



Workforce Supply & Demand for Restorative Justice and Rehabilitation Services for Law Enforcement Professionals in LA County

Labor Market Demand and Postsecondary Supply Analysis for Bachelor
of Science in Restorative Justice and Rehabilitation Services for Law
Enforcement Professionals at Glendale College

*Prepared by: Los Angeles Center of Excellence for Labor Market Research
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Key Findings

Demand:

- **Employment**—Employment for probation officers and correctional treatment specialists has grown by 7% over the last 20 years in LA County.
- **Job openings**—Over the next five years, jobs for probation officers and correctional treatment specialists are projected to decline by 5%; however, there will be approximately 340 jobs available annually due to replacement needs in Los Angeles County.
- **Wages**—Average hourly wages for probation officers and correctional treatment specialists are \$13.59 higher than the average across all occupations at the 10th percentile, \$20.10 higher at the 25th percentile, \$29.38 higher at the median, \$23.22 higher at the 75th percentile, and \$25.47 more per hour at the 90th percentile.
- **Job postings**—In the past 12 months, the majority of employers hiring probation officers and correctional treatment specialists in California preferred a candidate with a bachelor's degree (51%), and 5% of job postings requested a master's or professional degree.
- **Advertised Salaries**—California employers seeking candidates with a bachelor's degree for probation officers and correctional treatment specialists are advertising annual salaries that are more than \$22,000 per year higher (\$84,736) than those seeking candidates with a high school diploma or associate degree (\$62,464), a 36% difference.

Supply:

- **Awards**—Between 2020 and 2022, colleges in the Los Angeles region conferred 1,262 bachelor's degrees in criminal justice programs. No corrections-specific bachelor's awards were conferred in the region during this same time period.

Gap Analysis:

- **Supply of workers**—With no corrections-specific bachelor's awards issued in the past three years in the county and 1,262 criminal justice-related bachelor's awards issued annually, it is unclear if there is an oversupply for the 340 annual openings for probation officers and correctional treatment specialists in LA County, since criminal justice programs train for various administration of justice occupations.
- **Employer preferences**—The majority of prospective employers (51%) prefer a bachelor's degree for employment. According to sample job postings, employers sought candidates with bachelor's degrees in various disciplines, including behavioral or social science-related fields.

Introduction

Glendale Community College (GCC), in partnership with the Los Angeles County Probation Department, is proposing the development of a Baccalaureate program in Restorative Justice and Rehabilitation. This program provides educational underpinnings specifically designed to support modern probation services and evidence-based rehabilitation. This program will provide dynamic interdisciplinary instruction involving human development, addiction studies, and social and behavioral sciences. Emphasis on having a foundational understanding of the role of probation in promoting social justice and the empowerment of individual clients in their communities will be integrated throughout the program of study. Students will be exposed to the skills and knowledge needed to understand human development, community and family dynamics, mental health intervention, and cultural trauma-informed practice.

While employment opportunities for this bachelor's degree vary, the key occupation trained by a bachelor's degree program in restorative justice and rehabilitation services is:

- **Probation Officers and Correctional Treatment Specialists (21-1092)** Provide social services to assist in rehabilitation of law offenders in custody or on probation or parole. Make recommendations for actions involving formulation of rehabilitation plan and treatment of offender, including conditional release and education and employment stipulations.¹

The purpose of this study is to determine whether there is demand in the statewide and regional labor market for this key restorative justice and rehabilitation services occupation that is not being met by the supply from relevant training programs. More specifically, this report addresses the labor market components of Assembly Bill 927, which requires evidence of unmet workforce needs that would be addressed by Glendale College's proposed Bachelor of Science in Restorative Justice and Rehabilitation Services for Law Enforcement Professionals.²

¹ [Probation Officers and Correctional Treatment Specialists \(bls.gov\)](https://www.bls.gov/occupations/probation-officers-and-correctional-treatment-specialists)

² [AB-927 Public postsecondary education: community colleges: statewide baccalaureate degree program](#)

Key Occupation

The key restorative justice and rehabilitation services occupation analyzed in this report was selected from the 2018 Standard Occupational Classification (SOC) system (Exhibit 1). Probation officers and correctional treatment specialists are classified under the community and social services occupations major group (21-0000).

