



Written Expression	78	59	65
Inductive Reasoning	67	55	65
Information Ordering	57	51	65
Category Flexibility	58	48	65
Mathematical Reasoning	64	59	65
Number Facility	66	60	65
Perceptual Speed	38	37	56
Selective Attention	39	41	56
Finger Dexterity	20	35	53
Fluency of Ideas	69	46	50
Originality	67	46	50
Speed of Closure	51	42	50
Flexibility of Closure	36	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Chief Executives	Treasurers and Controllers	Importance
Mathematics	62	68	86

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Chief Executives	Treasurers and Controllers	Importance
Law and Government	53	58	90
Economics and Accounting	69	91	82

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Chief Executives	Treasurers and Controllers	Description	Chief Executives	Treasurers and Controllers
10+ years	50%	54%	Doctoral	1%	0%
8-10 years	14%	10%	Professional Degree	6%	0%
6-8 years	3%	6%	Post-Masters Cert	0%	4%
4-6 years	28%	15%	Master's Degree	24%	55%
2-4 years	2%	8%	Post-Bachelor Cert	13%	0%
1-2 years	0%	3%	Bachelors	50%	28%
6-12 months	0%	1%	AA or Equiv	0%	3%
3-6 months	0%	0%	Some College	2%	6%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	0%	0%
None	0%	0%	No HSD or GED	0%	0%

Chief Executives

Treasurers and Controllers

Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's or higher degree, plus work experience



## Job Zone Comparison

5 - Job Zone Five: Extensive Preparation Needed	5 - Job Zone Five: Extensive Preparation Needed
Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.	Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.
A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).	A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).
Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.	Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

## Tasks

Chief Executives	Treasurers and Controllers
<b>Core Tasks</b>	<b>Core Tasks</b>
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> <li>• Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Developing Objectives and Strategies - Establishing long-range objectives and specifying the strategies and actions to achieve them.</li> </ul>	<ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions.</li> <li>• Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.</li> </ul>
<b>Specific Tasks</b>	<b>Specific Tasks</b>
Occupation Specific Tasks:	Occupation Specific Tasks:
<ul style="list-style-type: none"> <li>• Administer programs for selection of sites, construction of buildings, and provision of equipment and supplies.</li> <li>• Analyze operations to evaluate performance of a company and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.</li> <li>• Appoint department heads or managers, and assign or delegate responsibilities to them.</li> <li>• Attend and participate in meetings of municipal councils and council committees.</li> <li>• Conduct or direct investigations or hearings to resolve complaints and violations of laws, or testify at such hearings.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze and classify risks and investments to determine their potential impacts on companies.</li> <li>• Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans.</li> <li>• Communicate with stockholders and other investors to provide information, and to raise capital.</li> <li>• Develop and analyze information to assess the current and future financial status of firms.</li> <li>• Direct insurance negotiations, select insurance brokers and carriers, and place insurance.</li> </ul>



- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Coordinate the development and implementation of budgetary control systems, recordkeeping systems, and other administrative control processes.
- Deliver speeches, write articles, and present information at meetings or conventions in order to promote services, exchange ideas, and accomplish objectives.
- Direct and conduct studies and research on issues affecting areas of responsibility.
- Direct and coordinate activities between the United States Government and foreign entities in order to provide information and promote international interests and harmony.
- Direct and coordinate activities of businesses involved with buying and selling investment products and financial services.
- Direct and coordinate activities of businesses or departments concerned with production, pricing, sales, and/or distribution of products.
- Direct and coordinate an organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
- Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.
- Direct non-merchandising departments such as advertising, purchasing, credit, and accounting.
- Direct, plan, and implement policies, objectives, and activities of organizations or businesses in order to ensure continuing operations, to maximize returns on investments, and to increase productivity.
- Establish departmental responsibilities, and coordinate functions among departments and sites.
- Implement corrective action plans to solve organizational or departmental problems.
- Interpret and explain policies, rules, regulations, and laws to organizations, government and corporate officials, and individuals.
- Make presentations to legislative and other government committees regarding policies, programs, or budgets.
- Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
- Nominate citizens to boards and commissions.
- Organize and approve promotional campaigns.
- Prepare and present reports concerning activities, expenses, budgets, government statutes and policies, and other items.

- Establish and maintain relationships with individual and business customers, and provide assistance with problems these customers may encounter.
- Establish procedures for custody and control of assets, records, loan collateral, and securities, in order to ensure safekeeping.
- Evaluate data pertaining to costs in order to plan budgets.
- Evaluate financial reporting systems, accounting and collection procedures, and investment activities, and make recommendations for changes to procedures, operating systems, budgets, and other financial control functions.
- Examine, evaluate, and process loan applications.
- Network within communities to find and attract new business.
- Oversee the flow of cash and financial instruments.
- Plan, direct, and coordinate risk and insurance programs of establishments to control risks and losses.
- Plan, direct, and coordinate the activities of workers in branches, offices, or departments of such establishments as branch banks, brokerage firms, risk and insurance departments, or credit departments.
- Prepare financial and regulatory reports required by laws, regulations, and boards of directors.
- Prepare operational and risk reports for management analysis.
- Recruit staff members, and oversee training programs.
- Review collection reports to determine the status of collections and the amounts of outstanding balances.
- Review reports of securities transactions and price lists in order to analyze market conditions.
- Submit delinquent accounts to attorneys or outside agencies for collection.

#### Detailed Tasks

#### Detailed Work Activities:

- analyze financial data
- analyze market conditions
- analyze operational or management reports or records
- approve or deny credit applications
- approve or deny loans
- assign work to staff or employees
- compile data for financial reports
- conduct financial investigations
- conduct or attend staff meetings
- develop budgets



- statutes and rulings, and other items affecting businesses or program services.
- Prepare budgets for approval, including those for funding and implementation of programs.
  - Prepare bylaws approved by elected officials, and ensure that bylaws are enforced.
  - Preside over or serve on boards of directors, management committees, or other governing boards.
  - Refer major policy matters to elected representatives for final decisions.
  - Represent organizations and promote their objectives at official functions, or delegate representatives to do so.
  - Review and analyze legislation, laws, and public policy, and recommend changes to promote and support interests of both the general population and special groups.
  - Review reports submitted by staff members in order to recommend approval or to suggest changes.
  - Serve as liaisons between organizations, shareholders, and outside organizations.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze social or economic data
- assign work to staff or employees
- communicate technical information
- conduct legal hearings
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- develop records management system
- develop staff policies
- dictate correspondence
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct and coordinate human resource programs
- establish and maintain relationships with community organizations

- develop management control systems
- develop policies, procedures, methods, or standards
- direct and coordinate financial activities
- identify financial risks to company
- monitor credit extension decisions
- oversee execution of organizational or program policies
- prepare reports for management
- prepare required government reports
- review loan applications
- use government regulations
- use negotiation techniques

#### Technology - Examples

##### Accounting software

- Accounting software
- Automatic Data Processing EasyPay software
- Hyperion Enterprise
- Intuit QuickBooks
- Job costing software
- MYOB Premier Accounting Small Business Suite
- Sage Fixed Asset Solution FAS
- Sage MIP Fund Accounting
- Sage Peachtree

##### Data base user interface and query software

- Database software
- Microsoft Access
- Oracle software
- Structured query language SQL

##### Electronic mail software

- Microsoft Outlook

##### Enterprise resource planning ERP software

- ADERANT Expert Back Office, Powered by Keystone
- Deltek software
- Enterprise resource planning ERP software
- Exact Software Macola ES
- Great Plains Dynamics software



Community organizations

- establish policy or laws
- evaluate management programs
- explain government laws or regulations
- explain rules, policies or regulations
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- interpret laws or legislation
- maintain safe work environment
- make presentations
- manage contracts
- manage contracts
- manage industrial projects
- negotiate business contracts
- negotiate with federal and state agencies and other political organizations
- oversee execution of organizational or program policies
- plan or organize work
- prepare reports for management
- promote objectives of institution to associations, agencies, or community groups
- recommend solutions of administrative problems
- resolve personnel problems or grievances
- resolve worker or management conflicts
- supervise advertising or public relations staff
- use conflict resolution techniques
- use interviewing procedures
- use negotiation techniques
- use oral or written communication techniques
- use public speaking techniques
- verify investigative information
- write business correspondence
- write sales or informational speeches

Technology - Examples

Accounting software

- Intuit QuickBooks
- Sage Peachtree

Data base user interface and query software

- Microsoft Access

Electronic mail software

- Email software

Enterprise resource planning ERP software

- Enterprise resource planning ERP software
- Great Plains software

- Hyperion Solutions System 9 Planning

- Microsoft Great Plains

- Oracle JD Edwards OneWorld

- Oracle PeopleSoft

- SAP software

- Solomon Software

Financial analysis software

- FRx software

- Hyperion Pillar software

- Oracle Financials

Human resources software

- Automatic Data Processing PC payroll for windows PCPW

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Spreadsheet software

- Corel QuattroPro
- IBM Lotus 1-2-3
- Microsoft Excel

Word processing software

- Microsoft Word

Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Tablet computers



- Oracle PeopleSoft

- SAP software

## Financial analysis software

- Microsoft FRx

## Human resources software

- Halogen e360

- Halogen ePraisal

- Human resource information system HRIS software

- Infor SSA Human Capital Management

## Internet browser software

- Web browser software

## Office suite software

- Microsoft Office

## Presentation software

- Microsoft PowerPoint

## Project management software

- Microsoft Project

## Spreadsheet software

- Microsoft Excel

## Time accounting software

- Exact Software Macola ES Labor Performance

- Norchard Solutions Succession Wizard

## Word processing software

- Microsoft Word

## Tools - Examples

- 10-key calculators

- Desktop computers

- Universal serial bus USB flash drives

- Smartphones

- Laptop computers

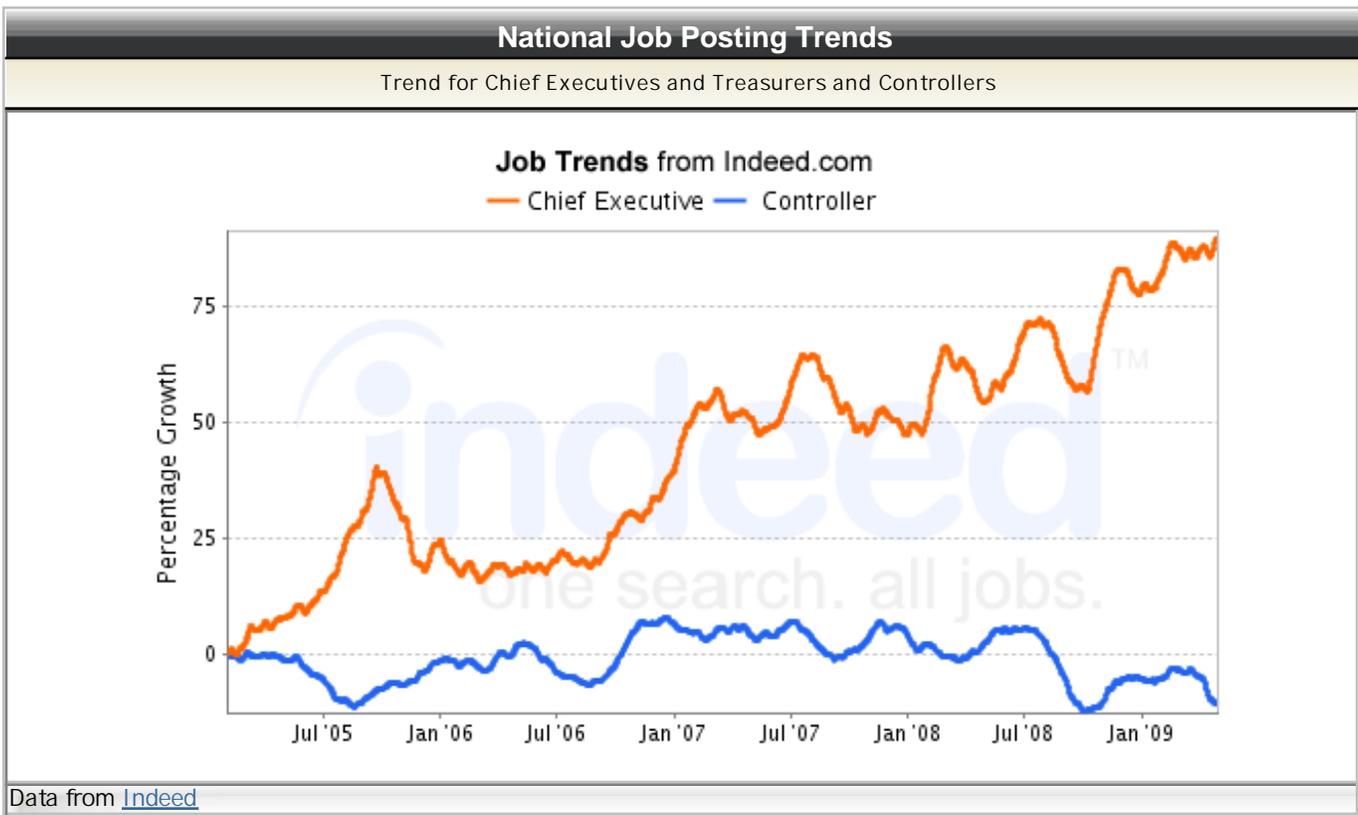
- Personal computers

## Labor Market Comparison

Maine Department of Labor.

Description	Chief Executives	Treasurers and Controllers	Difference
Median Wage	\$102,290	\$ 67,670	\$(- 34,620)

10th Percentile Wage	\$ 56,840	\$ 41,820	\$( 15,020)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$ 89,670	N/A
90th Percentile Wage	N/A	\$119,660	N/A
Mean Wage	\$120,680	\$ 74,780	\$( 45,900)
Total Employment - 2007	750	2,440	1,690
Employment Base - 2006	903	2,692	1,789
Projected Employment - 2016	852	2,881	2,029
Projected Job Growth - 2006-2016	-5.6 %	7.0 %	12.7 %
Projected Annual Openings - 2006-2016	25	58	33
Special			
Special Occupations:			



### Programs

Related Programs

Accounting and Business/Management

Accounting and Business/Management. An integrated or combined program in accounting and business administration/management that prepares individuals to function as accountants and business managers.

No information on schools for the program

Accounting and Finance

Accounting and Finance. An integrated or combined program in accounting and finance that prepares individuals to function as accountants and financial managers or analysts.

Institution	Address	City	URL
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>

Credit Management

Credit Management. A program that prepares individuals to perform and/or manage operations concerning personal and corporate credit, collateral, loan processing, and related financial agency communications. Includes instruction in general finance and banking principles, insurance, real estate, taxation, business law and regulations, quantitative methods, financial computer systems applications, database management, communications skills, business and office management, and professional standards and ethics.

