



# TORQ Analysis of General and Operations Managers to Financial Managers, Branch or Department

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	General and Operations Managers	11-1021.00	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:	<b>93</b>

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	97	Level	90	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
Written Expression	60	3	81	Mathematics	84	27	79	Mathematics	70	7	74
Number Facility	60	3	59	Instructing	88	23	77	Computers and Electronics	62	6	74
Perceptual Speed	37	2	50	Service Orientation	85	23	76	Economics and Accounting	62	5	73
				Learning Strategies	79	16	71	Customer and Personal Service	89	5	72
				Active Learning	83	13	69				
				Monitoring	86	9	71				
				Management of Personnel Resources	88	8	74				
				Judgment and Decision Making	70	6	82				
				Complex Problem Solving	56	7	70				
				Active Listening	86	5	87				
				Social Perceptiveness	68	5	74				
				Writing	65	2	74				
				Persuasion	66	2	70				

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

## ASK ANALYSIS



Ability Level Comparison - Abilities with importance scores over 50

Description	General and Operations Managers	Financial Managers, Branch or Department	Importance
Oral Expression	67	62	87
Oral Comprehension	66	64	84
Written Comprehension	64	59	84
Written Expression	57	60	81
Speech Recognition	62	55	78
Speech Clarity	60	55	78
Problem Sensitivity	64	53	75
Deductive Reasoning	66	60	75
Near Vision	62	60	75
Inductive Reasoning	62	53	72
Fluency of Ideas	59	51	65
Originality	59	53	62
Information Ordering	55	51	62
Mathematical Reasoning	57	53	62
Number Facility	57	60	59
Category Flexibility	57	50	56
Selective Attention	44	41	56
Memorization	44	42	50
Perceptual Speed	35	37	50
Time Sharing	48	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	General and Operations Managers	Financial Managers, Branch or Department	Importance
Active Listening	81	86	87
Judgment and Decision Making	64	70	82
Mathematics	57	84	79
Instructing	65	88	77
Service Orientation	62	85	76
Writing	63	65	74
Social Perceptiveness	63	68	74



Management of Personnel Resources	80	88	74
Learning Strategies	63	79	71
Monitoring	77	86	71
Persuasion	64	66	70
Complex Problem Solving	49	56	70
Active Learning	70	83	69
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	General and Operations Managers	Financial Managers, Branch or Department	Importance
Computers and Electronics	56	62	74
Mathematics	63	70	74
Economics and Accounting	57	62	73
Customer and Personal Service	84	89	72

Experience & Education Comparison					
Related Work Experience Comparison			Required Education Level Comparison		
Description	General and Operations Managers	Financial Managers, Branch or Department	Description	General and Operations Managers	Financial Managers, Branch or Department
10+ years	8%	0%	Doctoral	0%	0%
8-10 years	7%	8%	Professional Degree	0%	0%
6-8 years	35%	4%	Post-Masters Cert	0%	0%
4-6 years	7%	56%	Master's Degree	4%	0%
2-4 years	14%	1%	Post-Bachelor Cert	6%	4%
1-2 years	3%	28%	Bachelors	34%	37%
6-12 months	21%	0%	AA or Equiv	3%	29%
3-6 months	0%	0%	Some College	11%	28%
1-3 months	0%	0%	Post-Secondary Certificate	19%	0%
0-1 month	0%	0%	High School Diploma or GED	18%	0%
None	0%	0%	No HSD or GED	0%	0%
General and Operations Managers			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					
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.			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.

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### Tasks

#### General and Operations Managers

#### Financial Managers, Branch or Department

##### Core Tasks

##### Core Tasks

##### Generalized Work Activities:

##### Generalized Work Activities:

- 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.
- Resolving Conflicts and Negotiating with Others - Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.
- 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.

- 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.
- 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

##### Specific Tasks

##### Occupation Specific Tasks:

##### Occupation Specific Tasks:

- Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand.
- Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
- Develop and implement product marketing strategies including advertising campaigns and sales promotions.
- 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.

- 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.



- 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
- 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

- 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
- 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



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 SalesInSync
- Avidian Technologies Prophet
- FrontRange Solutions Goldmine software
- Maximizer Software Maximizer Enterprise
- NetSuite NetCRM
- Sage Software ACT!
- 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

- 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

- 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
- Mbody's KMM FAMAS
- Spreadsheet software

Word processing software

- Word processing software

Tools - Examples

- 10-key calculators
- Desktop computers



- 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

#### Project management software

- Microsoft Project

- Realization Project Flow

#### Spreadsheet software

- Microsoft Excel

- Spreadsheet software

#### Time accounting software

- Kronos Workforce Payroll

- Kronos Workforce Timekeeper

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers



Web page creation and editing software
<ul style="list-style-type: none"> <li>• Microsoft FrontPage</li> </ul>
Word processing software
<ul style="list-style-type: none"> <li>• Microsoft Word</li> <li>• Word processing software</li> </ul>
<b>Tools - Examples</b>
<ul style="list-style-type: none"> <li>• Desktop computers</li> <li>• Cell phones</li> <li>• Laptop computers</li> <li>• Personal computers</li> <li>• Personal digital assistants PDA</li> <li>• Photocopying equipment</li> <li>• Computer scanners</li> </ul>

### Labor Market Comparison

Maine Department of Labor.

