managers	<ul style="list-style-type: none"> <li>Plastics Product Manufacturing (3261) 9%</li> <li>Architectural and Structural Metals Manufacturing (3323) 4%</li> </ul>	148	<ul style="list-style-type: none"> <li>Beverage Manufacturing (3121)</li> <li>Sugar and Confectionery Product Manufacturing (3113)</li> </ul>
Administrative Services Managers	<ul style="list-style-type: none"> <li>Local Government, Excluding Education and Hospitals (9039) 14%</li> <li>Education and Hospitals (Local Government) (9036) 8%</li> </ul>	205	<ul style="list-style-type: none"> <li>Colleges, Universities, and Professional Schools (6113)</li> <li>Department Stores (4521)</li> </ul>
Cost Estimators	<ul style="list-style-type: none"> <li>Building Equipment Contractors (2382) 17%</li> <li>Foundation, Structure, and Building Exterior Contractors (2381) 15%</li> </ul>	70	<ul style="list-style-type: none"> <li>Other Wood Product Manufacturing (3219)</li> <li>Architectural, Engineering, and Related Services (5413)</li> </ul>
Social and Community Service Managers	<ul style="list-style-type: none"> <li>Individual and Family Services (6241) 71%</li> <li>Local Government, Excluding Education and Hospitals (9039) 6%</li> </ul>	130	<ul style="list-style-type: none"> <li>Individual and Family Services (6241)</li> <li>Executive, Legislative, and Other General Government Support (9211)</li> </ul>

Source: EMSI 2018.2, Burning Glass – Labor Insights

## Student Completions

Exhibit 9 shows the annual average regional community college awards (associate degrees and certificates) conferred during the three academic years between 2014 and 2017, with the relevant TOP code. Awards granted from 2013 to 2016 outside of the California Community Colleges are displayed in Exhibit 10, along with the relevant CIP code. Please note, an award is not equivalent to a single person in search of a job opening since a student may earn more than one award, such as an associate degree in addition to a certificate. Community College student outcome information was obtained from the CTE LaunchBoard based on the selected TOP code(s) and region.

Exhibit 9: Annual average community college student completions for business and commerce, general programs in the Inland Empire/Desert Region

<b>0501.00 – Business and Commerce, General</b>	<b>Annual Community College Headcount (2016-17)</b>	<b>Community College Annual Average Awards (2014-17)</b>
<b>Barstow - Business</b>	79	
Associate Degree		19
<b>Chaffey</b>	1,138	
<b>Copper Mountain – General Business</b>	82	
Associate Degree		3
<b>Crafton Hills</b>	322	
<b>Desert – General Business</b>	1,114	
Associate Degree		4
<b>Moreno Valley – Business Administration: General Business</b>	376	
Associate Degree		4
Certificate 30 to < 60 semester units		5
<b>Mt. San Jacinto</b>	1,277	
<b>Norco – Business Administration: General Business</b>	496	
Associate Degree		6
Certificate 30 to < 60 semester units		6
<b>Riverside – Business Administration: General Business</b>	1,249	
Associate Degree		17
Certificate 30 to < 60 semester units		16
<b>San Bernardino</b>	682	
<b>Victor Valley – Business Administration</b>		
Associate Degree		86
<b>Total Community College Headcount (2016-17)</b>	<b>6,802</b>	
<b>Total Annual Average Community College Awards</b>		<b>166</b>

Source: LaunchBoard, IPEDS, COCI

**0501.00 – Business and Commerce, General program Strong Workforce outcomes in the Inland Empire/Desert Region in the academic year 2015-16 [unless noted otherwise]:**

- Number of course enrollments: 7,508 (California median: 8,443) [2016-17]
- Number of students who transferred to a 4-year institution: 555 (CA: 806)
- Employed in the second fiscal quarter after exit: 66% (CA: 66%)
- Median earnings in the second fiscal quarter after exit: \$7,678 (CA: \$7,344)
- Employed in the fourth fiscal quarter after exit: 66% (CA: 66%)
- Median annual earnings: \$22,020 (CA: \$26,957)
- The percentage in a job closely related to the field of study: 70% (CA: 67%) [2014-15]
- Median change in earnings: 34% (CA: 44%)
- The proportion of students who attained a living wage: 48% (CA: 54%)





