

Labor Market Analysis: 0506.00 – Business Management Human Resources Management (HRM) – Certificate requiring 16 to fewer than 30 semester units Los Angeles Center of Excellence, June 2024

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

SUMMARY

This report analyzes whether local labor market demand is being met by community college programs aligned with the identified middle-skill occupations¹ 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 in the region for these two occupations. However, since the gap is within the COE's acceptable margin (25% over or under the number of annual openings), it is considered "supply met" rather than a "supply gap." One complicating factor within this particular analysis is that the TOP code used for the supply is Business Management (TOP 0506.00), which is where most (but not all) community college human resources programs are coded throughout the state. When there is not a dedicated TOP code for a specific program area such as human resources, it is challenging to accurately gauge relevant completions, which increases the margin of error in the supply side analysis (overestimating the supply estimates in this case). That being said, the supply is within the acceptable margin, entry-level wages are above the self-sufficiency standard in Los Angeles and Orange County, and more than one-third of current workers in the field have completed some college or an associate degree as their highest level of education.

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

- 1,388 annual job openings are projected in the region through 2027. This number is greater than the three-year average of 1,254 awards conferred by educational institutions in the region.
 - Although there are slightly more job openings than awards, 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 5,912 online job postings related to these middle-skill human resources occupations. The highest number of job postings were for payroll specialists, human resources assistants, human resources coordinators, payroll clerks, and payroll administrators.

Living Wage

- Both occupations have entry-level wages **above** Los Angeles County's self-sufficiency standard hourly wage (\$18.10/hour).²

Educational Attainment

- 58% of the annual job openings typically require a high school diploma or equivalent for middle-skill occupations related to human resources in the LA/OC region.
- 35%-48% of workers in the field have completed some college or an associate degree, according to national educational attainment data.

Community college supply

- 21 community colleges issued awards related to business management in the greater LA/OC region.
 - There is not a TOP Code dedicated to human resources. 10 community colleges in the region have human resources-focused programs, all coded under 0506.00-Business Management.
- 1,071 awards (degrees and certificates) were conferred on average each year between 2020 and 2023.
 - The Business Management TOP Code (0506.00) trains for these middle-skill human resources occupations of interest, as well as other general business management occupations. Since traditional business management programs focus on much more than just human resources, it is difficult to accurately gauge HR-relevant completions, which increases the margin of error in the supply side analysis and in this case, possibly overestimating the supply estimates for human resources awards.

Other postsecondary supply

- 12 educational institutions in the LA/OC region offer sub-baccalaureate programs related to business administration and management.
- 183 sub-baccalaureate awards were conferred on average each year by other postsecondary institutions throughout the greater LA/OC region.

² Self-Sufficiency Standard wage data was pulled from The Self-Sufficiency Standard Tool for California. For more information, visit: <http://selfsufficiencystandard.org/california>.

TARGET OCCUPATIONS

LA COE prepared this report to provide regional labor market and postsecondary supply data related to two middle-skill occupations. [For full occupation descriptions, please see Appendix.](#)

- **Payroll and Timekeeping Clerks (43-3051)**³
- **Human Resources Assistants (43-4161)**⁴

OCCUPATIONAL DEMAND

Exhibit 1 shows the five-year occupational demand projections for these middle-skill human resources occupations. In the greater Los Angeles/Orange County region, the number of jobs related to these occupations is projected to decrease by 10% through 2027. However, there will be nearly 1,400 job openings per year through 2027 due to retirements and workers leaving the field. The majority of jobs in 2022 for these middle-skill human resources occupations (72%) were located in Los Angeles County.

Exhibit 1: Current employment and occupational demand, Los Angeles and Orange counties⁵

Geography	2022 Jobs	2027 Jobs	2022-2027 Change	2022-2027 % Change	Annual Openings
Los Angeles	10,342	9,229	(1,113)	(11%)	996
Orange	4,008	3,652	(355)	(9%)	392
Total	14,350	12,881	(1,469)	(10%)	1,388

Detailed Occupation Data

Exhibit 2 displays the current employment and projected occupational demand for each of the target occupations in Los Angeles County. The percentage of workers aged 55+ and automation index is included in order visualize upcoming replacement demand for these occupations. Payroll and timekeeping clerks have a higher-than-average risk of automation and a larger share of older workers in the field.