No information on schools for the program

Finance, General

Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.

Institution	Address	City	URL
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>

Financial Management and Services, Other

Finance and Financial Management Services, Other. Any instructional program in financial management and services not listed above.

No information on schools for the program

International Finance

International Finance. A program that prepares individuals to manage international financial operations and related currency transactions. Includes instruction in international banking, international monetary and financial policy, money and capital markets, foreign exchange, risk analysis, and international cash flow operations.

No information on schools for the program

Investments and Securities

Investments and Securities. A program that prepares individuals to manage assets placed in capital markets, and related technical operations. Includes instruction in security analysis, debt and equity analysis, investment strategies, securities markets, computer-assisted research, portfolio management, portfolio performance analysis, and applications to specific investment problems and business situations.

No information on schools for the program

Public Finance

Public Finance. A program that prepares individuals to manage the financial assets and budgets of public sector organizations. Includes instruction in public trusts and investments; the laws and procedures used to plan, prepare and administer public agency budgets; and the preparation and analysis of public budget projections and policies.

No information on schools for the program

### Maine Statewide Promotion Opportunities for Chief Executives

O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1011.00	Chief Executives	100	5	750	\$102,290.00	\$0.00	-6%	25	
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$12,870.00	1%	2	
29-1051.00	Pharmacists	77	5	1,190	\$112,550.00	\$10,260.00	22%	46	★
29-1063.00	Internists, General	74	5	420	\$144,760.00	\$42,470.00	6%	12	★
29-1041.00	Optometrists	74	5	90	\$107,740.00	\$5,450.00	19%	4	
29-1062.00	Family and General Practitioners	74	5	710	\$138,550.00	\$36,260.00	7%	20	★

Special Occupations:

### Top Industries for Treasurers and Controllers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%
Management of companies and enterprises	551100	7.98%	40,411	46,586	15.28%
Securities and commodity contracts, brokerages, and exchanges	5231-2	4.05%	20,507	30,461	48.54%
Self-employed workers, primary job	000601	3.88%	19,649	20,934	6.54%
Local government, excluding education and hospitals	939300	3.51%	17,785	19,980	12.34%
Accounting, tax preparation, bookkeeping, and payroll services	541200	3.27%	16,571	19,653	18.60%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	2.84%	14,398	17,266	19.92%
Other financial investment activities	523900	2.56%	12,983	18,297	40.93%
Federal government, excluding postal service	919999	2.41%	12,222	11,554	-5.47%
Colleges, universities, and professional schools, public and private	611300	1.72%	8,734	9,771	11.87%
General medical and surgical hospitals, public and private	622100	1.68%	8,503	9,414	10.71%
Automobile dealers	441100	1.61%	8,167	9,265	13.44%



Direct insurance (except life, health, and medical) carriers	524120	1.58%	8,009	8,371	4.52%
State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%

### Top Industries for Chief Executives

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	19.87%	79,932	85,157	6.54%
Local government, excluding education and hospitals	939300	5.45%	21,911	22,153	1.10%
Management of companies and enterprises	551100	5.08%	20,420	21,186	3.75%
Elementary and secondary schools, public and private	611100	2.83%	11,379	11,473	0.83%
Self-employed workers, secondary job	000602	2.14%	8,616	7,719	-10.40%
Colleges, universities, and professional schools, public and private	611300	2.06%	8,272	8,329	0.69%
State government, excluding education and hospitals	929200	1.92%	7,737	7,738	0.02%
Depository credit intermediation	522100	1.86%	7,473	6,857	-8.24%
Computer systems design and related services	541500	1.62%	6,511	7,912	21.51%
General medical and surgical hospitals, public and private	622100	1.48%	5,952	5,930	-0.36%
Employment services	561300	1.29%	5,203	5,927	13.91%
Management, scientific, and technical consulting services	541600	1.28%	5,139	8,257	60.67%
Automobile dealers	441100	1.13%	4,560	4,656	2.10%
Office administrative services	561100	0.97%	3,910	4,462	14.11%
Nonresidential building construction	236200	0.90%	3,602	3,632	0.84%



# TORQ Analysis of Chief Executives to General and Operations Managers

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Chief Executives	11-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	General and Operations Managers	11-1021.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:								92			
Ability TORQ			Skills TORQ			Knowledge TORQ					
Level			90	Level			94	Level			92
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Visualization	53	17	50	No Skills Upgrade Required!				Personnel and Human Resources	71	14	82
Flexibility of Closure	50	14	53					Customer and Personal Service	84	12	70
Time Sharing	48	7	53					Clerical	42	6	92
Selective Attention	44	5	53					Mathematics	63	2	69
Speech Recognition	62	2	75								
LEVEL and IMPT (IMPORTANCE) refer to the Target General and Operations Managers. GAP refers to level difference between Chief Executives and General and Operations Managers.											

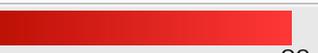
ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Chief Executives	General and Operations Managers	Importance
Oral Expression			
Oral Comprehension			
Problem Sensitivity			
Written Comprehension			
Speech Recognition			

Speech Clarity	 81	 60	 75
Deductive Reasoning	72 	66 	72 
Inductive Reasoning	67 	62 	72 
Written Expression	 78	57 	65 
Near Vision	64 	62 	65 
Originality	67 	59 	62 
Fluency of Ideas	69 	59 	59 
Information Ordering	57 	55 	56 
Category Flexibility	58 	57 	56 
Mathematical Reasoning	64 	57 	56 
Flexibility of Closure	36 	50 	53 
Selective Attention	39 	44 	53 
Time Sharing	41 	48 	53 
Visualization	36 	53 	50 

Skill Level Comparison - Abilities with importance scores over 69

Description	Chief Executives	General and Operations Managers	Importance
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Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Chief Executives	General and Operations Managers	Importance
Clerical	36 	42 	92 
Personnel and Human Resources	57 	71 	82 
Customer and Personal Service	 72	84 	70 
Mathematics	61 	63 	69 

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Chief Executives	General and Operations Managers	Description	Chief Executives	General and Operations Managers
10+ years	50% 	8% 	Doctoral	1% 	0% 
8-10 years	14% 	7% 	Professional Degree	6% 	0% 
6-8 years	3% 	35% 	Post-Masters Cert	0% 	0% 
4-6 years	28% 	7% 	Master's Degree	24% 	4% 
2-4 years	2% 	14% 	Post-Bachelor Cert	13% 	6% 
1-2 years	0% 	3% 	Bachelors	50% 	34% 
6-12 months	0% 	21% 	AA or Equiv	0% 	3% 
3-6 months	0% 	0% 	Some College	2% 	11% 
1-3 months	0% 	0% 	Post-Secondary Certificate	0% 	19% 
0-1 month	0% 	0% 	High School Diploma or GED	0% 	18% 



None	0%	0%	No HSD or GED	0%	0%
Chief Executives			General and Operations Managers		
<b>Most Common Educational/Training Requirement:</b>					
Bachelor's or higher degree, plus work experience			Bachelor's or higher degree, plus work experience		
<b>Job Zone Comparison</b>					
<b>5 - Job Zone Five: Extensive Preparation Needed</b>			<b>4 - Job Zone Four: Considerable Preparation Needed</b>		
Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.			A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.		
A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).			Most of these occupations require a four - year bachelor's degree, but some do not.		
Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.			Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.		

<b>Tasks</b>	
Chief Executives	General and Operations Managers
<b>Core Tasks</b>	<b>Core Tasks</b>
<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Developing Objectives and Strategies - Establishing long-range objectives and specifying the strategies and actions to achieve them.</li> </ul>	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Resolving Conflicts and Negotiating with Others - Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.</li> <li>• Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.</li> </ul>
<b>Specific Tasks</b>	<b>Specific Tasks</b>
<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> <li>• Administer programs for selection of sites, construction of buildings, and provision of equipment and supplies.</li> <li>• Analyze operations to evaluate performance of a company and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.</li> <li>• Appoint department heads or managers, and assign or delegate responsibilities to them.</li> </ul>	<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> <li>• Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand.</li> <li>• Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.</li> <li>• Develop and implement product marketing strategies including advertising campaigns and sales promotions.</li> </ul>



- Attend and participate in meetings of municipal councils and council committees.
- Conduct or direct investigations or hearings to resolve complaints and violations of laws, or testify at such hearings.
- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Coordinate the development and implementation of budgetary control systems, recordkeeping systems, and other administrative control processes.
- Deliver speeches, write articles, and present information at meetings or conventions in order to promote services, exchange ideas, and accomplish objectives.
- Direct and conduct studies and research on issues affecting areas of responsibility.
- Direct and coordinate activities between the United States Government and foreign entities in order to provide information and promote international interests and harmony.
- Direct and coordinate activities of businesses involved with buying and selling investment products and financial services.
- Direct and coordinate activities of businesses or departments concerned with production, pricing, sales, and/or distribution of products.
- Direct and coordinate an organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
- Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.
- Direct non-merchandising departments such as advertising, purchasing, credit, and accounting.
- Direct, plan, and implement policies, objectives, and activities of organizations or businesses in order to ensure continuing operations, to maximize returns on investments, and to increase productivity.
- Establish departmental responsibilities, and coordinate functions among departments and sites.
- Implement corrective action plans to solve organizational or departmental problems.
- Interpret and explain policies, rules, regulations, and laws to organizations, government and corporate officials, and individuals.
- Make presentations to legislative and other government committees regarding policies, programs, or budgets.
- Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
- Nominate citizens to boards and

- Direct and coordinate activities of businesses or departments concerned with the production, pricing, sales, or distribution of products.
- Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
- Direct non-merchandising departments of businesses, such as advertising and purchasing.
- Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
- Locate, select, and procure merchandise for resale, representing management in purchase negotiations.
- Manage staff, preparing work schedules and assigning specific duties.
- Manage the movement of goods into and out of production facilities.
- Monitor businesses and agencies to ensure that they efficiently and effectively provide needed services while staying within budgetary limits.
- Oversee activities directly related to making products or providing services.
- Perform sales floor work such as greeting and assisting customers, stocking shelves, and taking inventory.
- Plan and direct activities such as sales promotions, coordinating with other department heads as required.
- Plan store layouts, and design displays.
- Recommend locations for new facilities or oversee the remodeling of current facilities.
- Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.

#### Detailed Tasks

#### Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze sales activities or trends
- assign work to staff or employees
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- coordinate production materials, activities or processes
- design decorative displays
- develop budgets



- commissions.
- Organize and approve promotional campaigns.
- Prepare and present reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting businesses or program services.
- Prepare budgets for approval, including those for funding and implementation of programs.
- Prepare bylaws approved by elected officials, and ensure that bylaws are enforced.
- Preside over or serve on boards of directors, management committees, or other governing boards.
- Refer major policy matters to elected representatives for final decisions.
- Represent organizations and promote their objectives at official functions, or delegate representatives to do so.
- Review and analyze legislation, laws, and public policy, and recommend changes to promote and support interests of both the general population and special groups.
- Review reports submitted by staff members in order to recommend approval or to suggest changes.
- Serve as liaisons between organizations, shareholders, and outside organizations.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze social or economic data
- assign work to staff or employees
- communicate technical information
- conduct legal hearings
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- develop records management system
- develop staff policies
- dictate correspondence
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct and coordinate human resource programs

- develop budgets

- develop management control systems
- develop marketing strategy
- develop policies, procedures, methods, or standards
- develop pricing strategy
- develop staffing plan
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- estimate product demand
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- implement staff policies
- interview job applicants
- monitor operational budget
- oversee execution of organizational or program policies
- provide customer service
- schedule employee work hours
- stock or organize goods
- supervise advertising or public relations staff
- supervise production workers
- use conflict resolution techniques
- use interviewing procedures
- use inventory control procedures
- use negotiation techniques

Technology - Examples

Accounting software

- Accounting software

Calendar and scheduling software

- Calendar and scheduling software

Charting software

- Microsoft Office Visio

Customer relationship management CRM software

- ActionWare
- AMG Teleran Sales nSync
- Avidian Technologies Prophet
- FrontRange Solutions Goldmine software
- Maximizer Software Maximizer Enterprise
- NetSuite NetCRM
- Sage Software ACT!



- establish and maintain relationships with community organizations
- establish policy or laws
- evaluate management programs
- explain government laws or regulations
- explain rules, policies or regulations
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- interpret laws or legislation
- maintain safe work environment
- make presentations
- manage contracts
- manage contracts
- manage industrial projects
- negotiate business contracts
- negotiate with federal and state agencies and other political organizations
- oversee execution of organizational or program policies
- plan or organize work
- prepare reports for management
- promote objectives of institution to associations, agencies, or community groups
- recommend solutions of administrative problems
- resolve personnel problems or grievances
- resolve worker or management conflicts
- supervise advertising or public relations staff
- use conflict resolution techniques
- use interviewing procedures
- use negotiation techniques
- use oral or written communication techniques
- use public speaking techniques
- verify investigative information
- write business correspondence
- write sales or informational speeches

Technology - Examples

Accounting software

- Intuit QuickBooks
- Sage Peachtree

Data base user interface and query software

- Microsoft Access

Electronic mail software

- Email software

Enterprise resource planning ERP software

- Enterprise resource planning ERP software

- Salesforce.com CRM

- Software on Sailboats Desktop Sales Manager

- Vanguard Software Vanguard Sales Manager

Data base user interface and query software

- Data base user interface and query software

- Microsoft Access

Data mining software

- Datawatch Monarch

Electronic mail software

- Email software

- IBM Lotus Notes

- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP software

- SAP software

Human resources software

- Human resources software

- Personnel scheduling software

Internet browser software

- Web browser software

Inventory management software

- Inventory management software

Materials requirements planning logistics and supply chain software

- LSA Visual Easy Lean

Medical software

- Dynamic Energy Systems MedAct

Network conferencing software

- Microsoft Office SharePoint Portal Server

Object or component oriented development software

- Borland Delphi software

Office suite software

- Microsoft Office

- Office suite software

Presentation software

- Microsoft PowerPoint

- Presentation software



- Great Plains software

- Oracle PeopleSoft

- SAP software

Financial analysis software

- Microsoft FRx

Human resources software

- Halogen e360

- Halogen ePraisal

- Human resource information system HRIS software

- Infor SSA Human Capital Management

Internet browser software

- Web browser software

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Project

Spreadsheet software

- Microsoft Excel

Time accounting software

- Exact Software Macola ES Labor Performance

- Norchard Solutions Succession Wizard

Word processing software

- Microsoft Word

Tools - Examples

- 10-key calculators

- Desktop computers

- Universal serial bus USB flash drives

- Smartphones

- Laptop computers

- Personal computers

Project management software

- Microsoft Project

- Realization Project Flow

Spreadsheet software

- Microsoft Excel

- Spreadsheet software

Time accounting software

- Kronos Workforce Payroll

- Kronos Workforce Timekeeper

Web page creation and editing software

- Microsoft FrontPage

Word processing software

- Microsoft Word

- Word processing software

Tools - Examples

- Desktop computers

- Cell phones

- Laptop computers

- Personal computers

- Personal digital assistants PDA

- Photocopying equipment

- Computer scanners

**Labor Market Comparison**

Maine Department of Labor.