Exhibit 1: Key restorative justice and rehabilitation services occupation

SOC Code	Description	Typical Entry-Level Education	Work Experience Required
21-1092	Probation Officers and Correctional Treatment Specialists	Bachelor's Degree	None

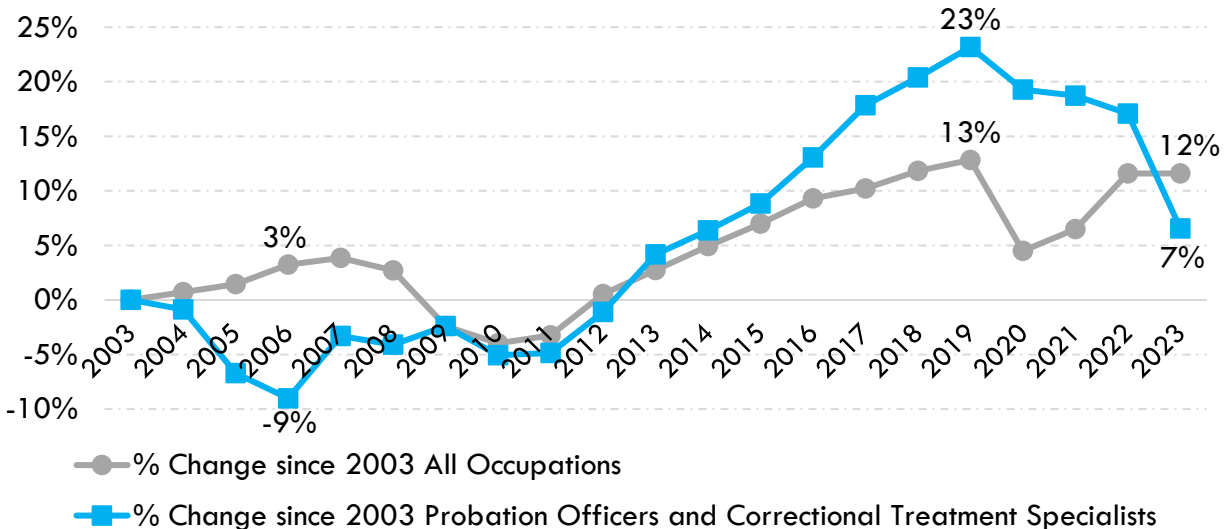
Source: [2018 Standard Occupational Classification \(SOC\) system](#)

Labor Market Demand Analysis

Historical employment

Exhibit 2 demonstrates that since 2003, employment for the key occupation has grown by 7%, while employment across all occupations has grown by 12% in Los Angeles County. Probation officers and correctional treatment specialists have experienced periods of growth and decline over the past 20 years. From 2003 to 2012, the number of jobs for this key occupation declined; however, they rebounded after the Great Recession (2007-2009) and peaked in 2019 with 23% growth compared to 2003, 10% higher than overall job growth in Los Angeles County. While the number of key occupational jobs has declined in the past five years, the number of jobs in 2023 is still higher than the job count 20 years ago. Since 2003, the number of all jobs in Los Angeles County has increased by 12%, only dipping below the number of 2003 jobs during the Great Recession (2007-2009).

Exhibit 2: Percent change in employment in Los Angeles County, 2003-2023



Source: *Lightcast, Datarun 2024.2*

Projected job openings

Exhibit 3 displays detailed 2022 job counts, projected employment figures through 2027, five-year percent change in employment, and projected annual job openings for the key occupation. Los Angeles County will have 340 annual job openings through 2027. This occupation is projected to decline by 2027 in both Los Angeles County and California. In California, there is projected to be comparatively less decline, with more than 1,200 jobs available annually. There are projected to be 14,496 jobs throughout the state by 2027.