Exhibit 2: Current employment, projected occupational demand, percentage of workers aged 55+, Los Angeles County⁶

Occupation	2022 Jobs	2027 Jobs	5-Yr % Change	Annual Openings	% Aged 55 and older*	Auto-mation Index	% Full Time Workers
Payroll and Timekeeping Clerks	6,474	5,486	(15%)	579	30%	101.1	100%
Human Resources	3,868	3,742	(3%)	416	23%	95.8	75%

³ [Payroll and Timekeeping Clerks \(bls.gov\)](#)

⁴ [Human Resources Assistants, Except Payroll and Timekeeping \(bls.gov\)](#)

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.

Occupation	2022 Jobs	2027 Jobs	5-Yr % Change	Annual Openings	% Aged 55 and older*	Automation Index	% Full Time Workers
Assistants, Except Payroll and Timekeeping							
Total	10,342	9,229	(11%)	996	-	-	-

*The average percentage of workers aged 55 and older across all occupations in the greater LA/OC region is 27%. Payroll and timekeeping clerks have a larger share of older workers, which typically indicates greater replacements needs to offset the amount of impending retirements.

**The automation index captures an occupation’s risk of being affected by automation with a base of 100. An automation index greater than 100 indicates a higher-than average risk of automation; less than 100 indicates a lower-than-average risk.

*** Across all jobs in California, 81% of workers are employed full-time.

WAGES

The labor market endorsement in this report considers the entry-level hourly wages for these middle-skill human resources 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

Both occupations have entry-level wages above the self-sufficiency standard wage for one adult (\$18.10 in Los Angeles County). Typical entry-level hourly wages are in a range between \$22.11 and \$24.46. (Exhibit 3).

Exhibit 3: Earnings for occupations in Los Angeles County

Occupation	Entry-Level Hourly Earnings (25 th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75 th Percentile)	Median Annual Earnings*
Payroll and Timekeeping Clerks	\$24.46	\$29.26	\$34.21	\$60,900
Human Resources Assistants, Except Payroll and Timekeeping	\$22.11	\$24.95	\$29.15	\$51,900

*Rounded to the nearest \$100

Orange County

Both occupations have entry-level wages above the self-sufficiency standard wage for one adult (\$20.63 in Orange County). Typical entry-level hourly wages are in a range between \$21.53 and \$23.84 (Exhibit 4).

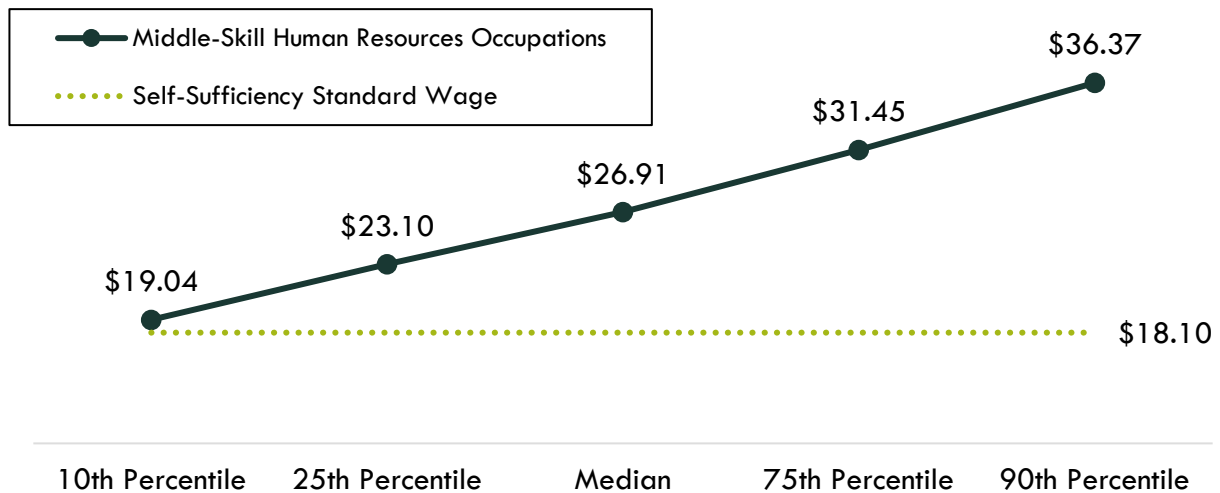
Exhibit 4: Earnings for occupations in Orange County

Occupation	Entry-Level Hourly Earnings (25 th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75 th Percentile)	Median Annual Earnings*
Payroll and Timekeeping Clerks	\$23.84	\$28.50	\$33.31	\$59,300
Human Resources Assistants, Except Payroll and Timekeeping	\$21.53	\$24.31	\$28.40	\$50,600

*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 \$23.10; this is above the living wage for one single adult in Los Angeles County (\$18.10). Exhibit 5 shows the average hourly wage for the occupations in this report, for entry-level to experienced workers.