Description

Chief Executives

General and Operations Managers

Difference



Median Wage	\$102,290	\$ 77,050	\$( 25,240)
10th Percentile Wage	\$ 56,840	\$ 40,880	\$( 15,960)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$108,800	N/A
90th Percentile Wage	N/A	N/A	N/A
Mean Wage	\$120,680	\$ 89,670	\$( 31,010)
Total Employment - 2007	750	8,490	7,740
Employment Base - 2006	903	8,671	7,768
Projected Employment - 2016	852	8,263	7,411
Projected Job Growth - 2006-2016	-5.6 %	-4.7 %	0.9 %
Projected Annual Openings - 2006-2016	25	209	184
Special			
Special Occupations:			

### National Job Posting Trends

Trend for Chief Executives and General and Operations Managers



Data from [Indeed](http://Indeed.com)

### Programs

Related Programs

Business Administration and Management, General



Business Administration and Management, General. A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

Institution	Address	City	URL
Central Maine Community College	1250 Turner St	Auburn	<a href="http://www.cmcc.edu">www.cmcc.edu</a>
Central Maine Community College	1250 Turner St	Auburn	<a href="http://www.cmcc.edu">www.cmcc.edu</a>
University of Maine at Augusta	46 University Dr	Augusta	<a href="http://www.uma.maine.edu/">www.uma.maine.edu/</a>
University of Maine at Augusta	46 University Dr	Augusta	<a href="http://www.uma.maine.edu/">www.uma.maine.edu/</a>
Eastern Maine Community College	354 Hogan Rd	Bangor	<a href="http://www.emcc.edu">www.emcc.edu</a>
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Beal College	99 Farm Road	Bangor	<a href="http://bealcollege.edu">bealcollege.edu</a>
University of New England	11 Hills Beach Rd	Biddeford	<a href="http://WWW.UNE.EDU">WWW.UNE.EDU</a>
Washington County Community College	One College Drive	Calais	<a href="http://www.wccc.me.edu">www.wccc.me.edu</a>
University of Maine at Machias	9 O'Brien Ave	Machias	<a href="http://www.umm.maine.edu">www.umm.maine.edu</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
Andover College	901 Washington Ave	Portland	<a href="http://WWW.ANDOVERCOLLEGE.edu">WWW.ANDOVERCOLLEGE.edu</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>
Southern Maine Community College	2 Fort Road	South Portland	<a href="http://www.smccME.edu">www.smccME.edu</a>
Southern Maine Community College	2 Fort Road	South Portland	<a href="http://www.smccME.edu">www.smccME.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>



Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>
York County Community College	112 College Drive	Wells	<a href="http://www.yccc.edu">www.yccc.edu</a>

#### Business/Commerce, General

Business/Commerce, General. A program that focuses on the general study of business, including the processes of interchanging goods and services (buying, selling and producing), business organization, and accounting as used in profit-making and nonprofit public and private institutions and agencies. The programs may prepare individuals to apply business principles and techniques in various occupational settings.

Institution	Address	City	URL
Beal College	99 Farm Road	Bangor	<a href="http://bealcollege.edu">bealcollege.edu</a>
University of Maine at Farmington	224 Main St	Farmington	<a href="http://www.umf.maine.edu">www.umf.maine.edu</a>
University of Maine at Fort Kent	23 University Drive	Fort Kent	<a href="http://www.umfk.maine.edu">www.umfk.maine.edu</a>
University of Maine at Presque Isle	181 Main St	Presque Isle	<a href="http://www.umpi.maine.edu">www.umpi.maine.edu</a>
University of Maine at Presque Isle	181 Main St	Presque Isle	<a href="http://www.umpi.maine.edu">www.umpi.maine.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>

#### Enterprise Management and Operation, General

Entrepreneurship/Entrepreneurial Studies. A program that generally prepares individuals to perform development, marketing and management functions associated with owning and operating a business.

No information on schools for the program

#### International Business

International Business/Trade/Commerce. A program that prepares individuals to manage international businesses and/or business operations. Includes instruction in the principles and processes of export sales, trade controls, foreign operations and related problems, monetary issues, international business policy, and applications to doing business in specific countries and markets.

Institution	Address	City	URL
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Maine Maritime Academy	C3	Castine	<a href="http://www.mainemaritime.edu">www.mainemaritime.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>

#### Public Administration

Public Administration. A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government; and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods.

Institution	Address	City	URL
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University of Maine at Augusta	46 University Dr	Augusta	<a href="http://www.uma.maine.edu/">www.uma.maine.edu/</a>
University of Maine at Augusta	46 University Dr	Augusta	<a href="http://www.uma.maine.edu/">www.uma.maine.edu/</a>
University of Maine at Fort Kent	23 University Drive	Fort Kent	<a href="http://www.umfk.maine.edu">www.umfk.maine.edu</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>

### Maine Statewide Promotion Opportunities for Chief Executives

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1011.00	Chief Executives	100	5	750	\$102,290.00	\$0.00	-6%	25	
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$12,870.00	1%	2	
29-1051.00	Pharmacists	77	5	1,190	\$112,550.00	\$10,260.00	22%	46	★
29-1063.00	Internists, General	74	5	420	\$144,760.00	\$42,470.00	6%	12	★
29-1041.00	Optometrists	74	5	90	\$107,740.00	\$5,450.00	19%	4	
29-1062.00	Family and General Practitioners	74	5	710	\$138,550.00	\$36,260.00	7%	20	★

Special Occupations:

### Top Industries for General and Operations Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	3.57%	61,394	63,697	3.75%
Local government, excluding education and hospitals	939300	2.77%	47,621	48,146	1.10%
Depository credit intermediation	522100	1.93%	33,120	30,390	-8.24%
Computer systems design and related services	541500	1.75%	30,046	36,510	21.51%
Federal government, excluding postal service	919999	1.66%	28,630	28,504	-0.44%
Grocery stores	445100	1.62%	27,937	27,432	-1.80%



Management, scientific, and technical consulting services	541600	1.57%	26,967	43,328	60.67%
State government, excluding education and hospitals	929200	1.50%	25,765	22,754	-11.68%
Full-service restaurants	722100	1.40%	24,171	24,943	3.19%
Employment services	561300	1.35%	23,144	26,363	13.91%
Automobile dealers	441100	1.34%	23,083	23,566	2.10%
Building material and supplies dealers	444100	1.28%	21,982	25,282	15.01%
Limited-service eating places	722200	1.10%	18,893	18,532	-1.91%
Residential building construction	236100	1.05%	17,980	18,222	1.35%
Colleges, universities, and professional schools, public and private	611300	1.03%	17,727	17,848	0.69%

### Top Industries for Chief Executives

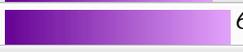
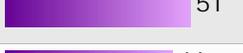
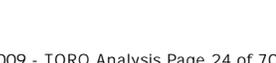
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	19.87%	79,932	85,157	6.54%
Local government, excluding education and hospitals	939300	5.45%	21,911	22,153	1.10%
Management of companies and enterprises	551100	5.08%	20,420	21,186	3.75%
Elementary and secondary schools, public and private	611100	2.83%	11,379	11,473	0.83%
Self-employed workers, secondary job	000602	2.14%	8,616	7,719	-10.40%
Colleges, universities, and professional schools, public and private	611300	2.06%	8,272	8,329	0.69%
State government, excluding education and hospitals	929200	1.92%	7,737	7,738	0.02%
Depository credit intermediation	522100	1.86%	7,473	6,857	-8.24%
Computer systems design and related services	541500	1.62%	6,511	7,912	21.51%
General medical and surgical hospitals, public and private	622100	1.48%	5,952	5,930	-0.36%
Employment services	561300	1.29%	5,203	5,927	13.91%
Management, scientific, and technical consulting services	541600	1.28%	5,139	8,257	60.67%
Automobile dealers	441100	1.13%	4,560	4,656	2.10%
Office administrative services	561100	0.97%	3,910	4,462	14.11%
Nonresidential building construction	236200	0.90%	3,602	3,632	0.84%



# TORQ Analysis of Chief Executives to Loan Officers

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Chief Executives	11-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Loan Officers	13-2072.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:					92						
Ability TORQ		Skills TORQ		Knowledge TORQ							
Level	 100	Level	 85	Level	 91						
Gaps To Narrow if Possible			Upgrade These Skills		Knowledge to Add						
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
No Critical Gaps Recorded!				Social Perceptiveness	72	2	92	Mathematics	58	9	78
LEVEL and IMPT (IMPORTANCE) refer to the Target Loan Officers. GAP refers to level difference between Chief Executives and Loan Officers.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Chief Executives	Loan Officers	Importance
Oral Comprehension	 78	 60	 78
Oral Expression	 80	 64	 78
Speech Clarity	 81	 50	 75
Written Comprehension	 80	 59	 72
Inductive Reasoning	 67	 51	 68
Problem Sensitivity	 69	 48	 65
Speech Recognition	 60	 51	 65
Deductive Reasoning	 72	 57	 62
Near Vision	 64	 62	 62
Written Expression	 78	 51	 59
Information Ordering	 57	 46	 53
Mathematical Reasoning	64	50	53

Skill Level Comparison - Abilities with importance scores over 69

Description	Chief Executives	Loan Officers	Importance
Social Perceptiveness	 70	 72	 92

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Chief Executives	Loan Officers	Importance
Mathematics	 49	 58	 78

Experience & Education Comparison

Related Work Experience Comparison				Required Education Level Comparison			
Description	Chief Executives		Loan Officers	Description	Chief Executives	Loan Officers	
10+ years	50%		0%	Doctoral	1%	0%	
8-10 years	14%		0%	Professional Degree	6%	0%	
6-8 years	3%		0%	Post-Masters Cert	0%	0%	
4-6 years	28%		13%	Master's Degree	24%	0%	
2-4 years	2%		10%	Post-Bachelor Cert	13%	0%	
1-2 years	0%		5%	Bachelors	50%	21%	
6-12 months	0%		8%	AA or Equiv	0%	2%	
3-6 months	0%		0%	Some College	2%	0%	
1-3 months	0%		0%	Post-Secondary Certificate	0%	0%	
0-1 month	0%		19%	High School Diploma or GED	0%	74%	
None	0%		41%	No HSD or GED	0%	0%	

Chief Executives

Loan Officers

Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's degree

Job Zone Comparison

5 - Job Zone Five: Extensive Preparation Needed

Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.

A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

3 - Job Zone Three: Medium Preparation Needed

Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

Tasks

Chief Executives	Loan Officers
Core Tasks	Core Tasks



## Generalized Work Activities:

- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Developing Objectives and Strategies - Establishing long-range objectives and specifying the strategies and actions to achieve them.

## Specific Tasks

## Occupation Specific Tasks:

- Administer programs for selection of sites, construction of buildings, and provision of equipment and supplies.
- Analyze operations to evaluate performance of a company and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.
- Appoint department heads or managers, and assign or delegate responsibilities to them.
- Attend and participate in meetings of municipal councils and council committees.
- Conduct or direct investigations or hearings to resolve complaints and violations of laws, or testify at such hearings.
- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Coordinate the development and implementation of budgetary control systems, recordkeeping systems, and other administrative control processes.
- Deliver speeches, write articles, and present information at meetings or conventions in order to promote services, exchange ideas, and accomplish objectives.
- Direct and conduct studies and research on issues affecting areas of responsibility.
- Direct and coordinate activities between the United States Government and foreign entities in order to provide information and promote international interests and harmony.
- Direct and coordinate activities of businesses involved with buying and selling investment products and financial services.
- Direct and coordinate activities of businesses or departments concerned with

## Generalized Work Activities:

- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

## Specific Tasks

## Occupation Specific Tasks:

- Analyze applicants' financial status, credit, and property evaluations to determine feasibility of granting loans.
- Analyze potential loan markets and develop referral networks to locate prospects for loans.
- Approve loans within specified limits, and refer loan applications outside those limits to management for approval.
- Arrange for maintenance and liquidation of delinquent properties.
- Compute payment schedules.
- Confer with underwriters to aid in resolving mortgage application problems.
- Explain to customers the different types of loans and credit options that are available, as well as the terms of those services.
- Handle customer complaints and take appropriate action to resolve them.
- Interview, hire, and train new employees.
- Market bank products to individuals and firms, promoting bank services that may meet customers' needs.
- Meet with applicants to obtain information for loan applications and to answer questions about the process.
- Negotiate payment arrangements with customers who have delinquent loans.
- Obtain and compile copies of loan applicants' credit histories, corporate financial statements, and other financial information.
- Petition courts to transfer titles and deeds of collateral to banks.
- Prepare reports to send to customers whose accounts are delinquent, and forward irreconcilable accounts for collector action.
- Provide special services such as investment



businesses or departments concerned with production, pricing, sales, and/or distribution of products.

- Direct and coordinate an organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
- Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.
- Direct non-merchandising departments such as advertising, purchasing, credit, and accounting.
- Direct, plan, and implement policies, objectives, and activities of organizations or businesses in order to ensure continuing operations, to maximize returns on investments, and to increase productivity.
- Establish departmental responsibilities, and coordinate functions among departments and sites.
- Implement corrective action plans to solve organizational or departmental problems.
- Interpret and explain policies, rules, regulations, and laws to organizations, government and corporate officials, and individuals.
- Make presentations to legislative and other government committees regarding policies, programs, or budgets.
- Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
- Nominate citizens to boards and commissions.
- Organize and approve promotional campaigns.
- Prepare and present reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting businesses or program services.
- Prepare budgets for approval, including those for funding and implementation of programs.
- Prepare bylaws approved by elected officials, and ensure that bylaws are enforced.
- Preside over or serve on boards of directors, management committees, or other governing boards.
- Refer major policy matters to elected representatives for final decisions.
- Represent organizations and promote their objectives at official functions, or delegate representatives to do so.
- Review and analyze legislation, laws, and public policy, and recommend changes to promote and support interests of both the general population and special groups.
- Review reports submitted by staff members

banking for clients with more specialized needs.