Description	General and Operations Managers	Financial Managers, Branch or Department	Difference
Median Wage	\$ 77,050	\$ 67,670	\$( 9,380)
10th Percentile Wage	\$ 40,880	\$ 41,820	\$ 940
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$108,800	\$ 89,670	\$( 19,130)
90th Percentile Wage	N/A	\$119,660	N/A
Mean Wage	\$ 89,670	\$ 74,780	\$( 14,890)
Total Employment - 2008	8,490	2,440	-6,050
Employment Base - 2006	8,671	2,692	-5,979
Projected Employment - 2017	8,263	2,881	-5,382
Projected Job Growth - 2006-2017	-4.7 %	7.0 %	11.7 %
Projected Annual Openings - 2006-2017	209	58	-151
Special			
Special Occupations:			

### National Job Posting Trends



Trend for General and Operations Managers and Financial Managers, Branch or Department



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

**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 General and Operations Managers**

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1021.00	General and Operations Managers	100	4	8,490	\$77,050.00	\$0.00	-5%	209	
13-2052.00	Personal Financial Advisors	90	3	360	\$94,100.00	\$17,050.00	10%	13	
11-1011.00	Chief Executives	88	5	750	\$102,290.00	\$25,240.00	-6%	25	
23-1011.00	Lawyers	87	5	1,910	\$80,120.00	\$3,070.00	6%	73	★
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$38,110.00	1%	2	



11-9121.00	Natural Sciences Managers	80	5	180	\$79,810.00	\$2,760.00	8%	5	
11-3021.00	Computer and Information Systems Managers	80	5	870	\$83,130.00	\$6,080.00	8%	21	
29-1051.00	Pharmacists	79	5	1,190	\$112,550.00	\$35,500.00	22%	46	★
11-9041.00	Engineering Managers	77	5	720	\$91,030.00	\$13,980.00	-2%	14	
29-1081.00	Podiatrists	75	5	40	\$101,210.00	\$24,160.00	5%	6	★
29-1041.00	Optometrists	73	5	90	\$107,740.00	\$30,690.00	19%	4	
29-1063.00	Internists, General	73	5	420	\$144,760.00	\$67,710.00	6%	12	★
29-1062.00	Family and General Practitioners	73	5	710	\$138,550.00	\$61,500.00	7%	20	★
29-1071.00	Physician Assistants	71	4	550	\$79,010.00	\$1,960.00	23%	21	
25-1051.00	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	70	5	100	\$77,390.00	\$340.00	11%	3	

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 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%



# TORQ Analysis of General and Operations Managers to First-Line Supervisors/Managers of Non-Retail Sales Workers

ANALYSIS INPUT					
Transfer	Title	O* NET	Filters		
From Title:	General and Operations Managers	11-1021.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	First-Line Supervisors/Managers of Non-Retail Sales Workers	41-1012.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:					94						
Ability TORQ		Skills TORQ		Knowledge TORQ							
Level	98	Level	93	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
No Critical Gaps Recorded!				Mathematics	66	9	85	Mathematics	65	2	88
				Time Management	68	7	86				
				Active Listening	84	3	78				
				Active Learning	73	3	72				
				Instructing	61	3	71				
<p>LEVEL and IMPT (IMPORTANCE) refer to the Target First-Line Supervisors/Managers of Non-Retail Sales Workers. GAP refers to level difference between General and Operations Managers and First-Line Supervisors/Managers of Non-Retail Sales Workers.</p>											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	General and Operations Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Importance
Oral Expression	67	62	78
Oral Comprehension	66	59	75
Speech Recognition	62	59	75
Speech Clarity	60	51	72
Problem Sensitivity	64	46	68
Deductive Reasoning	66	55	68



Written Comprehension	64	55	65
Written Expression	57	55	65
Fluency of Ideas	59	48	65
Inductive Reasoning	62	48	62
Category Flexibility	57	46	62
Near Vision	62	51	62
Originality	59	51	59
Information Ordering	55	46	59
Number Facility	57	46	59
Mathematical Reasoning	57	48	56
Selective Attention	44	41	53

Skill Level Comparison - Abilities with importance scores over 69

Description	General and Operations Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Importance
Time Management	61	68	86
Mathematics	57	66	85
Active Listening	81	84	78
Active Learning	70	73	72
Instructing	58	61	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	General and Operations Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Importance
Mathematics	63	65	88

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	General and Operations Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Description	General and Operations Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers
10+ years	8%	12%	Doctoral	0%	0%
8-10 years	7%	2%	Professional Degree	0%	0%
6-8 years	35%	45%	Post-Masters Cert	0%	0%
4-6 years	7%	10%	Master's Degree	4%	42%
2-4 years	14%	10%	Post-Bachelor Cert	6%	0%
1-2 years	3%	4%	Bachelors	34%	25%
6-12 months	21%	11%	AA or Equip	3%	1%
3-6 months	0%	0%	Some College	11%	5%
1-3 months	0%	0%	Post-Secondary Certificate	19%	1%
0-1 month	0%	0%	High School Diploma or GED	18%	23%
None	0%	1%			



No HSD or GED

0%

0%

General and Operations Managers

First-Line Supervisors/Managers of Non-Retail Sales Workers

**Most Common Educational/Training Requirement:**

Bachelor's or higher degree, plus work experience

Work experience in a related occupation

**Job Zone Comparison**

4 - Job Zone Four: Considerable Preparation Needed

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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.