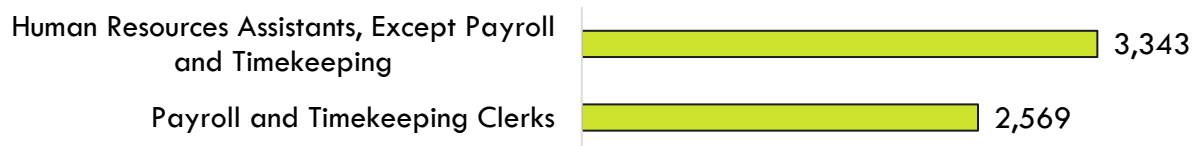
Exhibit 5: Average hourly earnings for middle-skill human resources occupations, Los Angeles and Orange counties



JOB POSTINGS

There were 5,912 online middle-skill job postings related to human resources 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 (57%) were for human resources assistants, except payroll and timekeeping, followed by payroll and timekeeping clerks (43%).

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
<ul style="list-style-type: none"> • Payroll specialists • Human resources assistants • Human resources coordinators • Payroll clerks • Payroll administrators 	<ul style="list-style-type: none"> • Payroll processing • Auditing • Accounting • Payroll systems • Human Resources Information System (HRIS) 	<ul style="list-style-type: none"> • Robert Half* • AppleOne* • Aston Carter* • University of California • Randstad* • California State University

*Staffing company

In the greater Los Angeles/Orange County region, 57% of the middle-skill human resources job postings listed a minimum educational requirement. The number and percentage of job postings by educational level appear in exhibit 8.

Exhibit 8: Education levels requested in job postings for middle-skill human resources occupations, Los Angeles and Orange counties

Education Level	Job Postings	% of Job Postings
Bachelor's degree	1,525	45%
Associate degree	441	13%
High school diploma or vocational training	1,394	41%

EDUCATIONAL ATTAINMENT

In the greater Los Angeles/Orange County region, the majority of annual job openings (58%) typically require a high school diploma or equivalent (Exhibit 9). However, the national-level data indicates between 35% and 48% 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
Human Resources Assistants, Except Payroll and Timekeeping	Associate degree
Payroll and Timekeeping Clerks	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 the related TOP code: Business Management (0506.00). The colleges with the most completions in the region are Cerritos, Mt. San Antonio, and Coastline. The majority of human resources programs at community colleges across the state are coded under Business Management (0506.00) since there is not a TOP code dedicated specifically to human resources. According to the Chancellor’s Office Curriculum Inventory (COCI), ten colleges in the greater LA/OC region have Business Management (0506.00) programs that focus on human resources – an asterisk in exhibit 10 notates these. Saddleback and Santa Monica also have human resources programs coded under 0506.00-Business Management; however, these programs are relatively new and have not conferred any awards in the past three years.

The Business Management TOP Code (0506.00) trains for the middle-skill human resources occupations of interest, as well as other general business management occupations. Since traditional business management programs focus on much more than just human resources, it is difficult to accurately gauge relevant completions, which increases the margin of error in the supply side analysis and in this case, possibly overestimating the supply estimates for human resources awards.

