

**Labor Market Analysis: 0506.50 – Retail Store Operations and Management
Strategic Management Practices for New Managers – Certificate requiring 8 to
fewer than 16 semester units**

Los Angeles Center of Excellence, July 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"/>	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 supply gap for the two identified middle-skill retail management occupations in the region. Furthermore, entry-level wages exceed the self-sufficiency standard wage in Los Angeles 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 educational attainment.

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.

Key Findings

Supply Gap

- 13,889 annual job openings are projected in the region through 2027. This number is greater than the three-year average of 12,392 awards conferred by educational institutions in the region.

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.

Living Wage

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

Educational Attainment

- 64% of the annual job openings typically require a bachelor's degree for these middle-skill retail management occupations in the LA/OC region.
- 34%-38% of workers in the field have completed some college or an associate degree, according to national educational attainment data.

Community college supply

- 24 community colleges issued awards related to business management and/or retail store operations in the greater LA/OC region.
- 1,334 awards (degrees and certificates) were conferred on average each year between 2021 and 2023.

Other postsecondary supply

- 42 other educational institutions in the LA/OC region have conferred awards in general business administration and management over the past three years.
- 11,058 awards were conferred on average each year by other postsecondary institutions throughout the greater LA/OC region between 2020 and 2022.

TARGET OCCUPATIONS

LA COE prepared this report to provide regional labor market and postsecondary supply data related to two middle-skill occupations. Although general and operations managers typically require a bachelor's degree, they are considered middle-skill because approximately one-third of workers in the field have completed some college or an associate degree. [For full occupation descriptions, please see Appendix.](#)

- **General and Operations Managers (11-1021)**³
- **First-Line Supervisors of Retail Sales Workers (41-1011)**⁴

OCCUPATIONAL DEMAND

Exhibit 1 shows the five-year occupational demand projections for these retail management occupations. In the greater Los Angeles/Orange County region, the number of jobs related to these occupations is projected to increase by 2% through 2027. There will be nearly 13,900 job openings per year through 2027 due to job growth and replacements. The majority of jobs in 2022 for these middle-skill retail management occupations (73%) were located in Los Angeles County.

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

³ [General and Operations Managers \(bls.gov\)](#)

⁴ [First-Line Supervisors of Retail Sales Workers \(bls.gov\)](#)

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	108,702	109,496	794	1%	10,034
Orange	40,680	42,146	1,466	4%	3,855
Total	149,382	151,642	2,260	2%	13,889

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 are included in order to visualize upcoming replacement demand for these occupations.

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***
General and Operations Managers	71,189	72,848	2%	6,324	25%	82.2	98%
First-Line Supervisors of Retail Sales Workers	37,513	36,648	(2%)	3,709	24%	87.8	85%
Total	108,702	109,496	1%	10,034	-	-	-

*The average percentage of workers aged 55 and older across all occupations in the greater LA/OC region is 27%. These occupations have a smaller share of older workers, which typically indicates fewer 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 retail management 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.

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.

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 \$18.40 and \$38.91 (Exhibit 3). Experienced workers can expect to earn wages between \$29.70 and \$83.60.

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*
General and Operations Managers	\$38.91	\$56.87	\$83.60	\$118,300
First-Line Supervisors of Retail Sales Workers	\$18.40	\$22.10	\$29.70	\$46,000

*Rounded to the nearest \$100

Orange County

The majority, 66%, of annual openings for retail management 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 \$17.76 and \$38.69 (Exhibit 4).

One occupation has entry-level wages above the self-sufficiency standard wage:

- General and operations managers, \$38.69.

Experienced workers can expect to earn wages between \$28.71 and \$82.97, which are higher than the self-sufficiency standard.