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**Tasks**

General and Operations Managers

First-Line Supervisors/Managers of Non-Retail Sales Workers

**Core Tasks**

**Core Tasks**

Generalized Work Activities:

Generalized Work Activities:

- 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.
- Resolving Conflicts and Negotiating with Others - Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.
- 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.

- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- 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.

**Specific Tasks**

**Specific Tasks**

Occupation Specific Tasks:

Occupation Specific Tasks:

- Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand.
- Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
- Develop and implement product marketing strategies including advertising campaigns and sales promotions.
- Direct and coordinate activities of businesses or departments concerned with the production, pricing, sales, or distribution

- Analyze details of sales territories to assess their growth potential, and to set quotas.
- Attend company meetings to exchange product information and coordinate work activities with other departments.
- Confer with company officials to develop methods and procedures to increase sales, expand markets, and promote business.
- Coordinate sales promotion activities, and prepare merchandise displays and advertising copy.
- Direct and supervise employees engaged in



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
- develop management control systems

sales, inventory-taking, reconciling cash receipts, or performing specific services such as pumping gasoline for customers.

- Examine merchandise to ensure correct pricing and display, and that it functions as advertised.
- Examine products purchased for resale or received for storage to determine product condition.
- Formulate pricing policies on merchandise according to profitability requirements.
- Hire, train, and evaluate personnel.
- Inventory stock, and reorder when inventories drop to specified levels.
- Keep records pertaining to purchases, sales, and requisitions.
- Listen to and resolve customer complaints regarding services, products, or personnel.
- Monitor sales staff performance to ensure that goals are met.
- Plan and prepare work schedules, and assign employees to specific duties.
- Prepare rental or lease agreements, specifying charges and payment procedures for use of machinery, tools, or other items.
- Prepare sales and inventory reports for management and budget departments.
- Provide staff with assistance in performing difficult or complicated duties.
- Visit retailers and sales representatives to promote products and gather information.

Detailed Tasks

Detailed Work Activities:

- access media advertising services
- analyze sales activities or trends
- assign work to staff or employees
- conduct or attend staff meetings
- conduct sales presentations
- conduct training for personnel
- consult with managerial or supervisory personnel
- develop advertising strategy
- develop budgets
- develop policies, procedures, methods, or standards
- dictate correspondence
- direct and coordinate activities of workers or staff
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- inventory stock to ensure adequate supplies
- investigate customer complaints



- 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

- maintain production or work records
- make presentations
- monitor worker performance
- order or purchase supplies, materials, or equipment
- oversee sales programs
- oversee work progress to verify safety or conformance to standards
- plan or organize work
- prepare rental or lease agreement
- prepare reports
- provide customer service
- publicize job openings
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- select software for clerical activities
- use knowledge of written communication in sales work
- write advertising copy

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 SalesInSync
- Avidian Technologies Prophet
- FrontRange Solutions Goldmine software
- Maximizer Software Maximizer Enterprise
- NetSuite NetCRM
- Sage Software ACT!
- Salesforce.com CRM

Technology - Examples



- 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

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.