- Review and update credit and loan files.
- Review loan agreements to ensure that they are complete and accurate according to policy.
- Set credit policies, credit lines, procedures and standards in conjunction with senior managers.
- Stay abreast of new types of loans and other financial services and products to better meet customers' needs.
- Submit applications to credit analysts for verification and recommendation.
- Supervise loan personnel.
- Work with clients to identify their financial goals and to find ways of reaching those goals.

#### Detailed Tasks

##### Detailed Work Activities:

- advise clients on financial matters
- analyze applicant's financial status
- analyze credit information gathered by investigation
- analyze financial data
- approve or deny loans
- complete information on loan forms
- compute financial data
- compute payment schedule
- compute property equity
- direct and coordinate financial activities
- evaluate customer records
- evaluate degree of financial risk
- explain credit application information
- file documents in court
- identify potential markets
- interview customers
- make presentations on financial matters
- negotiate payment arrangements with customers
- obtain financial information from individuals
- provide customer service
- review loan applications
- use computers to enter, access and retrieve financial data
- use interviewing procedures
- verify bank or financial transactions
- verify information for credit investigations

#### Technology - Examples

##### Accounting software

- Bottom Line LoanMaster Loan Servicing



- review reports submitted by staff members in order to recommend approval or to suggest changes.
- Serve as liaisons between organizations, shareholders, and outside organizations.

#### Detailed Tasks

#### Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze social or economic data
- assign work to staff or employees
- communicate technical information
- conduct legal hearings
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- develop records management system
- develop staff policies
- dictate correspondence
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct and coordinate human resource programs
- establish and maintain relationships with community organizations
- establish policy or laws
- evaluate management programs
- explain government laws or regulations
- explain rules, policies or regulations
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- interpret laws or legislation
- maintain safe work environment
- make presentations
- manage contracts
- manage contracts
- manage industrial projects
- negotiate business contracts
- negotiate with federal and state agencies and other political organizations
- oversee execution of organizational or program policies

- Financial Industry Computer Systems Loan Accountant

#### Analytical or scientific software

- FinEng Solutions software

#### Content workflow software

- Equifax Application Engine

- Experian Transact SM

#### Document management software

- eOriginal eCore Business Suite

#### Financial analysis software

- Amortization loan software

- Bankers Systems Rembrandt Lending System

- California Infinite LPS

- Calyx Point

- CGI-AMS CACS Enterprise

- CGI-AMS Strata

- Click1003 Online Mortgage Application

- Credit and risk analysis software

- Credit fraud detection software

- Credit underwriting software

- Delphi Discovery

- Dun and Bradstreet Global DecisionMaker

- Dynamic Loanledger

- eCredit Enterprise

- Ellie Mae Contour

- Ellie Mae Genesis

- Equifax Advanced Decisioning

- Equifax InterConnect

- Experian Credinomics

- Experian Detect

- Experian FraudShield

- Experian Quest

- Experian Retention Triggers

- Fair Isaac Application Risk Model Software



- plan or organize work
- prepare reports for management
- promote objectives of institution to associations, agencies, or community groups
- recommend solutions of administrative problems
- resolve personnel problems or grievances
- resolve worker or management conflicts
- supervise advertising or public relations staff
- use conflict resolution techniques
- use interviewing procedures
- use negotiation techniques
- use oral or written communication techniques
- use public speaking techniques
- verify investigative information
- write business correspondence
- write sales or informational speeches

#### Technology - Examples

##### Accounting software

- Intuit QuickBooks
- Sage Peachtree

##### Data base user interface and query software

- Microsoft Access

##### Electronic mail software

- Email software

##### Enterprise resource planning ERP software

- Enterprise resource planning ERP software
- Great Plains software
- Oracle PeopleSoft
- SAP software

##### Financial analysis software

- Microsoft FRx

##### Human resources software

- Halogen e360
- Halogen ePraisal
- Human resource information system HRIS software
- Infor SSA Human Capital Management

##### Internet browser software

- Web browser software

##### Office suite software

- Microsoft Office

- Fair Isaac Capstone Decision Manager

- Fair Isaac Falcon ID

- Fannie Mae Desktop Underwriter

- FAS Loan Service Plus

- Financial Industry Computer Systems Loan Originator

- Financial Industry Computer Systems Loan Producer

- Freddie Mac Loan Prospector

- Harland Financial Solutions DecisionPro

- Harland Interling MortgageWare

- IA Systems StreamLend

- Indus Lending Solutions

- Integra Destiny Loan Origination

- LA PRO Loan Administrator Pro

- LawFirm Software 1003 Uniform Residential Loan Application Software

- LawFirm Software Loan Origination Software

- Loan application processing software

- Mbody's KMM CreditEdge

- Mbody's KMM Decisions

- Mbody's KMM Financial Analyst

- Mbody's KMM Risk Advisor

- Mbody's KMM Risk Analyst

- Opportunity management system OMS software

- Plimus Loan Artist

- QuikDraw Loan Management System

- RealBenefits Amortization Loan

- Technicost LOS

- The Mortgage Office Loan Origination

- The Mortgage Office Loan Servicing

- TrueClose Loan Origination software

- VueCentric MortgageDashboard

- White Clarke North America Credit Adjudication and Lending Management



Presentation software	and Lending Management
<ul style="list-style-type: none"> <li>• Microsoft PowerPoint</li> </ul>	Information retrieval or search software
Project management software	<ul style="list-style-type: none"> <li>• CGI-AMS BureauLink Enterprise</li> </ul>
<ul style="list-style-type: none"> <li>• Microsoft Project</li> </ul>	Internet browser software
Spreadsheet software	<ul style="list-style-type: none"> <li>• Web browser software</li> </ul>
<ul style="list-style-type: none"> <li>• Microsoft Excel</li> </ul>	Office suite software
Time accounting software	<ul style="list-style-type: none"> <li>• Experian Strategy Management</li> </ul>
<ul style="list-style-type: none"> <li>• Exact Software Macola ES Labor Performance</li> </ul>	<b>Tools - Examples</b>
<ul style="list-style-type: none"> <li>• Norchard Solutions Succession Wizard</li> </ul>	<ul style="list-style-type: none"> <li>• Desktop computers</li> </ul>
Word processing software	<ul style="list-style-type: none"> <li>• Notebook computers</li> </ul>
<ul style="list-style-type: none"> <li>• Microsoft Word</li> </ul>	<ul style="list-style-type: none"> <li>• Personal computers</li> </ul>
<b>Tools - Examples</b>	<ul style="list-style-type: none"> <li>• Personal digital assistants PDA</li> </ul>
<ul style="list-style-type: none"> <li>• 10-key calculators</li> </ul>	<ul style="list-style-type: none"> <li>• Scanners</li> </ul>
<ul style="list-style-type: none"> <li>• Desktop computers</li> </ul>	<ul style="list-style-type: none"> <li>• Tablet computers</li> </ul>
<ul style="list-style-type: none"> <li>• Universal serial bus USB flash drives</li> </ul>	
<ul style="list-style-type: none"> <li>• Smartphones</li> </ul>	
<ul style="list-style-type: none"> <li>• Laptop computers</li> </ul>	
<ul style="list-style-type: none"> <li>• Personal computers</li> </ul>	

## Labor Market Comparison

Maine Department of Labor.

Description	Chief Executives	Loan Officers	Difference
Median Wage	\$102,290	\$ 49,380	\$( 52,910)
10th Percentile Wage	\$ 56,840	\$ 30,930	\$( 25,910)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$ 65,110	N/A
90th Percentile Wage	N/A	\$ 85,140	N/A
Mean Wage	\$120,680	\$ 55,030	\$( 65,650)
Total Employment - 2007	750	1,450	700
Employment Base - 2006	903	1,511	608
Projected Employment - 2016	852	1,645	793
Projected Job Growth - 2006-2016	-5.6 %	8.9 %	14.5 %
Projected Annual Openings - 2006-2016	25	29	4
Special			

Special Occupations:

### National Job Posting Trends

Trend for Chief Executives and Loan Officers



Data from [Indeed](http://Indeed.com)

### Programs

No information on programs or the occupation.

#### Maine Statewide Promotion Opportunities for Chief Executives

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1011.00	Chief Executives	100	5	750	\$102,290.00	\$0.00	-6%	25	
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$12,870.00	1%	2	
29-1051.00	Pharmacists	77	5	1,190	\$112,550.00	\$10,260.00	22%	46	★
29-1063.00	Internists, General	74	5	420	\$144,760.00	\$42,470.00	6%	12	★
29-1041.00	Optometrists	74	5	90	\$107,740.00	\$5,450.00	19%	4	
29-1062.00	Family and General Practitioners	74	5	710	\$138,550.00	\$36,260.00	7%	20	★

Special Occupations:

### Top Industries for Loan Officers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	35.55%	132,456	148,549	12.15%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	32.04%	119,377	128,843	7.93%
Activities related to credit intermediation	522300	17.66%	65,801	76,681	16.53%
Self-employed workers, primary job	000601	2.56%	9,541	10,165	6.54%
Management of companies and enterprises	551100	2.05%	7,641	8,808	15.28%
Federal government, excluding postal service	919999	1.50%	5,584	5,279	-5.47%
Direct insurance (except life, health, and medical) carriers	524120	1.31%	4,873	5,094	4.52%
Activities related to real estate	531300	0.87%	3,226	4,111	27.44%
Other financial investment activities	523900	0.51%	1,894	2,669	40.93%
Securities and commodity contracts, brokerages, and exchanges	5231-2	0.51%	1,888	2,817	49.23%
Legal services	541100	0.49%	1,837	2,017	9.84%
Offices of real estate agents and brokers	531200	0.39%	1,467	1,786	21.81%
Self-employed workers, secondary job	000602	0.36%	1,355	1,349	-0.45%
Employment services	561300	0.34%	1,276	1,615	26.56%
Automobile dealers	441100	0.19%	693	786	13.44%

### Top Industries for Chief Executives

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	19.87%	79,932	85,157	6.54%
Local government, excluding education and hospitals	939300	5.45%	21,911	22,153	1.10%
Management of companies and enterprises	551100	5.08%	20,420	21,186	3.75%
Elementary and secondary schools, public and private	611100	2.83%	11,379	11,473	0.83%
Self-employed workers, secondary job	000602	2.14%	8,616	7,719	-10.40%
Colleges, universities, and professional schools, public and private	611300	2.06%	8,272	8,329	0.69%
State government, excluding education and hospitals	929200	1.92%	7,737	7,738	0.02%
Depository credit intermediation	522100	1.86%	7,473	6,857	-8.24%
Computer systems design and related services	541500	1.62%	6,511	7,912	21.51%

General medical and surgical hospitals, public and private	622100	1.48%	5,952	5,930	-0.36%
Employment services	561300	1.29%	5,203	5,927	13.91%
Management, scientific, and technical consulting services	541600	1.28%	5,139	8,257	60.67%
Automobile dealers	441100	1.13%	4,560	4,656	2.10%
Office administrative services	561100	0.97%	3,910	4,462	14.11%
Nonresidential building construction	236200	0.90%	3,602	3,632	0.84%



# TORQ Analysis of Chief Executives to Financial Managers, Branch or Department

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Chief Executives	11-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Financial Managers, Branch or Department	11-3031.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS					
Grand TORQ:					92
Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	 97	Level	 88	Level	 92

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Selective Attention	41	2	56	Mathematics	84	14	87	Customer and Personal Service	89	17	72
Time Sharing	42	1	50	Instructing	76	12	88	Telecommunications	28	11	78
				Management of Personnel Resources	88	7	91	Computers and Electronics	62	11	74
				Service Orientation	70	6	85	Mathematics	70	9	74
				Social Perceptiveness	74	4	83	Personnel and Human Resources	65	8	80

LEVEL and IMPT (IMPORTANCE) refer to the Target Financial Managers, Branch or Department. GAP refers to level difference between Chief Executives and Financial Managers, Branch or Department.

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Chief Executives	Financial Managers, Branch or Department	Importance
Oral Expression	 80	 62	 87
Oral Comprehension	 78	 64	 84
Written Comprehension	 80	 59	 84
Written Expression	 78	 60	 81

Speech Recognition	60	55	78
Speech Clarity	81	55	78
Problem Sensitivity	69	53	75
Deductive Reasoning	72	60	75
Near Vision	64	60	75
Inductive Reasoning	67	53	72
Fluency of Ideas	69	51	65
Originality	67	53	62
Information Ordering	57	51	62
Mathematical Reasoning	64	53	62
Number Facility	66	60	59
Category Flexibility	58	50	56
Selective Attention	39	41	56
Memorization	64	42	50
Perceptual Speed	38	37	50
Time Sharing	41	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Chief Executives	Financial Managers, Branch or Department	Importance
Management of Personnel Resources	81	88	91
Instructing	64	76	88
Mathematics	70	84	87
Service Orientation	64	70	85
Social Perceptiveness	70	74	83

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Chief Executives	Financial Managers, Branch or Department	Importance
Personnel and Human Resources	57	65	80
Telecommunications	17	28	78
Computers and Electronics	51	62	74
Mathematics	61	70	74
Customer and Personal Service	72	89	72

### Experience & Education Comparison

Related Work Experience Comparison				Required Education Level Comparison			
Description	Chief Executives		Financial Managers, Branch or Department	Description	Chief Executives	Financial Managers, Branch or Department	
10+ years	50%		0%	Doctoral	1%	0%	
8-10 years	14%		8%	Professional Degree	6%	0%	
6-8 years	3%		4%	Post-Masters Cert	0%	0%	
4-6 years	28%		56%	Master's Degree	24%	0%	
2-4 years	2%		1%	Post-Bachelor Cert	13%	4%	
1-2 years	0%		28%	Bachelors	50%	37%	
6-12 months	0%		0%	AA or Equiv	0%	29%	
3-6 months	0%		0%	Some College	2%	28%	
1-3 months	0%		0%	Post-Secondary Certificate	0%	0%	
0-1 month	0%		0%	High School Diploma or GED	0%	0%	
None	0%		0%	No HSD or GED	0%	0%	

Chief Executives

Financial Managers, Branch or Department

#### Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's or higher degree, plus work experience

#### Job Zone Comparison

##### 5 - Job Zone Five: Extensive Preparation Needed

Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.

A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

##### 4 - Job Zone Four: Considerable Preparation Needed

A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.

Most of these occupations require a four - year bachelor's degree, but some do not.

Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

### Tasks

Chief Executives

Financial Managers, Branch or Department

#### Core Tasks

#### Generalized Work Activities:

- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Getting Information - Observing, receiving, and otherwise obtaining information from

#### Core Tasks

#### Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.



all relevant sources.

- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Developing Objectives and Strategies - Establishing long-range objectives and specifying the strategies and actions to achieve them.