Exhibit 3: Occupational demand in Los Angeles County and California, 2022-2027

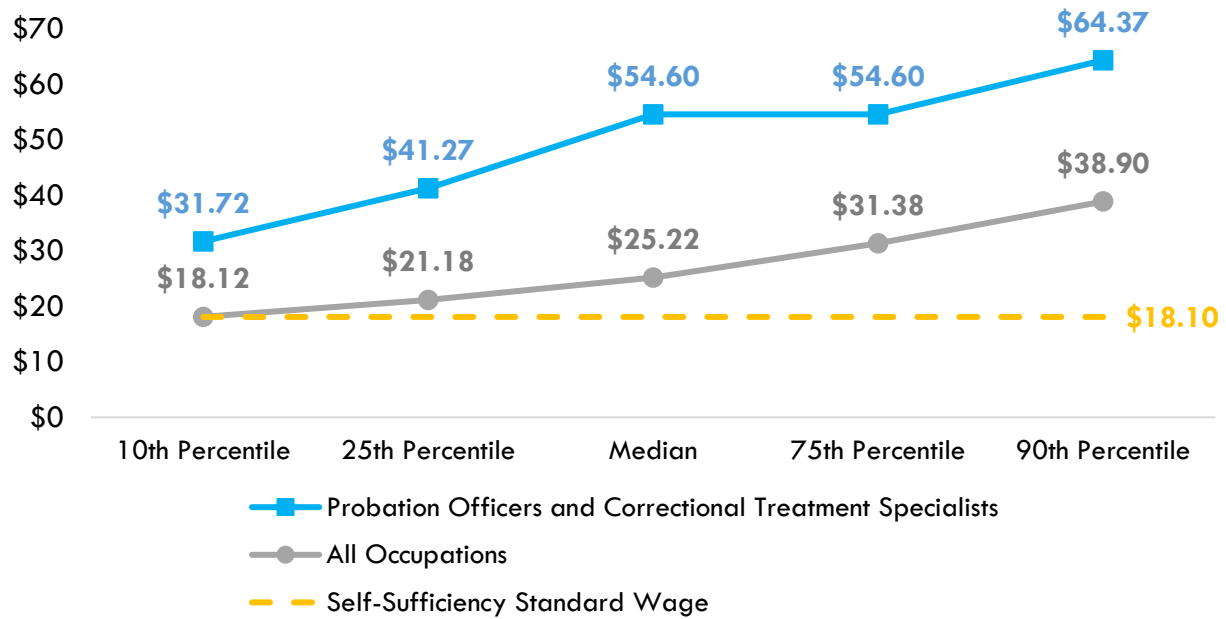
SOC	Occupation	Region	2022 Jobs	2027 Jobs	5-Year % Change	Annual Openings
21-1092	Probation Officers and Correctional Treatment Specialists	Los Angeles	4,342	4,119	(5%)	340
		California	14,645	14,496	(1%)	1,246

Source: Lightcast, Datarun 2024.2

Average hourly wages

The average hourly wages at the 10th, 25th, median, 75th, and 90th percentile for the key occupation in Los Angeles County are displayed in Exhibit 4. At the lowest percentile (i.e., the 10th), workers employed as probation officers and correctional treatment specialists earn \$13.59 per hour more than the regional average across all occupations. Over the course of a career, a probation officer and correctional treatment specialist in Los Angeles County will consistently earn higher wages in a mostly linear fashion. Progressing to the 25th percentile, probation officers and correctional treatment specialists (\$41.27) earn \$20.09 more per hour than the average worker in the region (\$21.18), \$29.38 more at the median level, \$23.22 more at the 75th percentile, and \$25.47 more per hour at the 90th percentile, on average. While earnings may vary depending on the employer, industry, and city where the worker is employed, these represent average wages across Los Angeles County.

Exhibit 4: Hourly wage range for probation officers and correctional treatment specialists in Los Angeles County



Source: Lightcast, Datarun 2024.2 and the [Self-Sufficiency Standard for California](#)

Detailed median hourly and annual wages are displayed in Exhibit 5 for the key restorative justice and rehabilitation services occupation in this report for Los Angeles County.

Exhibit 5: Median hourly wages and annual earnings for the key occupation in Los Angeles County

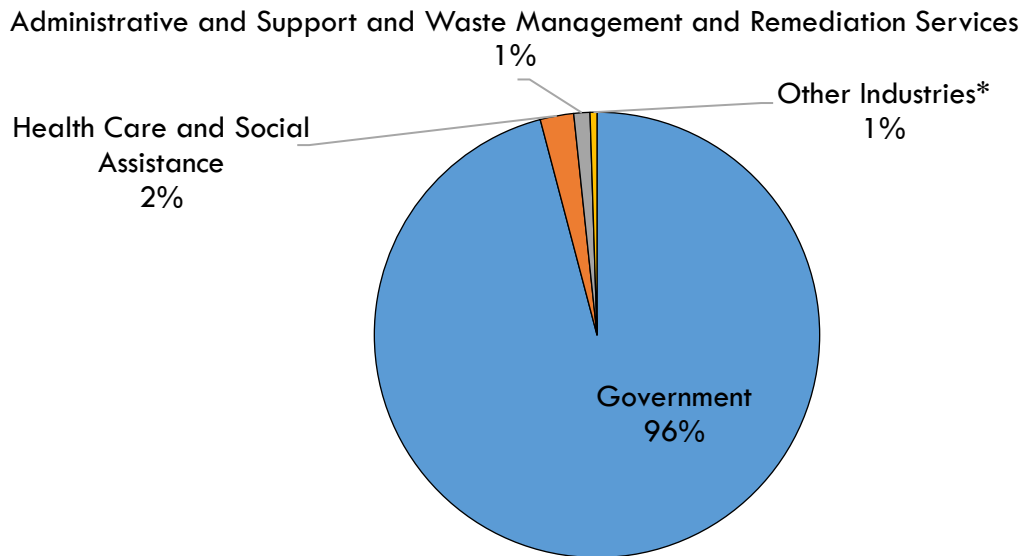
SOC Code	Description	Median Hourly Earnings	Median Annual Earnings
21-1092	Probation Officers and Correctional Treatment Specialists	\$54.60	\$113,561