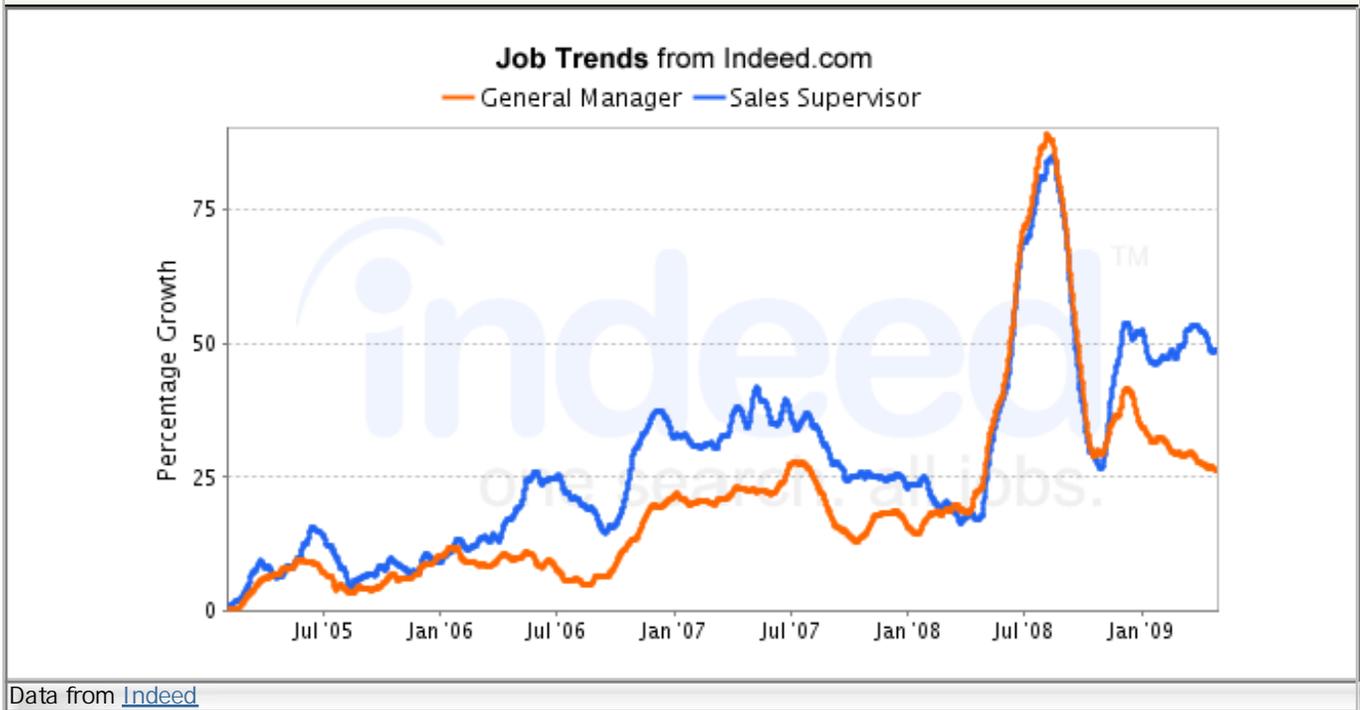
Description	General and Operations Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Difference
Median Wage	\$ 77,050	\$ 55,220	\$(21,830)
10th Percentile Wage	\$ 40,880	\$ 25,020	\$(15,860)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$108,800	\$ 72,480	\$(36,320)
90th Percentile Wage	N/A	\$ 95,830	N/A
Mean Wage	\$ 89,670	\$ 59,150	\$(30,520)
Total Employment - 2008	8,490	930	-7,560
Employment Base - 2006	8,671	1,297	-7,374



Projected Employment - 2017	8,263	1,280	-6,983
Projected Job Growth - 2006-2017	-4.7 %	-1.3 %	3.4 %
Projected Annual Openings - 2006-2017	209	19	-190
Special			
Special Occupations:			

### National Job Posting Trends

Trend for General and Operations Managers and First-Line Supervisors/Managers of Non-Retail Sales Workers



### Programs

#### Related Programs

Business, Management, Marketing, and Related Support Services, Other

Business, Management, Marketing, and Related Support Services, Other. Any instructional program in business, management, marketing and related support services not listed above.

Institution	Address	City	URL
Maine Maritime Academy	C3	Castine	<a href="http://www.mainemaritime.edu">www.mainemaritime.edu</a>

General Merchandising, Sales, and Related Marketing Operations, Other

General Merchandising, Sales, and Related Marketing Operations, Other. Any instructional program in merchandising, sales, and related marketing operations not listed above.



No information on schools for the program

Special Products Marketing Operations

Special Products Marketing Operations. A program that prepares individuals to perform marketing and sales operations connected with the promotion of special products, including floristry, food, and home and office products. Includes instruction in principles of marketing research and advertising, promotional campaign organization, media relations, and applicable technical and administrative skills.

No information on schools for the program

Specialized Merchandising, Sales, and Related Marketing Operations, Other

Specialized Merchandising, Sales, and Marketing Operations, Other. Any instructional program in sales, marketing, and distribution operations not listed above.

No information on schools for the program

**Maine Statewide Promotion Opportunities for General and Operations Managers**

O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1021.00	General and Operations Managers	100	4	8,490	\$77,050.00	\$0.00	-5%	209	
13-2052.00	Personal Financial Advisors	90	3	360	\$94,100.00	\$17,050.00	10%	13	
11-1011.00	Chief Executives	88	5	750	\$102,290.00	\$25,240.00	-6%	25	
23-1011.00	Lawyers	87	5	1,910	\$80,120.00	\$3,070.00	6%	73	★
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$38,110.00	1%	2	
11-9121.00	Natural Sciences Managers	80	5	180	\$79,810.00	\$2,760.00	8%	5	
11-3021.00	Computer and Information Systems Managers	80	5	870	\$83,130.00	\$6,080.00	8%	21	
29-1051.00	Pharmacists	79	5	1,190	\$112,550.00	\$35,500.00	22%	46	★
11-9041.00	Engineering Managers	77	5	720	\$91,030.00	\$13,980.00	-2%	14	
29-1081.00	Podiatrists	75	5	40	\$101,210.00	\$24,160.00	5%	6	★
29-1041.00	Optometrists	73	5	90	\$107,740.00	\$30,690.00	19%	4	
29-1063.00	Internists, General	73	5	420	\$144,760.00	\$67,710.00	6%	12	★
29-1062.00	Family and General Practitioners	73	5	710	\$138,550.00	\$61,500.00	7%	20	★



29-1071.00	Physician Assistants	71	4	550	\$79,010.00	\$1,960.00	23%	21
25-1051.00	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	70	5	100	\$77,390.00	\$340.00	11%	3

Special Occupations:

### Top Industries for First-Line Supervisors/Managers of Non-Retail Sales Workers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	39.62%	209,982	213,615	1.73%
Self-employed workers, secondary job	000602	5.76%	30,532	29,023	-4.94%
Wholesale electronic markets and agents and brokers	425100	3.02%	16,027	17,367	8.36%
Postal service	491100	2.47%	13,079	12,713	-2.80%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.97%	10,437	11,617	11.31%
Grocery and related product wholesalers	424400	1.68%	8,880	9,272	4.41%
Telephone call centers	561420	1.51%	7,986	7,953	-0.42%
Insurance agencies and brokerages	524210	1.48%	7,832	8,460	8.01%
Electrical and electronic goods merchant wholesalers	423600	1.36%	7,229	8,138	12.58%
Advertising and related services	541800	1.27%	6,729	7,249	7.74%
Management of companies and enterprises	551100	1.26%	6,666	7,338	10.08%
Beer, wine, and distilled alcoholic beverage merchant wholesalers	424800	1.17%	6,189	6,523	5.40%
Hardware, and plumbing and heating equipment and supplies merchant wholesalers	423700	1.08%	5,748	6,230	8.40%
Computer systems design and related services	541500	0.94%	4,974	6,413	28.92%
Miscellaneous nondurable goods merchant wholesalers	424900	0.92%	4,877	5,063	3.81%

### 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%



# TORQ Analysis of General and Operations Managers to Lodging Managers

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	General and Operations Managers	11-1021.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Lodging Managers	11-9081.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:					93						
Ability TORQ		Skills TORQ		Knowledge TORQ							
Level	100	Level	95	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!				Social Perceptiveness	90	30	83	Clerical	78	42	69
				Service Orientation	82	20	81	Food Production	23	10	94
				Active Learning	82	12	88				
				Active Listening	91	10	85				
				Learning Strategies	67	11	77				
				Coordination	76	8	71				
				Mathematics	63	6	69				
				Writing	71	5	73				
LEVEL and IMPT (IMPORTANCE) refer to the Target Lodging Managers. GAP refers to level difference between General and Operations Managers and Lodging Managers.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	General and Operations Managers	Lodging Managers	Importance
Oral Expression	67 	57 	90
Oral Comprehension	66 	59 	87
Speech Clarity	60 	42 	75
Problem Sensitivity	64 	53 	72



Speech Recognition	62	53	72
Deductive Reasoning	66	53	68
Written Comprehension	64	53	62
Written Expression	57	53	62
Inductive Reasoning	62	46	62
Information Ordering	55	48	62
Near Vision	62	48	59
Category Flexibility	57	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	General and Operations Managers	Lodging Managers	Importance
Active Learning	70	82	88
Active Listening	81	91	85
Social Perceptiveness	60	90	83
Service Orientation	62	82	81
Learning Strategies	56	67	77
Writing	66	71	73
Coordination	68	76	71
Mathematics	57	63	69

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	General and Operations Managers	Lodging Managers	Importance
Food Production	13	23	94
Clerical	36	78	69

**Experience & Education Comparison**

Related Work Experience Comparison			Required Education Level Comparison		
Description	General and Operations Managers	Lodging Managers	Description	General and Operations Managers	Lodging Managers
10+ years	8%	0%	Doctoral	0%	0%
8-10 years	7%	0%	Professional Degree	0%	0%
6-8 years	35%	0%	Post-Masters Cert	0%	0%
4-6 years	7%	8%	Master's Degree	4%	0%
2-4 years	14%	16%	Post-Bachelor Cert	6%	7%
1-2 years	3%	28%	Bachelors	34%	6%
6-12 months	21%	18%	AA or Equiv	3%	53%
3-6 months	0%	0%	Some College	11%	11%
1-3 months	0%	0%	Post-Secondary Certificate	19%	0%
0-1 month	0%	1%	High School Diploma		



None	0%	25%	High School Diploma or GED	18%	17%
			No HSD or GED	0%	2%
General and Operations Managers			Lodging Managers		
<b>Most Common Educational/Training Requirement:</b>					
Bachelor's or higher degree, plus work experience			Work experience in a related occupation		
<b>Job Zone Comparison</b>					
4 - Job Zone Four: Considerable Preparation Needed			3 - Job Zone Three: Medium 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.			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 of these occupations require a four - year bachelor's degree, but some do not.			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 several years of work-related experience, on-the-job training, and/or vocational training.			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

General and Operations Managers	Lodging Managers
<p style="text-align: center; background-color: #f2f2f2; margin: 0;">Core Tasks</p> <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>	<p style="text-align: center; background-color: #f2f2f2; margin: 0;">Core Tasks</p> <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>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> <li>Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.</li> </ul>
<p style="text-align: center; background-color: #f2f2f2; margin: 0;">Specific Tasks</p> <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> <li>Direct and coordinate activities of</li> </ul>	<p style="text-align: center; background-color: #f2f2f2; margin: 0;">Specific Tasks</p> <p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> <li>Answer inquiries pertaining to hotel policies and services, and resolve occupants' complaints.</li> <li>Arrange telephone answering services, deliver mail and packages, or answer questions regarding locations for eating and entertainment.</li> <li>Assign duties to workers, and schedule shifts.</li> <li>Book tickets for guests for local tours and attractions.</li> <li>Collect payments, and record data</li> </ul>



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
- develop management control systems

collect payments, and record data pertaining to funds and expenditures.