#### Specific Tasks

##### Occupation Specific Tasks:

- Administer programs for selection of sites, construction of buildings, and provision of equipment and supplies.
- Analyze operations to evaluate performance of a company and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.
- Appoint department heads or managers, and assign or delegate responsibilities to them.
- Attend and participate in meetings of municipal councils and council committees.
- Conduct or direct investigations or hearings to resolve complaints and violations of laws, or testify at such hearings.
- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Coordinate the development and implementation of budgetary control systems, recordkeeping systems, and other administrative control processes.
- Deliver speeches, write articles, and present information at meetings or conventions in order to promote services, exchange ideas, and accomplish objectives.
- Direct and conduct studies and research on issues affecting areas of responsibility.
- Direct and coordinate activities between the United States Government and foreign entities in order to provide information and promote international interests and harmony.
- Direct and coordinate activities of businesses involved with buying and selling investment products and financial services.
- Direct and coordinate activities of businesses or departments concerned with production, pricing, sales, and/or distribution of products.
- Direct and coordinate an organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
- Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.
- Direct non-merchandising departments such as advertising, purchasing, credit, and

- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

#### Specific Tasks

##### Occupation Specific Tasks:

- Analyze and classify risks and investments to determine their potential impacts on companies.
- Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans.
- Communicate with stockholders and other investors to provide information, and to raise capital.
- Develop and analyze information to assess the current and future financial status of firms.
- Direct insurance negotiations, select insurance brokers and carriers, and place insurance.
- Establish and maintain relationships with individual and business customers, and provide assistance with problems these customers may encounter.
- Establish procedures for custody and control of assets, records, loan collateral, and securities, in order to ensure safekeeping.
- Evaluate data pertaining to costs in order to plan budgets.
- Evaluate financial reporting systems, accounting and collection procedures, and investment activities, and make recommendations for changes to procedures, operating systems, budgets, and other financial control functions.
- Examine, evaluate, and process loan applications.
- Network within communities to find and attract new business.
- Oversee the flow of cash and financial instruments.
- Plan, direct, and coordinate risk and insurance programs of establishments to control risks and losses.
- Plan, direct, and coordinate the activities of workers in branches, offices, or departments of such establishments as branch banks, brokerage firms, risk and insurance departments, or credit departments.
- Prepare financial and regulatory reports required by laws, regulations, and boards of directors.
- Prepare operational and risk reports for



as advertising, purchasing, credit, and accounting.

- Direct, plan, and implement policies, objectives, and activities of organizations or businesses in order to ensure continuing operations, to maximize returns on investments, and to increase productivity.
- Establish departmental responsibilities, and coordinate functions among departments and sites.
- Implement corrective action plans to solve organizational or departmental problems.
- Interpret and explain policies, rules, regulations, and laws to organizations, government and corporate officials, and individuals.
- Make presentations to legislative and other government committees regarding policies, programs, or budgets.
- Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
- Nominate citizens to boards and commissions.
- Organize and approve promotional campaigns.
- Prepare and present reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting businesses or program services.
- Prepare budgets for approval, including those for funding and implementation of programs.
- Prepare bylaws approved by elected officials, and ensure that bylaws are enforced.
- Preside over or serve on boards of directors, management committees, or other governing boards.
- Refer major policy matters to elected representatives for final decisions.
- Represent organizations and promote their objectives at official functions, or delegate representatives to do so.
- Review and analyze legislation, laws, and public policy, and recommend changes to promote and support interests of both the general population and special groups.
- Review reports submitted by staff members in order to recommend approval or to suggest changes.
- Serve as liaisons between organizations, shareholders, and outside organizations.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures

management analysis.

- Recruit staff members, and oversee training programs.
- Review collection reports to determine the status of collections and the amounts of outstanding balances.
- Review reports of securities transactions and price lists in order to analyze market conditions.
- Submit delinquent accounts to attorneys or outside agencies for collection.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze market conditions
- analyze operational or management reports or records
- approve or deny credit applications
- approve or deny loans
- assign work to staff or employees
- compile data for financial reports
- conduct financial investigations
- conduct or attend staff meetings
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- direct and coordinate financial activities
- identify financial risks to company
- monitor credit extension decisions
- oversee execution of organizational or program policies
- prepare reports for management
- prepare required government reports
- review loan applications
- use government regulations
- use negotiation techniques

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

Data base user interface and query software

- Microsoft Access
- Oracle software

Electronic mail software

- Email software
- Microsoft Outlook

Enterprise resource planning ERP software



- analyze social or economic data
- assign work to staff or employees
- communicate technical information
- conduct legal hearings
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- develop records management system
- develop staff policies
- dictate correspondence
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct and coordinate human resource programs
- establish and maintain relationships with community organizations
- establish policy or laws
- evaluate management programs
- explain government laws or regulations
- explain rules, policies or regulations
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- interpret laws or legislation
- maintain safe work environment
- make presentations
- manage contracts
- manage contracts
- manage industrial projects
- negotiate business contracts
- negotiate with federal and state agencies and other political organizations
- oversee execution of organizational or program policies
- plan or organize work
- prepare reports for management
- promote objectives of institution to associations, agencies, or community groups
- recommend solutions of administrative problems
- resolve personnel problems or grievances
- resolve worker or management conflicts
- supervise advertising or public relations staff
- use conflict resolution techniques
- use interviewing procedures
- use negotiation techniques
- use oral or written communication

- Enterprise resource planning ERP credit management software

- Oracle PeopleSoft

#### Financial analysis software

- ARES Corporation PRISM Project Estimator

- Credit management software

#### Human resources software

- Human resource information system HRIS software

#### Internet browser software

- Internet browser software

#### Office suite software

- Microsoft Office

#### Presentation software

- Presentation software

#### Spreadsheet software

- Microsoft Excel

- Moody's KMM FAMAS

- Spreadsheet software

#### Word processing software

- Word processing software

#### Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers



techniques

- use public speaking techniques
- verify investigative information
- write business correspondence
- write sales or informational speeches

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#### Technology - Examples

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##### Accounting software

- Intuit QuickBooks
- Sage Peachtree

##### Data base user interface and query software

- Microsoft Access

##### Electronic mail software

- Email software

##### Enterprise resource planning ERP software

- Enterprise resource planning ERP software
- Great Plains software
- Oracle PeopleSoft
- SAP software

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- Microsoft FRx

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- Halogen e360
- Halogen ePraisal
- Human resource information system HRIS software
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##### Office suite software

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##### Presentation software

- Microsoft PowerPoint

##### Project management software

- Microsoft Project

##### Spreadsheet software

- Microsoft Excel

##### Time accounting software

- Exact Software Macola ES Labor Performance
- Norchard Solutions Succession Wizard



## Word processing software

- Microsoft Word

## Tools - Examples

- 10-key calculators
- Desktop computers
- Universal serial bus USB flash drives
- Smartphones
- Laptop computers
- Personal computers

**Labor Market Comparison**

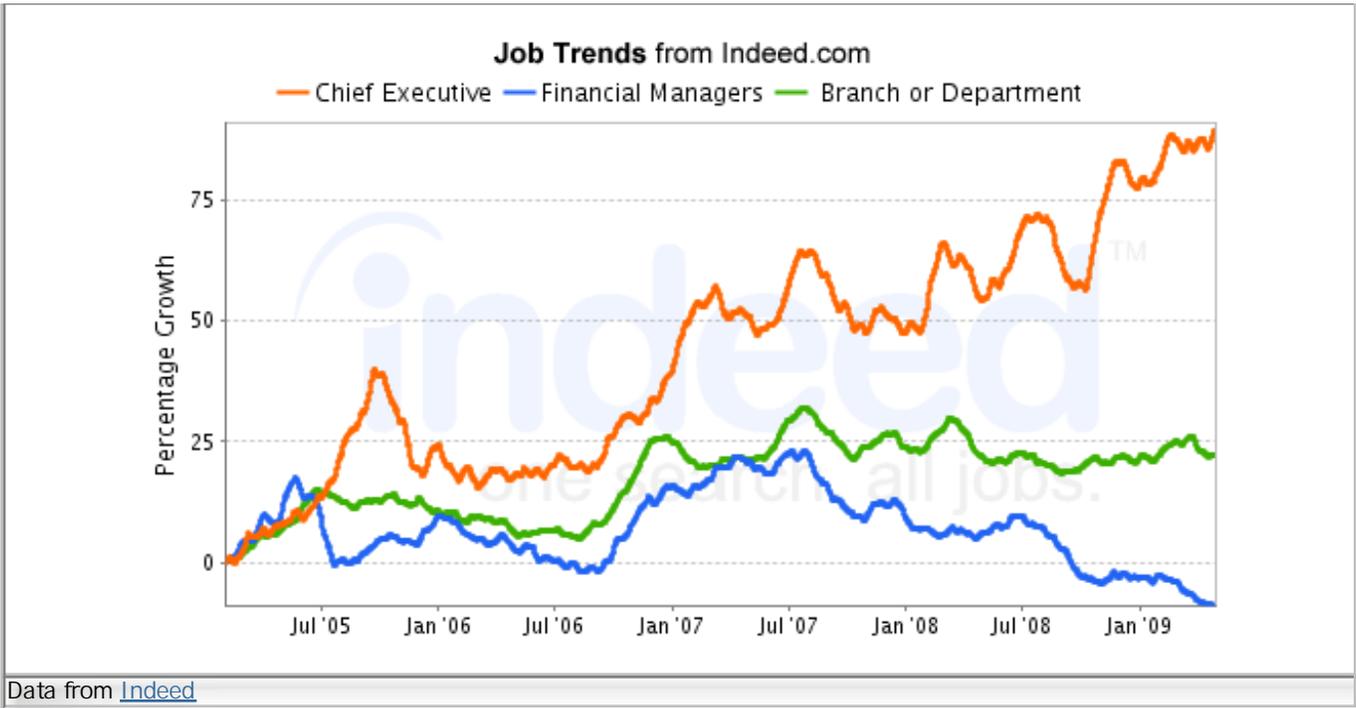
Maine Department of Labor.

Description	Chief Executives	Financial Managers, Branch or Department	Difference
Median Wage	\$102,290	\$ 67,670	\$(34,620)
10th Percentile Wage	\$ 56,840	\$ 41,820	\$(15,020)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$ 89,670	N/A
90th Percentile Wage	N/A	\$119,660	N/A
Mean Wage	\$120,680	\$ 74,780	\$(45,900)
Total Employment - 2007	750	2,440	1,690
Employment Base - 2006	903	2,692	1,789
Projected Employment - 2016	852	2,881	2,029
Projected Job Growth - 2006-2016	-5.6 %	7.0 %	12.7 %
Projected Annual Openings - 2006-2016	25	58	33
Special			

Special Occupations:

**National Job Posting Trends**

Trend for Chief Executives and Financial Managers, Branch or Department



Programs			
Related Programs			
<b>Accounting and Business/Management</b>			
Accounting and Business/Management. An integrated or combined program in accounting and business administration/management that prepares individuals to function as accountants and business managers.			
No information on schools for the program			
<b>Accounting and Finance</b>			
Accounting and Finance. An integrated or combined program in accounting and finance that prepares individuals to function as accountants and financial managers or analysts.			
Institution	Address	City	URL
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
<b>Credit Management</b>			
Credit Management. A program that prepares individuals to perform and/or manage operations concerning personal and corporate credit, collateral, loan processing, and related financial agency communications. Includes instruction in general finance and banking principles, insurance, real estate, taxation, business law and regulations, quantitative methods, financial computer systems applications, database management, communications skills, business and office management, and professional standards and ethics.			
No information on schools for the program			
<b>Finance, General</b>			
Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.			

Institution	Address	City	URL
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>

**Financial Management and Services, Other**

Finance and Financial Management Services, Other. Any instructional program in financial management and services not listed above.

No information on schools for the program

**International Finance**

International Finance. A program that prepares individuals to manage international financial operations and related currency transactions. Includes instruction in international banking, international monetary and financial policy, money and capital markets, foreign exchange, risk analysis, and international cash flow operations.

No information on schools for the program

**Investments and Securities**

Investments and Securities. A program that prepares individuals to manage assets placed in capital markets, and related technical operations. Includes instruction in security analysis, debt and equity analysis, investment strategies, securities markets, computer-assisted research, portfolio management, portfolio performance analysis, and applications to specific investment problems and business situations.

No information on schools for the program

**Public Finance**

Public Finance. A program that prepares individuals to manage the financial assets and budgets of public sector organizations. Includes instruction in public trusts and investments; the laws and procedures used to plan, prepare and administer public agency budgets; and the preparation and analysis of public budget projections and policies.