Source: Lightcast, Datarun 2024.2

Industry employment

Exhibit 6 displays the portion of probation officers and correctional treatment specialists within each industry sector. Unsurprisingly, the industry sector with the largest share of these key occupations is government (96%). The only other two industry sectors with more than 10 workers in Los Angeles County are health care and social assistance (2%) and administrative and support and waste management and remediation services (1%). Within the government sector, the largest share of employment for this key occupation is within local government, excluding education and hospitals, at 72% (NAICS 903999), followed by state government, excluding education and hospitals, at 24% (NAICS 902999).

Exhibit 6: Industry concentration of probation officers and correctional treatment specialists in Los Angeles County, 2022



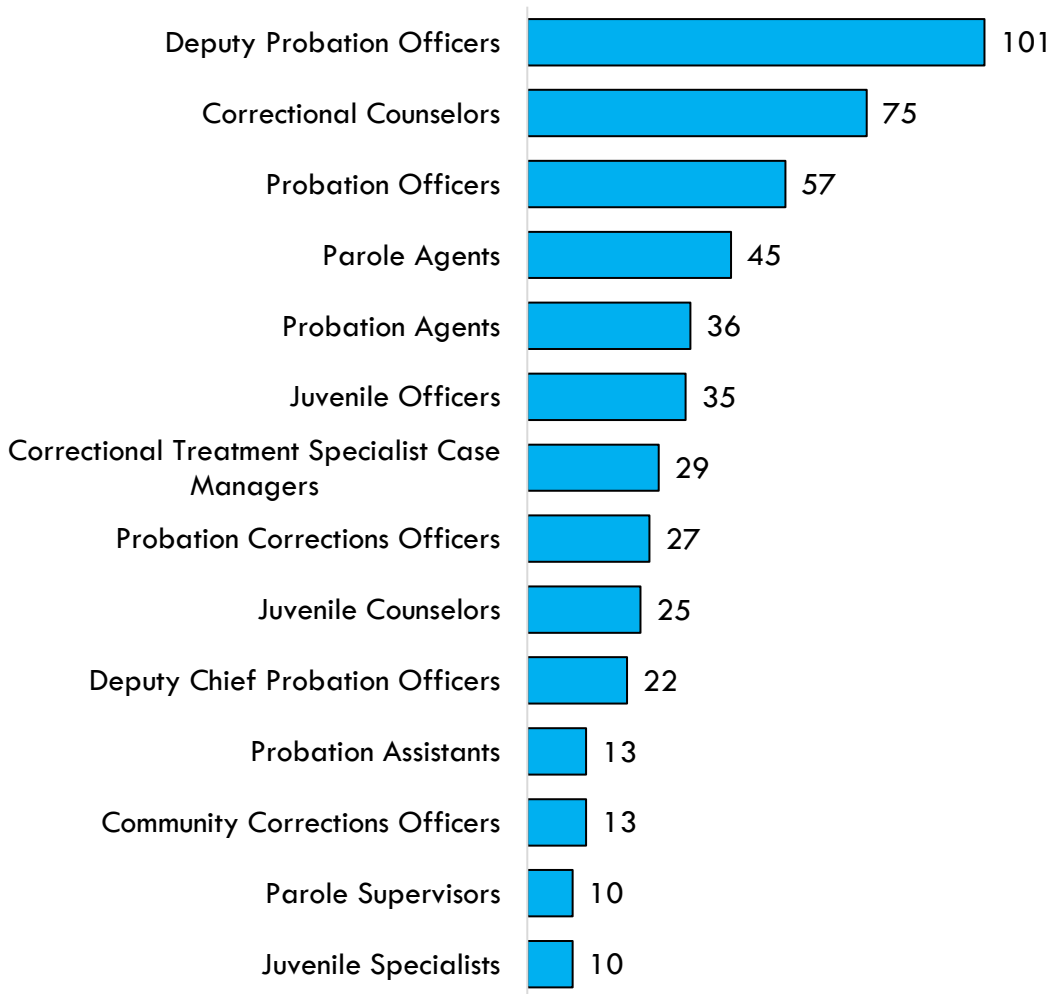
*Other Industries include: Information (0.2%), Other Services, except Public Administration (0.2%), and Real Estate and Rental and Leasing (0.1%).