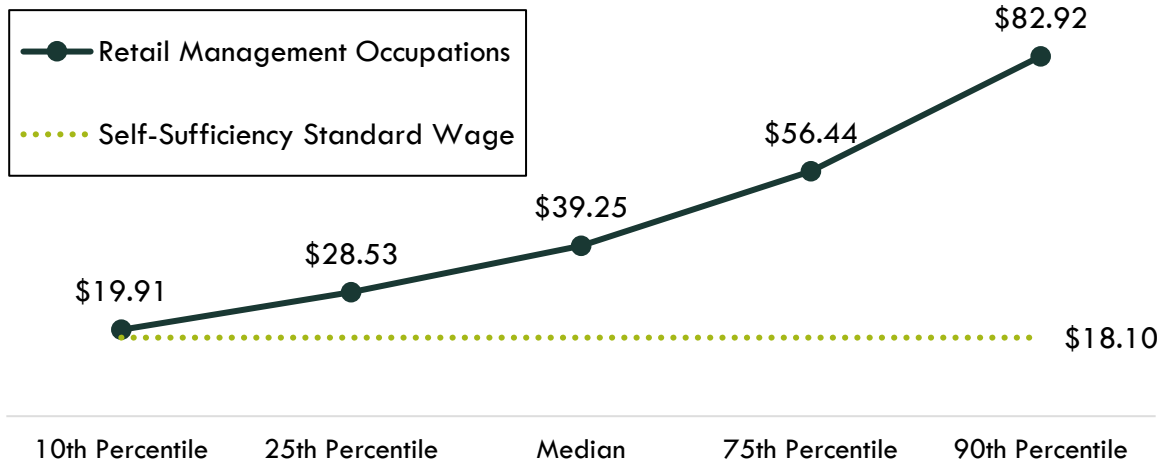
Exhibit 4: Earnings for occupations in Orange County

Occupation	Entry-Level Hourly Earnings (25 th Percentile)	Median Hourly Earnings	Experienced Hourly Earnings (75 th Percentile)	Median Annual Earnings*
General and Operations Managers	\$38.69	\$56.50	\$82.97	\$117,500
First-Line Supervisors of Retail Sales Workers	\$17.76	\$21.38	\$28.71	\$44,500

*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 \$28.53; 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.

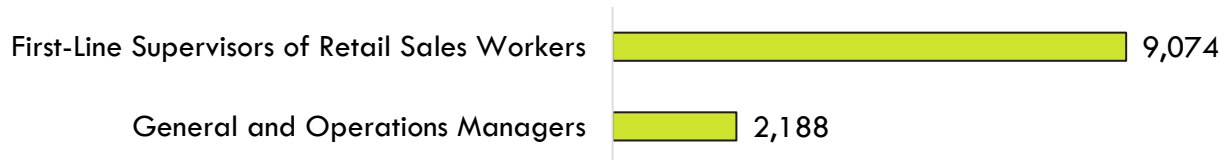
Exhibit 5: Average hourly earnings for retail management occupations, Los Angeles and Orange counties



JOB POSTINGS

There were 11,262 online job postings for these retail management occupations in the retail trade industry sector (NAICS 44-45) 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 (81%) were for first-line supervisors of retail sales workers, followed by general and operations managers (19%).

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"> Assistant store managers Store managers Key holders Assistant managers Shift supervisors Operations managers 	<ul style="list-style-type: none"> Merchandising Retail operations Selling techniques Product knowledge Visual merchandising Loss prevention 	<ul style="list-style-type: none"> CVS Health Dollar Tree Abercrombie & Fitch Nordstrom 99 Cents Only Walmart

In the greater Los Angeles/Orange County region, 49% of the retail management 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 occupations related to retail management, Los Angeles and Orange counties

Education Level	Job Postings	% of Job Postings
Bachelor's degree	1,086	20%
Associate degree	242	4%
High school diploma or vocational training	4,223	76%

EDUCATIONAL ATTAINMENT

In the greater Los Angeles/Orange County region, the majority of annual job openings (64%) typically require a bachelor’s degree (Exhibit 9). However, the national-level data indicates between 34% and 38% 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
General and Operations Managers	Bachelor’s degree
First-Line Supervisors of Retail Sales Workers	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 codes: Business Management (0506.00) and Retail Store Operations and Management (0506.50). The colleges with the most completions in the region are Cerritos, Mt. San Antonio, and Coastline.

Exhibit 10: Regional community college awards (certificates and degrees), 2021-2023

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
		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 Subtotal/Average			1,195	836	1,181	1,071
0506.50	Retail Store Operations and Management	Cerritos	198	192	339	243
		El Camino	2	4	2	3
		LA City	-	1	-	0
		LA Mission	-	-	1	0
		LA Pierce	-	-	1	0
		LA Trade-Tech	2	1	-	1
		LA Valley	2	5	2	3
		Mt San Antonio	2	1	6	3
		Pasadena	2	9	2	4
		Rio Hondo	3	4	1	3