No information on schools for the program

**Maine Statewide Promotion Opportunities for Chief Executives**

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1011.00	Chief Executives	100	5	750	\$102,290.00	\$0.00	-6%	25	
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$12,870.00	1%	2	
29-1051.00	Pharmacists	77	5	1,190	\$112,550.00	\$10,260.00	22%	46	★
29-1063.00	Internists, General	74	5	420	\$144,760.00	\$42,470.00	6%	12	★
29-1062.00	Family and General Practitioners	74	5	710	\$138,550.00	\$36,260.00	7%	20	★
29-1041.00	Optometrists	74	5	90	\$107,740.00	\$5,450.00	19%	4	



## Special Occupations:

### Top Industries for Financial Managers, Branch or Department

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%
Management of companies and enterprises	551100	7.98%	40,411	46,586	15.28%
Securities and commodity contracts, brokerages, and exchanges	5231-2	4.05%	20,507	30,461	48.54%
Self-employed workers, primary job	000601	3.88%	19,649	20,934	6.54%
Local government, excluding education and hospitals	939300	3.51%	17,785	19,980	12.34%
Accounting, tax preparation, bookkeeping, and payroll services	541200	3.27%	16,571	19,653	18.60%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	2.84%	14,398	17,266	19.92%
Other financial investment activities	523900	2.56%	12,983	18,297	40.93%
Federal government, excluding postal service	919999	2.41%	12,222	11,554	-5.47%
Colleges, universities, and professional schools, public and private	611300	1.72%	8,734	9,771	11.87%
General medical and surgical hospitals, public and private	622100	1.68%	8,503	9,414	10.71%
Automobile dealers	441100	1.61%	8,167	9,265	13.44%
Direct insurance (except life, health, and medical) carriers	524120	1.58%	8,009	8,371	4.52%
State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%

### Top Industries for Chief Executives

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	19.87%	79,932	85,157	6.54%
Local government, excluding education and hospitals	939300	5.45%	21,911	22,153	1.10%
Management of companies and enterprises	551100	5.08%	20,420	21,186	3.75%
Elementary and secondary schools, public and private	611100	2.83%	11,379	11,473	0.83%
Self-employed workers, secondary job	000602	2.14%	8,616	7,719	-10.40%
Colleges, universities, and professional schools, public and private	611300	2.06%	8,272	8,329	0.69%



State government, excluding education and hospitals	929200	1.92%	7,737	7,738	0.02%
Depository credit intermediation	522100	1.86%	7,473	6,857	-8.24%
Computer systems design and related services	541500	1.62%	6,511	7,912	21.51%
General medical and surgical hospitals, public and private	622100	1.48%	5,952	5,930	-0.36%
Employment services	561300	1.29%	5,203	5,927	13.91%
Management, scientific, and technical consulting services	541600	1.28%	5,139	8,257	60.67%
Automobile dealers	441100	1.13%	4,560	4,656	2.10%
Office administrative services	561100	0.97%	3,910	4,462	14.11%
Nonresidential building construction	236200	0.90%	3,602	3,632	0.84%



# TORQ Analysis of Chief Executives to Compensation and Benefits Managers

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Chief Executives	11-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Compensation and Benefits Managers	11-3041.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:								92			
Ability TORQ			Skills TORQ			Knowledge TORQ					
Level			96	Level			93	Level			87
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Selective Attention	42	3	59	No Skills Upgrade Required!				Personnel and Human Resources	83	17	93
								History and Archeology	12	4	84
<p>LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation and Benefits Managers. GAP refers to level difference between Chief Executives and Compensation and Benefits Managers.</p>											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Chief Executives	Compensation and Benefits Managers	Importance
Written Comprehension	80	62	75
Problem Sensitivity	69	59	75
Oral Comprehension	78	62	72
Oral Expression	80	62	72
Speech Clarity	81	60	72
Written Expression	78	60	68
Deductive Reasoning	72	62	68
Information Ordering	57	53	68

Speech Recognition	60	59	68
Inductive Reasoning	67	53	65
Near Vision	64	60	62
Category Flexibility	58	55	59
Selective Attention	39	42	59
Mathematical Reasoning	64	51	56
Originality	67	51	50
Number Facility	66	51	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Chief Executives	Compensation and Benefits Managers	Importance
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Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Chief Executives	Compensation and Benefits Managers	Importance
Personnel and Human Resources	66	83	93
History and Archeology	8	12	84

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Chief Executives	Compensation and Benefits Managers	Description	Chief Executives	Compensation and Benefits Managers
10+ years	50%	7%	Doctoral	1%	0%
8-10 years	14%	14%	Professional Degree	6%	0%
6-8 years	3%	15%	Post-Masters Cert	0%	13%
4-6 years	28%	19%	Master's Degree	24%	5%
2-4 years	2%	34%	Post-Bachelor Cert	13%	0%
1-2 years	0%	5%	Bachelors	50%	29%
6-12 months	0%	0%	AA or Equiv	0%	44%
3-6 months	0%	0%	Some College	2%	7%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	0%	0%
None	0%	3%	No HSD or GED	0%	0%

Chief Executives

Compensation and Benefits Managers

Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's or higher degree, plus work experience

Job Zone Comparison

5 - Job Zone Five: Extensive Preparation Needed

Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.

3 - Job Zone Three: Medium Preparation Needed

Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.



A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

## Tasks

### Chief Executives

#### Core Tasks

##### Generalized Work Activities:

- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Developing Objectives and Strategies - Establishing long-range objectives and specifying the strategies and actions to achieve them.

#### Specific Tasks

##### Occupation Specific Tasks:

- Administer programs for selection of sites, construction of buildings, and provision of equipment and supplies.
- Analyze operations to evaluate performance of a company and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.
- Appoint department heads or managers, and assign or delegate responsibilities to them.
- Attend and participate in meetings of municipal councils and council committees.
- Conduct or direct investigations or hearings to resolve complaints and violations of laws, or testify at such hearings.
- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Coordinate the development and implementation of budgetary control systems, recordkeeping systems, and other

### Compensation and Benefits Managers

#### Core Tasks

##### Generalized Work Activities:

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.

#### Specific Tasks

##### Occupation Specific Tasks:

- Administer, direct, and review employee benefit programs, including the integration of benefit programs following mergers and acquisitions.
- Advise management on such matters as equal employment opportunity, sexual harassment and discrimination.
- Analyze compensation policies, government regulations, and prevailing wage rates to develop competitive compensation plan.
- Analyze statistical data and reports to identify and determine causes of personnel problems and develop recommendations for improvement of organization's personnel policies and practices.
- Conduct exit interviews to identify reasons for employee termination.
- Contract with vendors to provide employee services, such as food services, transportation, or relocation service.
- Design, evaluate and modify benefits policies to ensure that programs are current, competitive and in compliance with



- administrative control processes.
- Deliver speeches, write articles, and present information at meetings or conventions in order to promote services, exchange ideas, and accomplish objectives.
  - Direct and conduct studies and research on issues affecting areas of responsibility.
  - Direct and coordinate activities between the United States Government and foreign entities in order to provide information and promote international interests and harmony.
  - Direct and coordinate activities of businesses involved with buying and selling investment products and financial services.
  - Direct and coordinate activities of businesses or departments concerned with production, pricing, sales, and/or distribution of products.
  - Direct and coordinate an organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
  - Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.
  - Direct non-merchandising departments such as advertising, purchasing, credit, and accounting.
  - Direct, plan, and implement policies, objectives, and activities of organizations or businesses in order to ensure continuing operations, to maximize returns on investments, and to increase productivity.
  - Establish departmental responsibilities, and coordinate functions among departments and sites.
  - Implement corrective action plans to solve organizational or departmental problems.
  - Interpret and explain policies, rules, regulations, and laws to organizations, government and corporate officials, and individuals.
  - Make presentations to legislative and other government committees regarding policies, programs, or budgets.
  - Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
  - Nominate citizens to boards and commissions.
  - Organize and approve promotional campaigns.
  - Prepare and present reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting businesses or program services.
  - Prepare budgets for approval, including those for funding and implementation of programs.
  - Prepare bylaws approved by elected officials, and ensure that bylaws are

legal requirements.

- Develop methods to improve employment policies, processes, and practices, and recommend changes to management.
- Direct preparation and distribution of written and verbal information to inform employees of benefits, compensation, and personnel policies.
- Formulate policies, procedures and programs for recruitment, testing, placement, classification, orientation, benefits and compensation, and labor and industrial relations.
- Fulfill all reporting requirements of all relevant government rules and regulations, including the Employee Retirement Income Security Act (ERISA).
- Identify and implement benefits to increase the quality of life for employees, by working with brokers and researching benefits issues.
- Investigate and report on industrial accidents for insurance carriers.
- Maintain records and compile statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates.
- Manage the design and development of tools to assist employees in benefits selection, and to guide managers through compensation decisions.
- Mediate between benefits providers and employees, such as by assisting in handling employees' benefits-related questions or taking suggestions.
- Negotiate bargaining agreements.
- Plan and conduct new employee orientations to foster positive attitude toward organizational objectives.
- Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations.
- Prepare budgets for personnel operations.
- Prepare detailed job descriptions and classification systems and define job levels and families, in partnership with other managers.
- Prepare personnel forecasts to project employment needs.
- Represent organization at personnel-related hearings and investigations.
- Resolve labor disputes and grievances.
- Study legislation, arbitration decisions, and collective bargaining contracts to assess industry trends.

#### Detailed Tasks

#### Detailed Work Activities:

- advise department managers in personnel matters
- advise management or labor union officials on labor relation issues



enforced.

- Preside over or serve on boards of directors, management committees, or other governing boards.
- Refer major policy matters to elected representatives for final decisions.
- Represent organizations and promote their objectives at official functions, or delegate representatives to do so.
- Review and analyze legislation, laws, and public policy, and recommend changes to promote and support interests of both the general population and special groups.
- Review reports submitted by staff members in order to recommend approval or to suggest changes.
- Serve as liaisons between organizations, shareholders, and outside organizations.

#### Detailed Tasks

#### Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze social or economic data
- assign work to staff or employees
- communicate technical information
- conduct legal hearings
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- develop records management system
- develop staff policies
- dictate correspondence
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct and coordinate human resource programs
- establish and maintain relationships with community organizations
- establish policy or laws
- evaluate management programs
- explain government laws or regulations
- explain rules, policies or regulations
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- interpret laws or legislation

- analyze budgets
- analyze data to identify personnel problems
- answer customer or public inquiries
- assign work to staff or employees
- categorize occupational, educational, or employment information
- compile information on findings from investigation of accidents
- compile numerical or statistical data
- conduct or attend staff meetings
- conduct research on work-related topics
- confer with other departmental heads to coordinate activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop records management system
- develop wage systems for workers
- direct and coordinate activities of workers or staff
- direct and coordinate human resource programs
- evaluate personnel benefits policies
- execute employee bargaining agreements
- fill out insurance forms
- forecast departmental personnel requirements
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- maintain awareness of social trends
- manage contracts
- monitor operational budget
- negotiate labor agreements
- obtain information from individuals
- orient new employees
- oversee execution of organizational or program policies
- prepare reports for management
- present information on human resource management issues
- recommend improvements to work methods or procedures
- resolve personnel problems or grievances
- resolve worker or management conflicts
- use conflict resolution techniques
- use government regulations
- use interviewing procedures
- use knowledge of employee classification system
- write employee orientation or training materials

#### Technology - Examples

Accounting software



- maintain safe work environment
- make presentations
- manage contracts
- manage contracts
- manage industrial projects
- negotiate business contracts
- negotiate with federal and state agencies and other political organizations
- oversee execution of organizational or program policies
- plan or organize work
- prepare reports for management
- promote objectives of institution to associations, agencies, or community groups
- recommend solutions of administrative problems
- resolve personnel problems or grievances
- resolve worker or management conflicts
- supervise advertising or public relations staff
- use conflict resolution techniques
- use interviewing procedures
- use negotiation techniques
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- use public speaking techniques
- verify investigative information
- write business correspondence
- write sales or informational speeches

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- Email software

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- Great Plains software
- Oracle PeopleSoft
- SAP software

##### Financial analysis software

- Microsoft FRx

##### Human resources software

- Halogen e360

- Deltek Costpoint

##### Analytical or scientific software

- Business analysis software
- Media Professional software
- Mediamix software

- Relex Weibull

##### Charting software

- Microsoft Office Visio

##### Data base reporting software

- AdRelevance software

##### Data base user interface and query software

- Microsoft Access

##### Data mining software

- ClarityBlue software

##### Desktop publishing software

- Adobe Systems Adobe PageMaker

- Quark software

##### Document management software

- Atlas Business Solutions Staff Files
- Document management software

##### Electronic mail software

- IBM Lotus Notes
- Microsoft Outlook

##### Enterprise resource planning ERP software

- Enterprise resource planning ERP software
- Great Plains software
- Oracle E-Business Suite
- Oracle JD Edwards EnterpriseOne
- Oracle PeopleSoft
- SAP software

##### Graphics or photo imaging software

- Adobe Systems Adobe Illustrator
- Adobe Systems Adobe Photoshop software

##### Human resources software

- !Trak-it Solutions !Trak-it HR
- ADP Employease



- Halogen ePraisal
- Human resource information system HRIS software
- Infor SSA Human Capital Management

## Internet browser software

- Web browser software

## Office suite software

- Microsoft Office

## Presentation software

- Microsoft PowerPoint

## Project management software

- Microsoft Project

## Spreadsheet software

- Microsoft Excel

## Time accounting software

- Exact Software Macola ES Labor Performance
- Norchard Solutions Succession Wizard

## Word processing software

- Microsoft Word

## Tools - Examples

- 10-key calculators
- Desktop computers
- Universal serial bus USB flash drives
- Smartphones
- Laptop computers
- Personal computers

- ADP HR/Benefits Solution

- Apex Business Software iHR

- Ascentis HR

- ASL HR Director

- Auxillium West HRnetSource

- Blue Chip Computer Consultants HumaNET

- Consultants in Data Processing HRnet

- Datamatics V-Core HR

- DenoSys HRiStragegy

- FSC Business Solutions Department Managers' Toolkit

- Genesys PeopleComeFirst

- Global Groupware Solutions Limited Smiles ERM On-Demand

- HarrisData Human Resources Information System HRIS

- HR-ease

- HRMS Solutions iVantage

- hSenid Business Solutions HRM Enterprise

- Human resource information system HRIS software

- Humanic Design Human Resources Management System HRMS

- iEmployee

- Jensp & Associates CompKeeper

- Lawson Human Resource Management

- Mangrove Software HR20

- NOW Solutions emPath

- Nuview Systems Cort HCM

- NuView Systems NuViewHR

- OrangeHRM

- PDS Vista HRMS

- People-Trak HR Essentials

- PerfectSoftware PerfectHR

- Piney Creek Digital Protocol System

- PSTek software
- Quadkey HR Server
- Sage Software Abra HRMS
- Saigun Technologies EmpXtrack
- Sentient Online MarketPrice
- Trigon Road Forte Leave Management
- UCN inContact Workforce Management Software WFM

- Ultimate Software UltiPro
- Vantage Point Software HRA

Internet browser software

- Web browser software

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Atlas OnePoint software
- Brainworks software
- ComponentScience WebPlanner
- FlowMaster software
- Marketing Pilot software
- Microsoft Project
- PaloAlto Advertising Plan Pro
- Rain Catcher Inspire
- Unisys Advertising Manager