Source: Lightcast, Datarun 2024.2

Job postings

Over the last 12 months (July 2023 through June 2024), there were 773 unique online job postings for probation officers and correctional treatment specialists in California. The number of job postings by job title appears in Exhibit 7. The most common job titles from job postings were deputy probation officers, correctional counselors, probation officers, parole agents, and probation agents. The employers posting the most job ads during this timeframe were the State of California, County of Santa Barbara Health, Department of Corrections and Rehabilitation, Bureau of Prisons, and County of Sonoma. The skills sought most frequently in these job advertisements were related to probation, criminal corrections, social work, psychology, rehabilitation, sociology, law enforcement, behavioral science, and criminology. Some of these job postings also require a Peace Officer Standards and Training (POST) certificate, as well as cardiopulmonary resuscitation (CPR) certification and first aid certification.

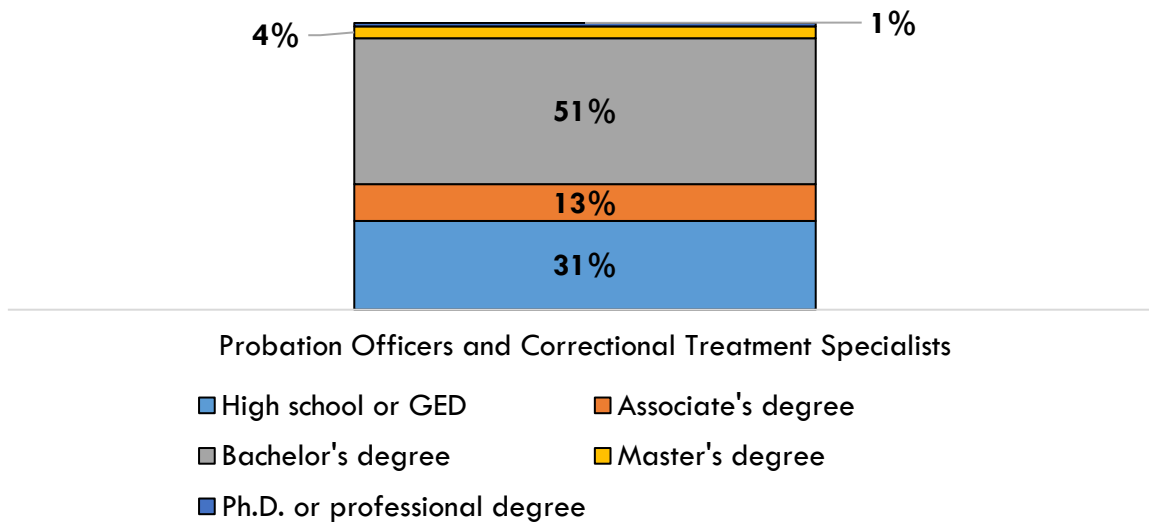
Exhibit 7: Job postings by job title in California (July 2023 – June 2024)



Source: Lightcast job posting data

Exhibit 8 shows a breakdown of education levels listed in California job postings for probation officers and correctional treatment specialists. Of all the job postings that listed a minimum educational requirement, the majority of employers (51%) sought candidates with a bachelor's degree, a total of 209 postings. Among these job postings with an educational preference listed, 31% preferred a candidate with a high school diploma or GED, and 13% requested candidates with an associate degree. Only 5% of the job postings desired a candidate with a master's degree or higher level of education.

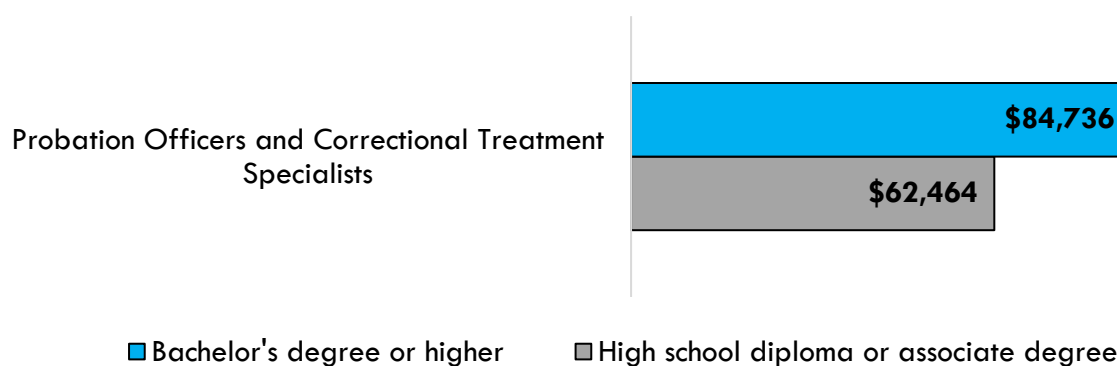
Exhibit 8: Preferred education levels in job postings in California



Source: Lightcast job posting data

Taking a closer look at probation officer and correctional treatment specialist job postings in California that listed a bachelor’s degree or higher as the required level of education versus postings that listed a high school diploma or associate degree, employers seeking candidates with a bachelor’s degree for this occupation are advertising annual salaries that are \$22,272 higher per year than those seeking candidates with a high school diploma or associate degree. Exhibit 9 demonstrates that California employers posting job ads for this key occupation are willing to pay 36% more for candidates with a bachelor’s degree or higher level of education than for candidates with a high school diploma or associate degree.