TOP Code	Program	College	2020-21 Awards	2021-22 Awards	2022-23 Awards	3-Year Average
		LA Subtotal	211	217	354	261
		Golden West	-	1	-	0
		Saddleback	2	1	2	2
		Santa Ana	-	-	3	1
		OC Subtotal	2	2	5	3
Supply Subtotal/Average			213	219	359	264
Supply Total/Average			1,408	1,055	1,540	1,334

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 retail management. 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 2020 to 2022. Between 2020 and 2022, other postsecondary college institutions in the region conferred an average of 11,058 bachelor's and sub-baccalaureate awards. Sub-baccalaureate awards include associate degrees, postsecondary awards, and other academic awards that typically take fewer than four years to complete. Of the awards in exhibit 11, 98% (10,875 awards) are bachelor's degrees, and 2% (183) are sub-baccalaureate awards.

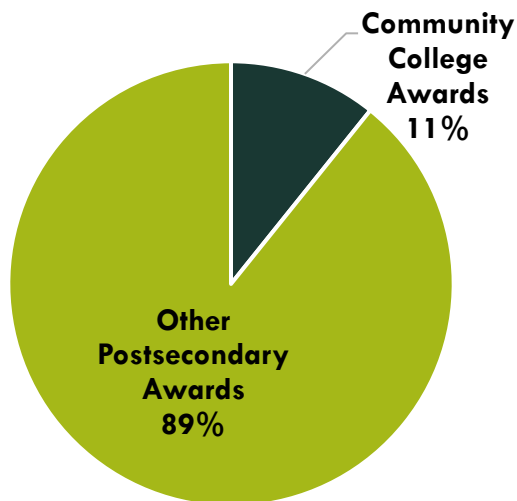
Exhibit 11: Other regional postsecondary awards, 2020-2022

CIP Code	Program	Postsecondary Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
52.0201	Business Administration and Management, General	Abraham Lincoln Univ.	-	1	1	1
		American Jewish Univ.	3	5	1	3
		Angeles College	6	10	16	11
		Azusa Pacific Univ.	106	100	82	96
		Bethesda University	26	28	14	23
		Biola University	136	120	106	121
		CA Intercontinental Univ.	4	5	12	7
		CA St. Poly. Univ. Pomona	1,399	1,644	1,561	1,535
		CSU-Dominguez Hills	571	619	588	593
		CSU-Fullerton	2,293	2,367	2,164	2,275
		CSU-Long Beach	1,351	1,457	1,491	1,433
		CSU-Los Angeles	1,125	864	726	905
		CSU-Northridge	691	760	769	740
Chapman University	440	452	453	448		

CIP Code	Program	Postsecondary Institution	2019-20 Awards	2020-21 Awards	2021-22 Awards	3-Year Average
		Concordia Univ.-Irvine	87	76	64	76
		Fremont University	1	6	-	2
		Hope International Univ.	57	35	39	44
		InterCoast Colleges-Santa Ana	18	-	-	6
		InterCoast Colleges-West Covina	-	1	2	1
		Learnet Academy	3	10	6	6
		Life Pacific University	15	17	19	17
		LA Pacific College	7	3	1	4
		LA Pacific University	-	4	14	6
		Loyola Marymount Univ.	29	52	41	41
		Marymount CA Univ.	59	42	45	49
		Mount Saint Mary's Univ.	48	33	21	34
		Pacific Oaks College	7	1	-	3
		Pacific States University	1	1	4	2
		Pathways College	-	2	-	1
		Pepperdine University	185	176	218	193
		Platt College-Anaheim	14	9	5	9
		Platt College-LA	11	4	6	7
		UC-Irvine	306	379	340	342
		University of La Verne	294	296	219	270
		University of Mass. Global	155	268	303	242
		USC	1,020	1,035	832	962
		University of the People	205	283	467	318
		University of the West	7	11	9	9
		Vanguard University of Southern California	51	66	50	56
		Westcliff University	71	107	114	97
		Whittier College	61	62	39	54
		Woodbury University	21	30	8	20
		Supply Total/Average	10,884	11,441	10,850	11,058

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 other institutions 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:

- **General and Operations Managers (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.⁷
- **First-Line Supervisors of Retail Sales Workers (41-1011)** Directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.⁸

⁷ [General and Operations Managers \(bls.gov\)](https://www.bls.gov)

⁸ [First-Line Supervisors of Retail Sales Workers \(bls.gov\)](https://www.bls.gov)

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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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