Spreadsheet software

- Microsoft Excel

Video creation and editing software

- Apple iMovie

Web page creation and editing software

- Adobe Systems Adobe Dreamweaver
- Adobe Systems Adobe Flash Player

Word processing software

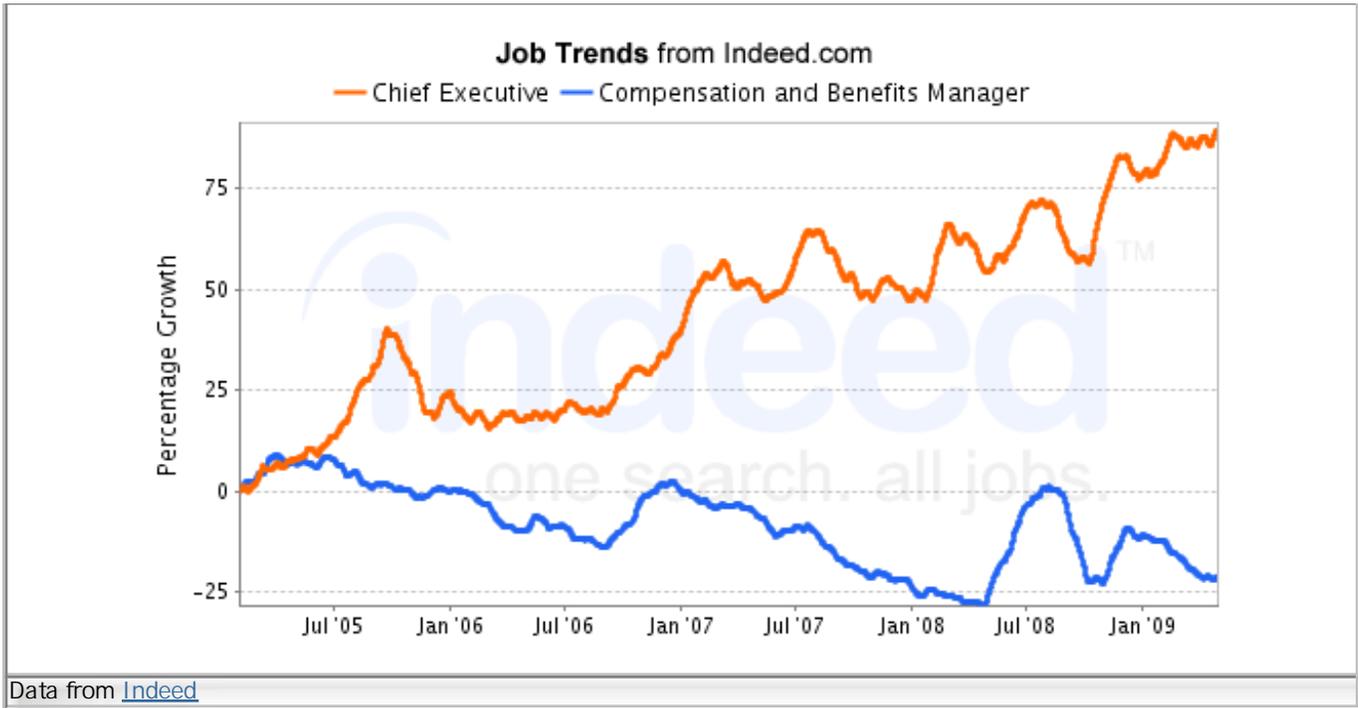
- Microsoft Word

Tools - Examples

	<ul style="list-style-type: none"> <li>• Desktop computers</li> <li>• Universal serial bus USB flash drives</li> <li>• Liquid crystal display LCD video projectors</li> <li>• Laptop computers</li> <li>• Personal computers</li> <li>• Personal digital assistants PDA</li> <li>• Optical disk drives</li> <li>• Scanners</li> <li>• Tablet computers</li> </ul>
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Labor Market Comparison			
Maine Department of Labor.			
Description	Chief Executives	Compensation and Benefits Managers	Difference
Median Wage	\$102,290	\$ 68,560	\$(33,730)
10th Percentile Wage	\$ 56,840	\$ 46,170	\$(10,670)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$ 84,930	N/A
90th Percentile Wage	N/A	\$112,350	N/A
Mean Wage	\$120,680	\$ 72,940	\$(47,740)
Total Employment - 2007	750	200	-550
Employment Base - 2006	903	228	-675
Projected Employment - 2016	852	233	-619
Projected Job Growth - 2006-2016	-5.6 %	2.2 %	7.8 %
Projected Annual Openings - 2006-2016	25	5	-20
Special			
Special Occupations:			

National Job Posting Trends
Trend for Chief Executives and Compensation and Benefits Managers



### Programs

No information on programs or the occupation.

### Maine Statewide Promotion Opportunities for Chief Executives

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1011.00	Chief Executives	100	5	750	\$102,290.00	\$0.00	-6%	25	
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$12,870.00	1%	2	
29-1051.00	Pharmacists	77	5	1,190	\$112,550.00	\$10,260.00	22%	46	★
29-1063.00	Internists, General	74	5	420	\$144,760.00	\$42,470.00	6%	12	★
29-1062.00	Family and General Practitioners	74	5	710	\$138,550.00	\$36,260.00	7%	20	★
29-1041.00	Optometrists	74	5	90	\$107,740.00	\$5,450.00	19%	4	

Special Occupations:

### Top Industries for Compensation and Benefits Managers



Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	12.31%	6,041	6,964	15.28%
Local government, excluding education and hospitals	939300	4.98%	2,447	2,748	12.34%
Depository credit intermediation	522100	3.59%	1,763	1,797	1.95%
General medical and surgical hospitals, public and private	622100	2.81%	1,378	1,526	10.71%
Colleges, universities, and professional schools, public and private	611300	2.38%	1,168	1,307	11.87%
Computer systems design and related services	541500	1.93%	950	1,282	35.02%
Management, scientific, and technical consulting services	541600	1.78%	876	1,563	78.52%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.60%	783	929	18.60%
Research and development in the physical, engineering, and life sciences	541710	1.44%	707	755	6.69%
Self-employed workers, primary job	000601	1.40%	689	734	6.54%
Employment services	561300	1.37%	671	849	26.56%
Office administrative services	561100	1.30%	639	810	26.79%
State government, excluding education and hospitals	929200	1.13%	553	543	-1.87%
Legal services	541100	1.05%	514	564	9.84%
Offices of physicians	621100	1.03%	507	639	25.98%

### Top Industries for Chief Executives

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	19.87%	79,932	85,157	6.54%
Local government, excluding education and hospitals	939300	5.45%	21,911	22,153	1.10%
Management of companies and enterprises	551100	5.08%	20,420	21,186	3.75%
Elementary and secondary schools, public and private	611100	2.83%	11,379	11,473	0.83%
Self-employed workers, secondary job	000602	2.14%	8,616	7,719	-10.40%
Colleges, universities, and professional schools, public and private	611300	2.06%	8,272	8,329	0.69%
State government, excluding education and hospitals	929200	1.92%	7,737	7,738	0.02%
Depository credit intermediation	522100	1.86%	7,473	6,857	-8.24%
Computer systems design and related services	541500	1.62%	6,511	7,912	21.51%

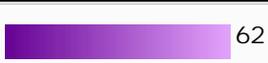
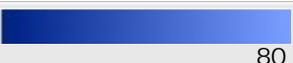
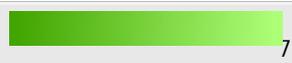
General medical and surgical hospitals, public and private	622100	1.48%	5,952	5,930	-0.36%
Employment services	561300	1.29%	5,203	5,927	13.91%
Management, scientific, and technical consulting services	541600	1.28%	5,139	8,257	60.67%
Automobile dealers	441100	1.13%	4,560	4,656	2.10%
Office administrative services	561100	0.97%	3,910	4,462	14.11%
Nonresidential building construction	236200	0.90%	3,602	3,632	0.84%



# TORQ Analysis of Chief Executives to Education Administrators, Postsecondary

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Chief Executives	11-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Education Administrators, Postsecondary	11-9033.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:										91	
Ability TORQ			Skills TORQ			Knowledge TORQ					
Level			95	Level			94	Level			84
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
No Critical Gaps Recorded!				Writing	87	7	93	English Language	84	11	81
				Service Orientation	71	7	78	Computers and Electronics	54	7	70
				Instructing	71	7	77	Customer and Personal Service	76	6	78
				Reading Comprehension	76	5	90	Foreign Language	15	4	77
				Management of Personnel Resources	86	5	84				
				Learning Strategies	74	4	82				
				Social Perceptiveness	76	3	81				
				Speaking	86	2	75				
				Critical Thinking	74	2	72				
LEVEL and IMPT (IMPORTANCE) refer to the Target Education Administrators, Postsecondary. GAP refers to level difference between Chief Executives and Education Administrators, Postsecondary.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Chief Executives	Education Administrators, Postsecondary	Importance
Oral Comprehension	 78	 62	 75
Written Comprehension	 80	 60	 75



Oral Expression	80	66	75
Problem Sensitivity	69	57	75
Speech Recognition	60	57	75
Speech Clarity	81	57	75
Deductive Reasoning	72	57	72
Inductive Reasoning	67	51	72
Written Expression	78	60	68
Information Ordering	57	51	65
Originality	67	48	62
Near Vision	64	51	62
Fluency of Ideas	69	51	59
Category Flexibility	58	44	59
Mathematical Reasoning	64	42	53
Number Facility	66	44	53
Selective Attention	39	34	53

Skill Level Comparison - Abilities with importance scores over 69

Description	Chief Executives	Education Administrators, Postsecondary	Importance
Writing	80	87	93
Reading Comprehension	71	76	90
Management of Personnel Resources	81	86	84
Learning Strategies	70	74	82
Social Perceptiveness	73	76	81
Service Orientation	64	71	78
Instructing	64	71	77
Speaking	84	86	75
Critical Thinking	72	74	72

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Chief Executives	Education Administrators, Postsecondary	Importance
English Language	73	84	81
Customer and Personal Service	70	76	78
Foreign Language	11	15	77
Computers and Electronics	47	54	70

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Chief Executives	Education Administrators, Postsecondary	Description	Chief Executives	Education Administrators, Postsecondary
10+ years	50%	25%	Doctoral	1%	33%
8-10 years	14%	9%	Professional Degree	6%	1%
6-8 years	3%	8%	Post-Masters Cert	0%	2%
4-6 years	28%	25%	Master's Degree	24%	39%
2-4 years	2%	20%	Post-Bachelor Cert	13%	2%
1-2 years	0%	5%	Bachelors	50%	16%
6-12 months	0%	2%	AA or Equiv	0%	1%
3-6 months	0%	0%	Some College	2%	0%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	0%	0%
None	0%	2%	No HSD or GED	0%	0%

Chief Executives

Education Administrators, Postsecondary

#### Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's or higher degree, plus work experience

#### Job Zone Comparison

5 - Job Zone Five: Extensive Preparation Needed

5 - Job Zone Five: Extensive Preparation Needed

Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.

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A bachelor's degree is the minimum formal education required for these occupations. However, many also require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

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Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

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### Tasks

Chief Executives

Education Administrators, Postsecondary

Core Tasks

Core Tasks

Generalized Work Activities:

Generalized Work Activities:

- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.



- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Developing Objectives and Strategies - Establishing long-range objectives and specifying the strategies and actions to achieve them.

#### Specific Tasks

##### Occupation Specific Tasks:

- Administer programs for selection of sites, construction of buildings, and provision of equipment and supplies.
- Analyze operations to evaluate performance of a company and its staff in meeting objectives, and to determine areas of potential cost reduction, program improvement, or policy change.
- Appoint department heads or managers, and assign or delegate responsibilities to them.
- Attend and participate in meetings of municipal councils and council committees.
- Conduct or direct investigations or hearings to resolve complaints and violations of laws, or testify at such hearings.
- Confer with board members, organization officials, and staff members to discuss issues, coordinate activities, and resolve problems.
- Coordinate the development and implementation of budgetary control systems, recordkeeping systems, and other administrative control processes.
- Deliver speeches, write articles, and present information at meetings or conventions in order to promote services, exchange ideas, and accomplish objectives.
- Direct and conduct studies and research on issues affecting areas of responsibility.
- Direct and coordinate activities between the United States Government and foreign entities in order to provide information and promote international interests and harmony.
- Direct and coordinate activities of businesses involved with buying and selling investment products and financial services.
- Direct and coordinate activities of businesses or departments concerned with production, pricing, sales, and/or distribution of products.
- Direct and coordinate an organization's financial and budget activities in order to fund operations, maximize investments, and increase efficiency.
- Direct human resources activities, including the approval of human resource plans and activities, the selection of directors and other high-level staff, and establishment and organization of major departments.
- Direct non-merchandising departments such as advertising, purchasing, credit, and

- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

#### Specific Tasks

##### Occupation Specific Tasks:

- Appoint individuals to faculty positions, and evaluate their performance.
- Assess and collect tuition and fees.
- Audit the financial status of student organizations and facility accounts.
- Confer with other academic staff to explain and formulate admission requirements and course credit policies.
- Consult with government regulatory and licensing agencies to ensure the institution's conformance with applicable standards.
- Coordinate the production and dissemination of university publications such as course catalogs and class schedules.
- Determine course schedules, and coordinate teaching assignments and room assignments to ensure optimum use of buildings and equipment.
- Develop curricula, and recommend curricula revisions and additions.
- Direct activities of administrative departments such as admissions, registration, and career services.
- Direct and participate in institutional fundraising activities, and encourage alumni participation in such activities.
- Direct scholarship, fellowship, and loan programs, performing activities such as selecting recipients and distributing aid.
- Direct, coordinate, and evaluate the activities of personnel engaged in administering academic institutions, departments, and/or alumni organizations.
- Establish operational policies and procedures and make any necessary modifications, based on analysis of operations, demographics, and other research information.
- Negotiate with foundation and industry representatives on issues such as securing loans and determining construction costs and materials.
- Participate in faculty and college committee activities.
- Participate in student recruitment, selection, and admission, making admissions recommendations when required to do so.
- Plan and promote sporting events and social, cultural, and recreational activities.
- Plan, administer, and control budgets, maintain financial records, and produce



accounting.

- Direct, plan, and implement policies, objectives, and activities of organizations or businesses in order to ensure continuing operations, to maximize returns on investments, and to increase productivity.
- Establish departmental responsibilities, and coordinate functions among departments and sites.
- Implement corrective action plans to solve organizational or departmental problems.
- Interpret and explain policies, rules, regulations, and laws to organizations, government and corporate officials, and individuals.
- Make presentations to legislative and other government committees regarding policies, programs, or budgets.
- Negotiate or approve contracts and agreements with suppliers, distributors, federal and state agencies, and other organizational entities.
- Nominate citizens to boards and commissions.
- Organize and approve promotional campaigns.
- Prepare and present reports concerning activities, expenses, budgets, government statutes and rulings, and other items affecting businesses or program services.
- Prepare budgets for approval, including those for funding and implementation of programs.
- Prepare bylaws approved by elected officials, and ensure that bylaws are enforced.
- Preside over or serve on boards of directors, management committees, or other governing boards.
- Refer major policy matters to elected representatives for final decisions.
- Represent organizations and promote their objectives at official functions, or delegate representatives to do so.
- Review and analyze legislation, laws, and public policy, and recommend changes to promote and support interests of both the general population and special groups.
- Review reports submitted by staff members in order to recommend approval or to suggest changes.
- Serve as liaisons between organizations, shareholders, and outside organizations.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze social or economic data

financial reports.

- Provide assistance to faculty and staff in duties such as teaching classes, conducting orientation programs, issuing transcripts, and scheduling events.
- Recruit, hire, train, and terminate departmental personnel.
- Represent institutions at community and campus events, in meetings with other institution personnel, and during accreditation processes.
- Review registration statistics, and consult with faculty officials to develop registration policies.
- Review student misconduct reports requiring disciplinary action, and counsel students regarding such reports.
- Supervise coaches.
- Teach courses within their department.