- Confer and cooperate with other managers to ensure coordination of hotel activities.
- Coordinate front-office activities of hotels or motels, and resolve problems.
- Develop and implement policies and procedures for the operation of a department or establishment.
- Greet and register guests.
- Inspect guest rooms, public areas, and grounds for cleanliness and appearance.
- Interview and hire applicants.
- Manage and maintain temporary or permanent lodging facilities.
- Meet with clients to schedule and plan details of conventions, banquets, receptions and other functions.
- Observe and monitor staff performance to ensure efficient operations and adherence to facility's policies and procedures.
- Organize and coordinate the work of staff and convention personnel for meetings to be held at a particular facility.
- Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
- Perform marketing and public relations activities.
- Prepare required paperwork pertaining to departmental functions.
- Provide assistance to staff members by inspecting rooms, setting tables or doing laundry.
- Purchase supplies, and arrange for outside services, such as deliveries, laundry, maintenance and repair, and trash collection.
- Receive and process advance registration payments, mail letters of confirmation, or return checks when registrations cannot be accepted.
- Show, rent, or assign accommodations.
- Train staff members.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- answer customer or public inquiries
- assign work to staff or employees
- collect payment
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- direct and coordinate activities of workers or staff
- evaluate information from employment interviews
- evaluate premises for cleanliness



- 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 SalesInSync
- Avidian Technologies Prophet
- FrontRange Solutions Goldmine software
- Maximizer Software Maximizer Enterprise
- NetSuite NetCRM
- Sage Software ACT!
- Salesforce.com CRM

- explain rules, policies or regulations
- greet customers, guests, visitors, or passengers
- hire, discharge, transfer, or promote workers
- inspect property
- interview job applicants
- investigate customer complaints
- maintain account records
- maintain records, reports, or files
- monitor lodging or dining facility operations to ensure regulation
- monitor operations to verify conformance to standards
- negotiate business contracts
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee execution of organizational or program policies
- prepare or maintain employee records
- provide customer service
- receive customer orders
- receive or disburse cash related to payments received
- resolve customer or public complaints
- resolve personnel problems or grievances
- schedule employee work hours
- supply guests with information or services
- understand government health, hotel or food service regulations
- use computers to enter, access or retrieve data
- write business correspondence

Technology - Examples

Accounting software

- Accounting software

Customer relationship management CRM software

- Enablez ResortSuite
- GuestClick software

Electronic mail software

- Email software

Facilities management software

- Anand Systems ASI FrontDesk
- Execu/Tech Systems HOTEL Premium
- GraceSoft Easy InnKeeping Suite
- Hotel management system software
- Housekeeping management software



- 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
- Project management software

- INN-Client Server Systems ICSS Atrium
- iRez Systems Rezware XP7
- MICROS Systems OPERA Enterprise Solution OES
- M-Tech Hotel Service Optimization System HotSOS
- RedSky IT Entirety e-Booking
- Silverbyte Systems Optima Property Management System PMS
- TCS Hotel Software Guest Tracker
- UniResMan software
- Point of sale POS software
  - ePOS Business Solutions System 3 POS
  - Point of sale POS software
- Spreadsheet software
  - Microsoft Excel
  - Spreadsheet software
- Time accounting software
  - Payroll software
- Word processing software
  - Microsoft Word
  - Word processing software

Tools - Examples

- 10-key calculators
- Cash registers
- Desktop computers
- Laptop computers
- Personal computers
- Handheld computers
- Credit card machines
- Private automatic branch exchange PABX systems
- Multi-line telephone systems
- Voice mail systems



- 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	General and Operations Managers	Lodging Managers	Difference
Median Wage	\$ 77,050	\$ 43,350	\$(33,700)
10th Percentile Wage	\$ 40,880	\$ 29,110	\$(11,770)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$108,800	\$ 59,780	\$(49,020)
90th Percentile Wage	N/A	\$ 89,950	N/A
Mean Wage	\$ 89,670	\$ 50,680	\$(38,990)
Total Employment - 2008	8,490	520	-7,970
Employment Base - 2006	8,671	1,606	-7,065



Projected Employment - 2017	8,263	1,875	-6,388
Projected Job Growth - 2006-2017	-4.7 %	16.8 %	21.4 %
Projected Annual Openings - 2006-2017	209	62	-147
Special		★	
Special Occupations:			

### National Job Posting Trends

Trend for General and Operations Managers and Lodging Managers



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

### Programs

#### Related Programs

##### Franchise Operation

Franchising and Franchise Operations. A program that prepares individuals to manage and operate franchises. Includes instruction in legal requirements, set-up costs and capitalization requirements, financing, and applications to specific franchise opportunities.

No information on schools for the program

##### Hospitality and Recreation Marketing Operations

Hospitality and Recreation Marketing Operations. A program that prepares individuals to provide marketing services in the hospitality and leisure fields. Includes instruction in hospitality operations, customer sales and assistance operations and techniques, telephone operations, basic office management, retail sports, recreation equipment, food and beverage .