Exhibit 10: Regional community college awards (certificates and degrees), 2020-2023

TOP Code	Program	College	2020-21 Awards	2021-22 Awards	2022-23 Awards	3-Year Average
0506.00	Business Management	Cerritos	387	276	469	377
		Compton	-	-	1	0
		East LA	17	18	18	18
		El Camino	49	22	40	37
		Glendale*	15	28	22	22
		LA City	18	16	40	25
		LA Mission	4	6	3	4
		LA Pierce	7	14	9	10
		LA Valley	30	39	34	34
		Long Beach*	44	28	26	33
		Mt San Antonio*	150	188	158	165
		Pasadena*	-	-	2	1
		LA Subtotal	721	635	822	726
		Coastline*	307	33	40	127
		Cypress	7	1	5	4
		Fullerton*	11	19	20	17
		Golden West*	11	13	10	11
Irvine	5	23	20	16		

TOP Code	Program	College	2020-21 Awards	2021-22 Awards	2022-23 Awards	3-Year Average
		N. Orange Adult*	19	32	27	26
		Orange Coast	19	16	2	12
		Santa Ana	40	39	62	47
		Santiago Canyon	55	25	173	84
		OC Subtotal	474	201	359	345
Supply Total/Average			1,195	836	1,181	1,071

*Colleges with dedicated Human Resources programs coded under Business Management (0506.00). Two additional colleges have Human Resources programs that were recently approved and have not yet conferred awards: Saddleback and Santa Monica.

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 middle-skill human resources occupations. Exhibit 11 shows the number of awards conferred by these institutions in relevant programs. Due to different data collection periods, the most recent data is from 2019 to 2022. Between 2019 and 2022, other postsecondary college institutions in the region conferred an average of 183 sub-baccalaureate awards. Sub-baccalaureate awards include associate degrees, postsecondary awards, and other academic awards that typically take fewer than four years to complete.

Over the past three years, there have been post-baccalaureate certificates and master's degrees conferred in these Human Resources-focused CIP codes:

- 52.1001 - Human Resources Management/Personnel Administration, General
- 52.1005 - Human Resources Development

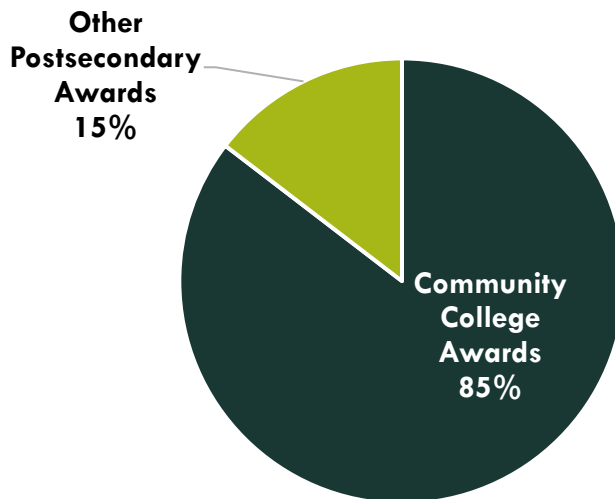
Exhibit 11: Other regional postsecondary awards, 2019-2022

CIP Code	Program	Postsecondary Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
52.0201	Business Administration and Management, General	CA Intercontinental Univ.	-	3	7	3
		Fremont University	1	6	-	2
		Hope International Univ.	-	-	1	0
		InterCoast Colleges-Santa Ana	18	-	-	6
		InterCoast Colleges-West Covina	-	1	2	1
		Learnet Academy	3	10	6	6
		LA Pacific College	7	3	1	4

CIP Code	Program	Postsecondary Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
		Mount Saint Mary's Univ.	6	4	1	4
		Platt College-Anaheim	14	9	5	9
		Platt College-LA	9	4	6	6
		Univ. of Mass. Global	-	2	4	2
		University of the People	115	69	232	139
Supply Total/Average			173	111	265	183

Exhibit 12 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 community colleges in the greater Los Angeles/Orange County region.

Exhibit 12: 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:

- **Payroll and Timekeeping Clerks (43-3051)** Compile and record employee time and payroll data. May compute employees' time worked, production, and commission. May compute and post wages and deductions, or prepare paychecks.⁷
- **Human Resources Assistants (43-4161)** Compile and keep personnel records. Record data for each employee, such as address, weekly earnings, absences, amount of sales or production, supervisory reports, and date of and reason for termination. May prepare reports for employment records, file employment records, or search employee files and furnish information to authorized persons.⁸

Contact information:

Luke Meyer, Director

Los Angeles Center of Excellence

Lmeyer7@mtsac.edu

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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)

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⁷ [Payroll and Timekeeping Clerks \(bls.gov\)](https://www.bls.gov)

⁸ [Human Resources Assistants, Except Payroll and Timekeeping \(bls.gov\)](https://www.bls.gov)