*Exhibit 10: Annual average community college student completions for business/commerce, general programs in the Inland Empire/Desert Region*

<b>52.0101 – Business/Commerce, General</b>	<b>Other Educational Institutions Annual Average Certificates or Other Credit Awards (2013-16)</b>
<b>Argosy University-Inland Empire</b>	
Associate Degree	2
<b>Total annual average other awards</b>	<b>2</b>

Source: IPEDS

### Sources

- O\*Net Online
- Labor Insight/Jobs (Burning Glass)
- Economic Modeling Specialists International (EMSI)
- CTE LaunchBoard
- MIT Living Wage Calculator
- Chancellor’s Office Curriculum Inventory (COCI, version 2.0)
- The Integrated Postsecondary Education Data System (IPEDS)
  
- Michael Goss, Director  
 Center of Excellence, Inland Empire/Desert Region  
[michael.goss@chaffey.edu](mailto:michael.goss@chaffey.edu)  
 May 2018



## **Appendix A: Occupation definitions, sample job titles, five-year projections, and earnings for general business occupations**

### **Occupation Definitions (SOC code), Education and Training Requirement, Community College Education Attainment**

#### **General and Operations Managers (11-1021)**

Plan, direct, or coordinate the operations of public or private sector organizations. 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.

**Sample job titles:** Business Manager, Facilities Manager, Facility Manager, General Manager (GM), Operations Director, Operations Manager, Plant Manager, Plant Superintendent, Production Manager, Store Manager

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 35%*

#### **Administrative Services Managers (11-3011)**

Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations, and other office support services.

**Sample job titles:** Administrative Coordinator, Administrative Director, Administrative Manager, Administrative Officer, Administrative Specialist, Administrator, Business Administrator, Business Manager, Facilities Manager, Office Manager

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 38%*



### **Industrial Production Managers (11-3051)**

Plan, direct, or coordinate the work activities and resources necessary for manufacturing products in accordance with cost, quality, and quantity specifications.

**Sample job titles:** Area Plant Manager, General Production Manager, Manufacturing Coordinator, Manufacturing Manager, Plant Manager, Plant Senior Manager, Product Line Manager, Production Control Manager, Production Manager, Sub Plant Manager

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 30%*

### **Construction Managers (11-9021)**

Plan, direct, or coordinate, usually through subordinate supervisory personnel, activities concerned with the construction and maintenance of structures, facilities, and systems. Participate in the conceptual development of a construction project and oversee its organization, scheduling, budgeting, and implementation. Includes managers in specialized construction fields, such as carpentry or plumbing.

**Sample job titles:** Concrete Foreman, Construction Area Manager, Construction Foreman, Construction Manager, Construction Superintendent, General Contractor, Job Superintendent, Project Executive, Project Manager, Project Superintendent

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: One to twelve months on-the-job training*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 33%*



### **Social and Community Service Managers (11-9151)**

Plan, direct, or coordinate the activities of a social service program or community outreach organization. Oversee the program or organization's budget and policies regarding participant involvement, program requirements, and benefits. Work may involve directing social workers, counselors, or probation officers.

**Sample job titles:** Adoption Services Manager, Children's Service Supervisor, Clinical Services Director, Community Services Block Grant/Outreach Social Worker (CSBG/Outreach Social Worker), Director of Child Welfare Services, Director of Social Services, Program Director, Program Manager, Social Services Director, Vocational Rehabilitation Administrator

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: None*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 19%*

### **Cost Estimators (13-1051)**

Prepare cost estimates for product manufacturing, construction projects, or services to aid management in bidding on or determining price of product or service. May specialize according to particular service performed or type of product manufactured.