No information on schools for the program

##### Hospitality/Administration Management

Hospitality Administration/Management, General. A program that prepares individuals to serve as general managers and directors of hospitality operations on a system-wide basis, including both travel arrangements and promotion and the provision of traveler facilities. Includes instruction in principles of operations in the travel and tourism, hotel and lodging facilities, food services, and recreation facilities industries; hospitality marketing strategies; hospitality planning; management and coordination of franchise and unit operations; business management; accounting and financial management; hospitality transportation and logistics; and hospitality industry policies and regulations.

Institution	Address	City	URL
York County Community College	112 College Drive	Wells	<a href="http://www.yccc.edu">www.yccc.edu</a>

**Hotel/Motel Administration/Management**

Hotel/Motel Administration/Management. A program that prepares individuals to manage operations and facilities that provide lodging services to the traveling public. Includes instruction in hospitality industry principles; supplies purchasing, storage and control; hotel facilities design and planning; hospitality industry law; personnel management and labor relations; financial management; marketing and sales promotion; convention and event management; front desk operations; and applications to specific types of hotels and motel operations.

Institution	Address	City	URL
Southern Maine Community College	2 Fort Road	South Portland	<a href="http://www.smccME.edu">www.smccME.edu</a>

**Resort Management**

Resort Management. A program that prepares individuals to plan, manage, and market comprehensive vacation facilities and services and related products. Includes instruction in hospitality administration, hotel/motel management, restaurant and food services management, facilities planning, leisure studies, recreation administration, marketing, recreation equipment and grounds operations and maintenance, business finance, insurance and taxation, event management and guest services, personnel management, travel and logistics management, safety and health services, professional standards and ethics, and applications to specific vacation types and locations.

No information on schools for the program

**Selling Skills and Sales Operations**

Selling Skills and Sales Operations. A program that prepares individuals to possess the skills associated with direct promotion of products and services to potential customers and to function as independent sales representatives and managers. Includes instruction in consumer psychology, image projection, public speaking and interpersonal communications, sales organization and operations, customer relations, professional standards and ethics, and applicable technical skills.

No information on schools for the program

**Maine Statewide Promotion Opportunities for General and Operations Managers**

O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1021.00	General and Operations Managers	100	4	8,490	\$77,050.00	\$0.00	-5%	209	
13-2052.00	Personal Financial Advisors	90	3	360	\$94,100.00	\$17,050.00	10%	13	
11-1011.00	Chief Executives	88	5	750	\$102,290.00	\$25,240.00	-6%	25	
23-1011.00	Lawyers	87	5	1,910	\$80,120.00	\$3,070.00	6%	73	



23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$38,110.00	1%	2	
11-9121.00	Natural Sciences Managers	80	5	180	\$79,810.00	\$2,760.00	8%	5	
11-3021.00	Computer and Information Systems Managers	80	5	870	\$83,130.00	\$6,080.00	8%	21	
29-1051.00	Pharmacists	79	5	1,190	\$112,550.00	\$35,500.00	22%	46	★
11-9041.00	Engineering Managers	77	5	720	\$91,030.00	\$13,980.00	-2%	14	
29-1081.00	Podiatrists	75	5	40	\$101,210.00	\$24,160.00	5%	6	★
29-1041.00	Optometrists	73	5	90	\$107,740.00	\$30,690.00	19%	4	
29-1063.00	Internists, General	73	5	420	\$144,760.00	\$67,710.00	6%	12	★
29-1062.00	Family and General Practitioners	73	5	710	\$138,550.00	\$61,500.00	7%	20	★
29-1071.00	Physician Assistants	71	4	550	\$79,010.00	\$1,960.00	23%	21	
25-1051.00	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	70	5	100	\$77,390.00	\$340.00	11%	3	

Special Occupations:

### Top Industries for Lodging Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	46.31%	32,875	33,429	1.69%
Self-employed workers, secondary job	000602	6.65%	4,723	4,702	-0.45%
RV (recreational vehicle) parks and recreational camps	721200	1.58%	1,123	1,284	14.32%
Unpaid family workers, primary job	000701	1.30%	922	730	-20.89%
Colleges, universities, and professional schools, public and private	611300	0.66%	469	525	11.87%
Casino hotels	721120	0.57%	402	477	18.78%
Office administrative services	561100	0.51%	361	458	26.79%
Lessors of real estate	531100	0.39%	274	302	10.18%
Private households, primary jobs	814100	0.33%	233	243	3.99%



Local government, excluding education and hospitals	939300	0.32%	227	254	12.34%
Management of companies and enterprises	551100	0.32%	224	258	15.28%
Activities related to real estate	531300	0.26%	184	234	27.44%
Full-service restaurants	722100	0.23%	160	176	9.99%
State government, excluding education and hospitals	929200	0.13%	94	93	-1.86%
Community care facilities for the elderly	623300	0.12%	82	125	52.78%

### 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%



# TORQ Analysis of General and Operations Managers to Postmasters and Mail Superintendents

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	General and Operations Managers	11-1021.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Postmasters and Mail Superintendents	11-9131.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS							
Grand TORQ:					93		
Ability TORQ		Skills TORQ		Knowledge TORQ			
Level	98	Level	92	Level	88		
Gaps To Narrow if Possible				Upgrade These Skills		Knowledge to Add	
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt
No Critical Gaps Recorded!				Active Listening	75	6	84
				Learning Strategies	63	7	69
				Negotiation	71	4	75
				Speaking	80	4	73
				Reading Comprehension	69	3	85
				Critical Thinking	69	2	71
Knowledge		Level	Gap	Impt	Production and Processing		
		64	10	72			
LEVEL and IMPT (IMPORTANCE) refer to the Target Postmasters and Mail Superintendents. GAP refers to level difference between General and Operations Managers and Postmasters and Mail Superintendents.							