Exhibit 9: Annual median advertised salary by education level in California



Source: Lightcast job postings data

In California job postings for probation officers and correctional treatment specialists that listed a bachelor’s degree or higher level of education for employment, desirable candidates held a bachelor’s degree in a behavioral or social science-related field. According to sample job

postings, employers sought candidates in possession of bachelor’s degrees in various disciplines, including:

- Behavioral Science
- Corrections
- Counseling
- Criminology
- Criminal Justice
- Education
- Human Services
- Mental Health
- Psychology
- Social Science
- Social Services
- Sociology

Source: *Lightcast job postings data*

Postsecondary Supply Analysis

Bachelor’s degrees

Program analysis included Classification of Instructional Programs (CIP) codes to measure bachelor’s degrees conferred statewide by postsecondary institutions. In California, there were no bachelor’s degrees awarded in the past three years under the following corrections-specific CIP codes that train for the key occupation in this report:

- Corrections (43.0102)
- Juvenile Corrections (43.0110)
- Corrections Administration (43.0113)
- Corrections and Criminal Justice, Other (43.0199)

In Los Angeles County, ten colleges have conferred bachelor’s awards for criminal justice-related disciplines in the past three years (see Exhibit 10 below for summary data and Appendix for details). Between 2020 and 2022, there was an annual average of 1,262 bachelor’s degrees awarded in the county. These programs prepare individuals for jobs within the criminal justice system, including employment as a probation officer and correctional treatment specialist.

Exhibit 10: Bachelor’s awards in Los Angeles County, 2020-2022

Program (CIP)	2019-20	2020-21	2021-22	3-Year Average
Criminal Justice/Law Enforcement Administration (43.0103)	50	65	42	52
Criminal Justice/Safety Studies (43.0104)	1,058	1,280	1,290	1,209
TOTAL	1,108	1,345	1,332	1,262

Source: [National Center for Education Statistics’ Integrated Postsecondary Education Data System](#)

In California, bachelor’s awards for criminal justice-related disciplines have been issued at 39 colleges (see Exhibit 11 and Appendix for details). Between 2020 and 2022, there was an average of 4,966 bachelor’s degrees conferred annually at postsecondary institutions throughout the state.

Exhibit 11: Bachelor's awards in California, 2020-2022

Program (CIP)	2019-20	2020-21	2021-22	3-Year Average
Criminal Justice/Law Enforcement Administration (43.0103)	581	524	482	529
Criminal Justice/Safety Studies (43.0104)	4,216	4,527	4,569	4,437
TOTAL	4,797	5,051	5,051	4,966

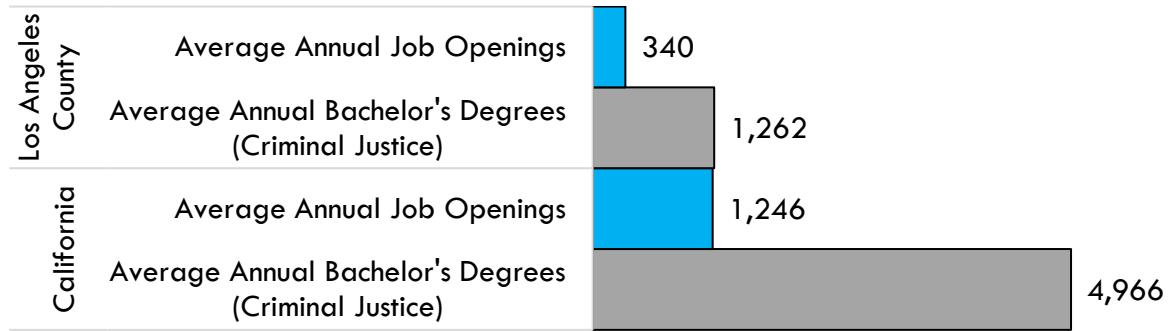
Source: [National Center for Education Statistics' Integrated Postsecondary Education Data System](#)