#### Detailed Tasks

##### Detailed Work Activities:

- administer educational institutions
- advise students
- analyze financial data
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze survey data to forecast enrollment changes
- assess educational potential or need of students
- assign work to staff or employees
- conduct fund raising activities
- conduct or attend staff meetings
- coordinate banquets, meetings or related events
- coordinate employee continuing education programs
- coordinate instructional outcomes
- develop budgets
- direct and coordinate activities of workers or staff
- establish educational policy or academic codes
- establish employee performance standards
- establish policy or laws
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain group discipline in an educational setting
- make presentations



- assign work to staff or employees
- communicate technical information
- conduct legal hearings
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- develop records management system
- develop staff policies
- dictate correspondence
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct and coordinate human resource programs
- establish and maintain relationships with community organizations
- establish policy or laws
- evaluate management programs
- explain government laws or regulations
- explain rules, policies or regulations
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- interpret laws or legislation
- maintain safe work environment
- make presentations
- manage contracts
- manage contracts
- manage industrial projects
- negotiate business contracts
- negotiate with federal and state agencies and other political organizations
- oversee execution of organizational or program policies
- plan or organize work
- prepare reports for management
- promote objectives of institution to associations, agencies, or community groups
- recommend solutions of administrative problems
- resolve personnel problems or grievances
- resolve worker or management conflicts
- supervise advertising or public relations staff
- use conflict resolution techniques
- use interviewing procedures
- use negotiation techniques
- use oral or written communication

- make presentations
- manage contracts
- motivate workers to achieve work goals
- organize educational material or ideas
- orient new employees
- oversee execution of organizational or program policies
- oversee site-based school management
- plan student extra-curricular activities
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend solutions of administrative problems
- resolve behavioral or academic problems
- resolve personnel problems or grievances
- resolve problems in educational settings
- schedule activities, classes, or events
- use conflict resolution techniques
- use counseling techniques
- use current social research
- use interpersonal communication techniques
- use interviewing procedures
- use public speaking techniques
- use teaching techniques
- use time management techniques
- write public sector or educational grant proposals
- write research or project grant proposals

#### Technology - Examples

##### Analytical or scientific software

- Statistical software

##### Charting software

- Microsoft Office Visio

##### Data base management system software

- Nolij Corporation Nolij Transfer

##### Data base reporting software

- SAP Business Objects Crystal Reports

##### Data base user interface and query software

- Student and Exchange Visitor Information System SEVIS

- Student information systems

##### Electronic mail software

- Microsoft Outlook

##### Enterprise resource planning ERP software

- Enterprise resource planning ERP systems
- Jenzabar EX



- techniques
- use public speaking techniques
  - verify investigative information
  - write business correspondence
  - write sales or informational speeches

#### Technology - Examples

##### Accounting software

- Intuit QuickBooks
- Sage Peachtree

##### Data base user interface and query software

- Microsoft Access

##### Electronic mail software

- Email software

##### Enterprise resource planning ERP software

- Enterprise resource planning ERP software

- Great Plains software

- Oracle PeopleSoft

- SAP software

##### Financial analysis software

- Microsoft FRx

##### Human resources software

- Halogen e360
- Halogen ePraisal
- Human resource information system HRIS software
- Infor SSA Human Capital Management

##### Internet browser software

- Web browser software

##### Office suite software

- Microsoft Office

##### Presentation software

- Microsoft PowerPoint

##### Project management software

- Microsoft Project

##### Spreadsheet software

- Microsoft Excel

##### Time accounting software

- Exact Software Macola ES Labor Performance
- Norchard Solutions Succession Wizard

- Oracle PeopleSoft

- SunGard Higher Education Banner Unified Digital Campus

##### Facilities management software

- CollegeNET Schedule 25

##### Internet browser software

- Web browser software

##### Office suite software

- Microsoft Office

##### Presentation software

- Microsoft PowerPoint

##### Project management software

- Microsoft Project

- SunGard Higher Education DegreeWorks

##### Spreadsheet software

- Microsoft Excel

##### Web page creation and editing software

- Adobe Systems Adobe Dreamweaver

##### Word processing software

- Microsoft Word

#### Tools - Examples

- Desktop computers

- Universal serial bus USB flash drives

- Liquid crystal display LCD video projectors

- Laptop computers

- Personal computers



## Word processing software

- Microsoft Word

## Tools - Examples

- 10-key calculators
- Desktop computers
- Universal serial bus USB flash drives
- Smartphones
- Laptop computers
- Personal computers

### Labor Market Comparison

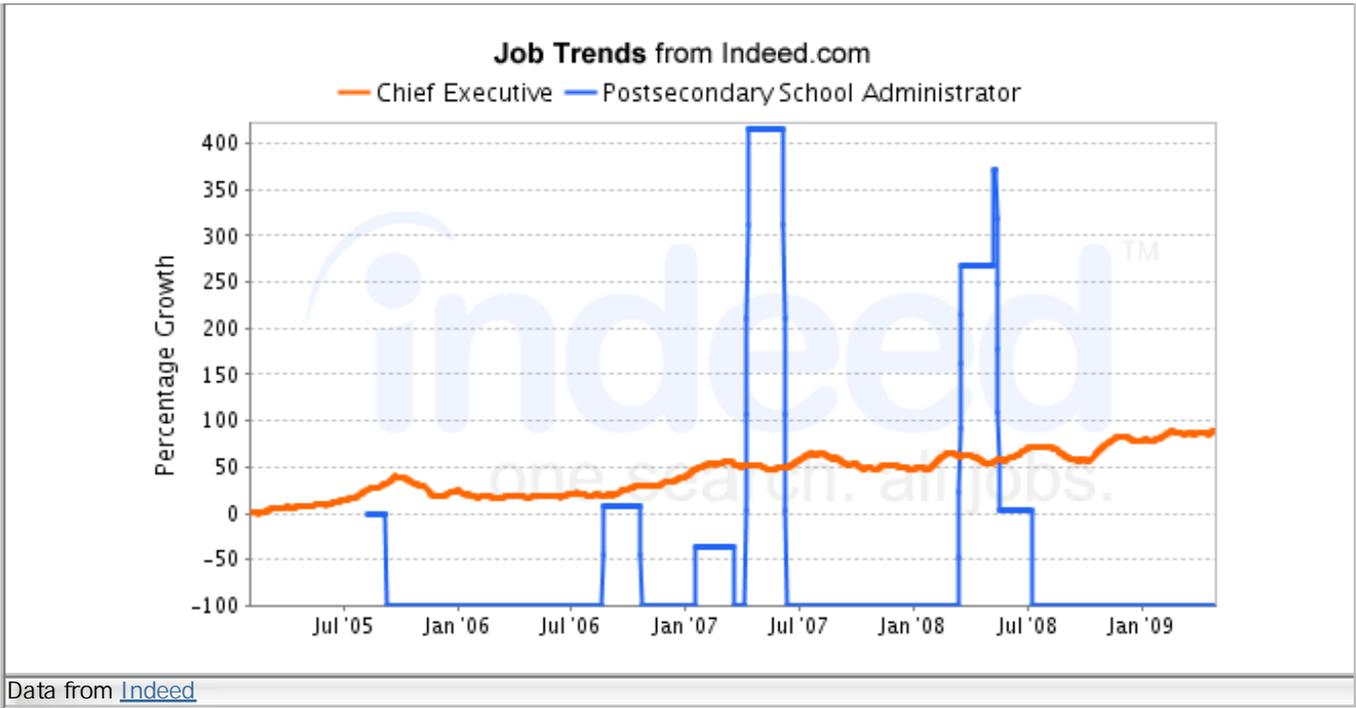
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Special			

Special Occupations:

### National Job Posting Trends

Trend for Chief Executives and Education Administrators, Postsecondary



Programs
Related Programs
<b>Administration of Special Education</b>
<p>Administration of Special Education. A program that prepares individuals to plan, supervise, and manage programs for exceptional students and their parents. Includes instruction in special education theory and practice, special education program development, evaluation and assessment in special education, state and federal law and regulations, managing individual education plans, problems of low- and high- disability students, mainstreaming, special education curricula, staff management, parent education, communications and community relations, budgeting, and professional standards and ethics.</p> <p>No information on schools for the program</p>
<b>Adult and Continuing Education Administration</b>
<p>Adult and Continuing Education Administration. A program that focuses on the principles and techniques of administering programs and facilities designed to serve the basic education needs of undereducated adults, or the continuing education needs of adults seeking further or specialized instruction, and that prepares individuals to serve as administrators of such programs. Includes instruction in adult education principles, program and facilities planning, personnel management, community and client relations, budgeting and administration, professional standards, and applicable laws and policies.</p> <p>No information on schools for the program</p>
<b>Community and Junior College Administration</b>
<p>Community College Education. A program that focuses on the principles and techniques of administering community and junior colleges and related postsecondary systems; the study of community and junior colleges as objects of applied research, and that may prepare individuals to function as administrators in such settings. Includes instruction in community and junior college finance; policy and planning studies; curriculum; faculty and labor relations; higher education law; student services; research on community and junior colleges; institutional research; marketing and promotion; and issues of evaluation, accountability and philosophy.</p> <p>No information on schools for the program</p>
<b>Education Administration and Supervision, General</b>
<p>Educational Leadership and Administration, General. A program that focuses on the general principles and techniques of administering a wide variety of schools and other educational organizations and facilities, supervising educational personnel at the school or staff level, and that may prepare individuals as general administrators and supervisors.</p>

Institution	Address	City	URL
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>

Education Administration and Supervision, Other

Educational Administration and Supervision, Other. Any instructional program in education administration and supervision not listed above.

Institution	Address	City	URL
University of New England	11 Hills Beach Rd	Biddeford	<a href="http://WWW.UNE.EDU">WWW.UNE.EDU</a>

Education, General

Education, General. A program that focuses on the general theory and practice of learning and teaching; the basic principles of educational psychology; the art of teaching; the planning and administration of educational activities; school safety and health issues; and the social foundations of education.

Institution	Address	City	URL
University of New England	11 Hills Beach Rd	Biddeford	<a href="http://WWW.UNE.EDU">WWW.UNE.EDU</a>
University of New England	11 Hills Beach Rd	Biddeford	<a href="http://WWW.UNE.EDU">WWW.UNE.EDU</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>

Educational Supervision

Educational, Instructional, and Curriculum Supervision. A program that prepares individuals to supervise instructional and support personnel at the school building, facility or staff level. Includes instruction in the principles of staffing and organization, the supervision of learning activities, personnel relations, administrative duties related to departmental or unit management, and specific applications to various educational settings and curricula.

No information on schools for the program

Higher Education Administration

Higher Education/Higher Education Administration. A program that focuses on the principles and practice of administration in four-year colleges, universities and higher education systems, the study of higher education as an object of applied research, and which may prepare individuals to function as administrators in such settings. Includes instruction in higher education economics and finance; policy and planning studies; curriculum; faculty and labor relations; higher education law; college student services; research on higher education; institutional research; marketing and promotion; and issues of evaluation, accountability and philosophy.

Institution	Address	City	URL
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>



University of Maine

Orono

[www.umaine.edu/](http://www.umaine.edu/)**Maine Statewide Promotion Opportunities for Chief Executives**

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1011.00	Chief Executives	100	5	750	\$102,290.00	\$0.00	-6%	25	
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$12,870.00	1%	2	
29-1051.00	Pharmacists	77	5	1,190	\$112,550.00	\$10,260.00	22%	46	★
29-1063.00	Internists, General	74	5	420	\$144,760.00	\$42,470.00	6%	12	★
29-1062.00	Family and General Practitioners	74	5	710	\$138,550.00	\$36,260.00	7%	20	★
29-1041.00	Optometrists	74	5	90	\$107,740.00	\$5,450.00	19%	4	

Special Occupations:

**Top Industries for Education Administrators, Postsecondary**

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	74.51%	97,825	112,269	14.77%
Junior colleges, public and private	611200	16.40%	21,527	24,402	13.35%
Self-employed workers, primary job	000601	3.27%	4,291	4,690	9.29%
Technical and trade schools, public and private	611500	2.13%	2,800	3,120	11.45%
Elementary and secondary schools, public and private	611100	0.89%	1,170	1,265	8.10%
Business schools and computer and management training, public and private	611400	0.87%	1,136	1,180	3.83%
State government, excluding education and hospitals	929200	0.44%	574	578	0.67%
Other schools and instruction, public and private	611600	0.44%	573	789	37.79%
General medical and surgical hospitals, public and private	622100	0.31%	406	461	13.57%
Management of companies and enterprises	551100	0.21%	274	324	18.26%



Local government, excluding education and hospitals	939300	0.09%	121	140	15.24%
Educational support services, public and private	611700	0.07%	88	138	57.21%
Research and development in the physical, engineering, and life sciences	541710	0.04%	56	61	9.44%

### Top Industries for Chief Executives

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	19.87%	79,932	85,157	6.54%
Local government, excluding education and hospitals	939300	5.45%	21,911	22,153	1.10%
Management of companies and enterprises	551100	5.08%	20,420	21,186	3.75%
Elementary and secondary schools, public and private	611100	2.83%	11,379	11,473	0.83%
Self-employed workers, secondary job	000602	2.14%	8,616	7,719	-10.40%
Colleges, universities, and professional schools, public and private	611300	2.06%	8,272	8,329	0.69%
State government, excluding education and hospitals	929200	1.92%	7,737	7,738	0.02%
Depository credit intermediation	522100	1.86%	7,473	6,857	-8.24%
Computer systems design and related services	541500	1.62%	6,511	7,912	21.51%
General medical and surgical hospitals, public and private	622100	1.48%	5,952	5,930	-0.36%
Employment services	561300	1.29%	5,203	5,927	13.91%
Management, scientific, and technical consulting services	541600	1.28%	5,139	8,257	60.67%
Automobile dealers	441100	1.13%	4,560	4,656	2.10%
Office administrative services	561100	0.97%	3,910	4,462	14.11%
Nonresidential building construction	236200	0.90%	3,602	3,632	0.84%

## Industry & Occupational Data Sources

TORQ Results: The TORQ Scores is based upon an proprietary algorithm applied against Knowledge, Skills and Ability levels and importance derived from O\*NET 12.

ASK Analysis, Experience & Education Levels and Tasks: O\*Net 12

Labor Market Comparisons Occupational Projections data from Maine Department of Labor

National Posting Trends Indeed.com

Labor Pool & Promotions Opportunities: Occupational Projections data from Maine Department of Labor

Top Industries: Occupational Employment Statistics program (U.S. Bureau of Labor Statistics)