**Sample job titles:** Acquisition Cost Estimator, Construction Estimator, Cost Analyst, Cost and Risk Analysis Manager, Cost Consultant, Cost Engineer, Cost Estimator, Estimator, Estimator Project Manager, Preconstruction Manager

*Entry-Level Educational Requirement: Bachelor's degree*

*Training Requirement: One to twelve months on-the-job training*

*Percentage of incumbent workers with a Community College Award or Some Postsecondary Coursework: 39%*



Table 1. 2017 to 2022 job growth, wages, education, training, and work experience required for the general business occupational group, Inland Empire/Desert Region

Occupation (SOC)	2017 Jobs	5-Yr Change	5-Yr % Change	Annual Openings (New + Replacement Jobs)	Entry-Experienced Hourly Wage*	Median Hourly Wage	Average Annual Earnings	Typical Entry-Level Education & On-The-Job Training Required	Work Experience Required
General and Operations Managers (11-1021)	20,697	2,011	10%	2,135	\$30.76 to \$66.70	\$44.67	\$115,500	Bachelor's degree & none	5 years or more
Construction Managers (11-9021)	4,949	(26)	(1%)	368	\$15.47 to \$49.93	\$29.24	\$77,700	Bachelor's degree & 1 to 12 months	None
Administrative Services Managers (11-3011)	3,408	289	8%	338	\$32.23 to \$57.13	\$43.87	\$98,400	Bachelor's degree & none	Less than 5 years
Cost Estimators (13-1051)	3,075	239	8%	354	\$19.47 to \$37.65	\$28.53	\$63,300	Bachelor's degree & 1 to 12 months	None
Social and Community Service Managers (11-9151)	1,555	349	22%	217	\$21.52 to \$43.78	\$28.51	\$70,200	Bachelor's degree & none	Less than 5 years
Industrial Production Managers (11-3051)	1,474	55	4%	115	\$32.68 to \$59.99	\$45.25	\$100,000	Bachelor's degree & none	5 years or more
<b>Total</b>	<b>35,157</b>	<b>2,919</b>	<b>8%</b>	<b>3,526</b>	-	-	-	-	-

Source: EMSI 2018.2

\*Entry Hourly is 25th percentile wage, the median is 50th percentile wage, experienced is 75th percentile wage.



Table 2. 2017 to 2022 job growth, wages, education, training, and work experience required for the general business occupational group, California

Occupation (SOC)	2017 Jobs	5-Yr Change	5-Yr % Change	Annual Openings (New + Replacement Jobs)	Entry-Experienced Hourly Wage*	Median Hourly Wage	Average Annual Earnings	Typical Entry-Level Education & On-The-Job Training Required	Work Experience Required
General and Operations Managers (11-1021)	282,663	19,637	7%	27,296	\$33.79 to \$81.71	\$51.92	\$132,800	Bachelor's degree & none	5 years or more
Construction Managers (11-9021)	51,390	(157)	(0%)	3,792	\$16.41 to \$53.80	\$34.66	\$82,300	Bachelor's degree & 1 to 12 months	None
Administrative Services Managers (11-3011)	43,190	2,745	6%	4,065	\$33.86 to \$61.85	\$46.57	\$105,500	Bachelor's degree & none	Less than 5 years
Cost Estimators (13-1051)	29,370	2,064	7%	3,325	\$23.75 to \$43.80	\$32.19	\$73,000	Bachelor's degree & 1 to 12 months	None
Social and Community Service Managers (11-9151)	23,012	4,161	18%	2,961	\$23.01 to \$43.58	\$30.91	\$74,100	Bachelor's degree & none	Less than 5 years
Industrial Production Managers (11-3051)	20,559	137	1%	1,550	\$34.35 to \$66.14	\$47.29	\$112,400	Bachelor's degree & none	5 years or more
<b>Total</b>	<b>450,184</b>	<b>28,586</b>	<b>6%</b>	<b>42,989</b>	-	-	-	-	-

Source: EMSI 2018.2

\*Entry Hourly is 25th percentile wage, the median is 50th percentile wage, experienced is 75th percentile wage.