Gap Analysis

Examining the educational supply and occupational demand for probation officers and correctional treatment specialists in Los Angeles County highlights the potential need for a corrections-specific bachelor's program. Currently, there are no bachelor's degree programs in this specific discipline that trains for probation officers and correctional treatment specialists. However, employers of probation officers and correctional treatment specialists value bachelor's degrees in various behavioral and social science fields, including criminal justice. When comparing the 340 annual key occupation job openings to the number of bachelor's degrees for criminal justice-related programs (1,262), there appears to be an oversupply of 922 awards issued. Yet, these criminal justice-related programs train for various administration of justice occupations, including police officers, detectives, and correctional officers. Since the programs listed in the postsecondary supply analysis do not solely train for probation officers and correctional treatment specialists, it is unclear whether or not a supply gap exists.

In California as a whole, there is also an unclear picture between the number of probation officers and correctional treatment specialist job openings and the number of related bachelor's degrees awarded annually. Although there were 1,246 job openings in California in the past year, there were no specific corrections-specific bachelor's degrees conferred, and 4,966 criminal justice bachelor's awards were conferred. While Exhibit 12 shows a possible oversupply, it is difficult to gauge a supply gap since these award earners are trained for entry into many criminal justice-related occupations. It is worth noting that there were 773 unique job postings for probation officers and correctional treatment specialists in California over the last year; 209 of these job postings were seeking employers with a bachelor's degree in various behavioral and social science-related disciplines.

Exhibit 12: Supply and demand gap analysis for the key occupation in Los Angeles County and California



Source: Lightcast job postings data; [California Community Colleges Chancellor's Office Management Information Systems Data Mart](#); [National Center for Education Statistics' Integrated Postsecondary Education Data System](#)

Conclusion & Recommendations

It is unclear whether the projected demand for probation officers and correctional treatment specialists is unmet by the talent supply from related education and training programs in Los Angeles County and California, since so many behavioral and social science-related disciplines train for and are accepted by employers of the key occupation in this report. While this is a strong starting point to engage in meaningful discussion about the prospects of a community college baccalaureate program to satisfy unmet demand in the labor market, additional steps are needed to fulfill legislative requirements governing the establishment of new bachelor's degree programs.

Therefore, this report can be used as a foundational document as the college engages with regional employers and workforce development boards to validate demand for these key occupations. This report demonstrates the following:

- **Evidence that employers are having difficulty filling positions that require a baccalaureate degree.**
 - There were 773 job postings for probation officers and correctional treatment specialists in California over the last year. The majority (51%) of job postings sought candidates with a bachelor's degree, and 5% sought candidates with a master's degree or higher, providing strong evidence that regional employers prefer highly qualified individuals for these jobs.
- **Evidence that employers are willing to pay baccalaureate degree holders more than those with a related associate degree or no postsecondary degree.**
 - California employers seeking candidates with a bachelor's degree or higher for probation officers and correctional treatment specialists are advertising annual salaries that are 36% higher, or more than \$22,000 higher per year than those seeking candidates with a high school diploma or associate degree.
- **Evidence that employers prefer candidates with the proposed baccalaureate degree.**
 - In job postings, the majority of California employers (51%) sought candidates with a bachelor's degree, demonstrating that employers prefer candidates with this level of education.
- **Evidence of job placement and/or promotion opportunities for candidates with a baccalaureate degree.**
 - Evidence of this criterion requires additional information from regional employers, but statewide job postings requiring a bachelor's degree have a higher frequency of supervisory and managerial job titles, including the terms "deputy," "chief," and "manager" compared to job postings requiring a high school diploma.
- **Evidence that the occupation/field of the proposed baccalaureate degree program provides higher-wage job opportunities.**
 - Average hourly wages for probation officers and correctional treatment specialists are \$13.59 higher than the average across all occupations at the 10th percentile,

\$20 higher at the 25th percentile, \$29 higher at the median, \$23 higher at the 75th percentile, and \$25 more per hour at the 90th percentile.

Methodology

This report has three primary objectives:

1. Assess and quantify labor market demand for probation officers and correctional treatment specialists in Los Angeles County and California that typically require a bachelor's degree for entry.
2. Assess and quantify the educational supply for such jobs.
3. Calculate the potential unmet workforce demand for these jobs.

For the first objective, the most recent datarun (2024.2) from Lightcast was analyzed using 2022 as a base year and a five-year projection period through 2027. This five-year period approximates the time it takes for a typical community college training program to be developed, approved, and for the first cohort of students to enroll, complete the program, and enter the workforce. The average annual job openings for probation officers and correctional treatment specialists that typically require a bachelor's degree for entry was the primary metric analyzed for this objective.

The second objective was calculated using the National Center for Education Statistics' Integrated Postsecondary Education Data System (IPEDS). This dataset was queried for the number of bachelor's degrees issued by educational institutions in Los Angeles County and California during the most recent three academic years available (2021-2023 for TOP programs and 2020-22 for CIP programs). Reporting in IPEDS is organized by Classification of Instructional Programs (CIP). The California Community Colleges Chancellor's Office Management Information Systems Data Mart was queried for sub-baccalaureate awards. Reporting in this system is organized by the Taxonomy of Programs (TOP).

The third objective was achieved by calculating the difference between the sum of job openings requiring a bachelor's degree related to restorative justice and rehabilitation services and the number of baccalaureate awards issued from related bachelor's-level programs. This calculation determines whether there is demand in the labor market for bachelor's level candidates that is not being met by the supply of bachelor's degrees from educational programs that align with the relevant occupations.

Appendix

Table A: Los Angeles County bachelor's awards issued for criminal justice

CIP – Program	Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
43.0103 – Criminal Justice/Law Enforcement Administration	Azusa Pacific University	37	49	31	39
	Los Angeles Pacific University	12	14	8	11
	Abraham Lincoln University	1	2	3	2
Subtotal		50	65	42	52
43.0104 – Criminal Justice/Safety Studies	California State University-Northridge	314	330	440	361
	California State University-Los Angeles	307	329	347	328
	California State University-Dominguez Hills	202	294	248	248
	California State University-Long Beach	206	301	232	246
	Marymount California University	24	25	11	20
	Woodbury University	-	-	12	4
	Platt College-Los Angeles	5	1	-	2
Subtotal		1,058	1,280	1,290	1,209
Grand Total		1,108	1,345	1,332	1,262

Table B: California bachelor's awards issued for criminal justice

CIP – Program	Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
43.0103 – Criminal Justice/Law Enforcement Administration	Ashford University	175	159	183	172
	National University	105	117	115	112
	University of Phoenix-California	122	68	38	76
	California Baptist University	61	53	61	58
	Azusa Pacific University	37	49	31	39
	University of Antelope Valley	18	17	8	14
	Fresno Pacific University	16	15	9	13
	Los Angeles Pacific University	12	14	8	11
	DeVry University-California	14	8	7	10
	Humphreys University-Stockton and Modesto Campuses	10	12	7	10
	William Jessup University	5	7	10	7
	San Diego Christian College	4	1	2	2
	Abraham Lincoln University	1	2	3	2
	Alliant International University-San Diego	1	2	-	1
Subtotal		581	524	482	529

CIP – Program	Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
43.0104 – Criminal Justice/Safety Studies	California State University-Sacramento	490	481	563	511
	San Diego State University	311	378	408	366
	California State University-Northridge	314	330	440	361
	California State University-Fullerton	322	350	343	338
	California State University-Los Angeles	307	329	347	328
	Ashford University	304	310	280	298
	California State University-San Bernardino	294	260	237	264
	California State University-Dominguez Hills	202	294	248	248
	California State University-Long Beach	206	301	232	246
	San Francisco State University	246	221	254	240
	California State University-East Bay	199	239	237	225
	San Jose State University	173	228	237	213
	California State University-Stanislus	222	189	194	202
	California State University-Bakersfield	157	185	169	170
	California State University-Chico	160	153	134	149
	Sonoma State University	82	76	66	75
	University of Massachusetts Global	79	60	47	62
	La Sierra University	49	60	53	54
	Point Loma Nazarene University	55	37	37	43
	Marymount California University	24	25	11	20
	Platt College-Ontario	12	8	9	10
	Platt College-Riverside	3	7	3	4
	Woodbury University	-	-	12	4
Hope International University	-	2	8	3	
Platt College-Los Angeles	5	1	-	2	
Platt College-Anaheim	-	3	-	1	
	Subtotal	4,216	4,527	4,569	4,437
	Grand Total	4,797	5,051	5,051	4,966

About the Centers of Excellence for Labor Market Research

The Centers of Excellence (COE) is a statewide initiative supported by the California Community Colleges' Economic and Workforce Development program. The COE research team represents expertise in labor market analysis with a focus on research design, educational and training program mapping, and identifying skill sets for emerging occupations as well as geospatial analysis. The COE maintains strategic alliances with research organizations whose relationships and technical expertise enhance COE research efforts and with industry associations that assist in validating research findings, ensuring that the most recent industry and labor market conditions are captured. COE studies are used to inform policy discussions, industry-wide legislative efforts, and regional workforce and economic development strategies, as well as guide program and resource development efforts by the California Community Colleges. These reports can be accessed at www.coecc.net.