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	General and Operations Managers	Postmasters and Mail Superintendents	Importance
Oral Comprehension	66	51	72
Oral Expression	67	53	72
Problem Sensitivity	64	44	72
Written Comprehension	64	51	68
Inductive Reasoning	62	41	68
Information Ordering	55	46	68
Deductive Reasoning	66	46	65



Speech Recognition	62	46	65
Speech Clarity	60	44	65
Category Flexibility	57	44	62
Near Vision	62	48	62
Written Expression	57	50	59
Fluency of Ideas	59	37	50
Originality	59	41	50
Selective Attention	44	37	50

Skill Level Comparison - Abilities with importance scores over 69

Description	General and Operations Managers	Postmasters and Mail Superintendents	Importance
Reading Comprehension	66	69	85
Active Listening	69	75	84
Negotiation	67	71	75
Speaking	76	80	73
Critical Thinking	67	69	71
Learning Strategies	56	63	69

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	General and Operations Managers	Postmasters and Mail Superintendents	Importance
Production and Processing	54	64	72

**Experience & Education Comparison**

Related Work Experience Comparison			Required Education Level Comparison		
Description	General and Operations Managers	Postmasters and Mail Superintendents	Description	General and Operations Managers	Postmasters and Mail Superintendents
10+ years	8%	0%	Doctoral	0%	0%
8-10 years	7%	0%	Professional Degree	0%	0%
6-8 years	35%	0%	Post-Masters Cert	0%	0%
4-6 years	7%	13%	Master's Degree	4%	4%
2-4 years	14%	14%	Post-Bachelor Cert	6%	0%
1-2 years	3%	24%	Bachelors	34%	2%
6-12 months	21%	36%	AA or Equiv	3%	18%
3-6 months	0%	2%	Some College	11%	8%
1-3 months	0%	0%	Post-Secondary Certificate	19%	2%
0-1 month	0%	0%	High School Diploma or GED	18%	57%
None	0%	7%	No HSD or GED	0%	5%

General and Operations Managers

Postmasters and Mail Superintendents

Most Common Educational/Training Requirement:



Bachelor's or higher degree, plus work experience	Work experience in a related occupation
Job Zone Comparison	
<b>4 - Job Zone Four: Considerable Preparation Needed</b>	<b>3 - Job Zone Three: Medium Preparation Needed</b>
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.	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 of these occupations require a four - year bachelor's degree, but some do not.	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 several years of work-related experience, on-the-job training, and/or vocational training.	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

General and Operations Managers	Postmasters and Mail Superintendents
Core Tasks	Core Tasks
<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>	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <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>• Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.</li> <li>• Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>• Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.</li> </ul>
Specific Tasks	Specific Tasks
<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> <li>• Direct and coordinate activities of businesses or departments concerned with the production, pricing, sales, or distribution of products.</li> <li>• Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and</li> </ul>	<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> <li>• Collect rents for post office boxes.</li> <li>• Confer with suppliers to obtain bids for proposed purchases and to requisition supplies; disburse funds according to federal regulations.</li> <li>• Direct and coordinate operational, management, and supportive services of one or a number of postal facilities.</li> <li>• Hire and train employees, and evaluate their performance.</li> <li>• Inform the public of available services, and of postal laws and regulations.</li> <li>• Issue and cash money orders.</li> <li>• Negotiate labor disputes.</li> <li>• Organize and supervise activities such as the processing of incoming and outgoing mail.</li> </ul>



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
- develop management control systems
- develop marketing strategy
- develop policies, procedures, methods, or standards
- develop pricing strategy

- Prepare and submit detailed and summary reports of post office activities to designated supervisors.
- Prepare employee work schedules.
- Resolve customer complaints.
- Select and train postmasters and managers of associate postal units.

Detailed Tasks

Detailed Work Activities:

- assign work to staff or employees
- assist public in complying with Postal Service regulations
- conduct or attend staff meetings
- direct and coordinate activities of workers or staff
- disburse checks to satisfy accounts payable
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- mediate or arbitrate disputes
- negotiate business contracts
- organize meetings to address labor disputes
- orient new employees
- oversee execution of organizational or program policies
- prepare reports for management
- provide assistance to post office customers
- provide customer service in postal or mail service setting
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- route freight shipments
- schedule employee work hours
- select applicants meeting qualifications

Technology - Examples



- 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 SalesInSync
- Avidian Technologies Prophet
- FrontRange Solutions Goldmine software
- Maximizer Software Maximizer Enterprise
- NetSuite NetCRM
- Sage Software ACT!
- 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

## 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

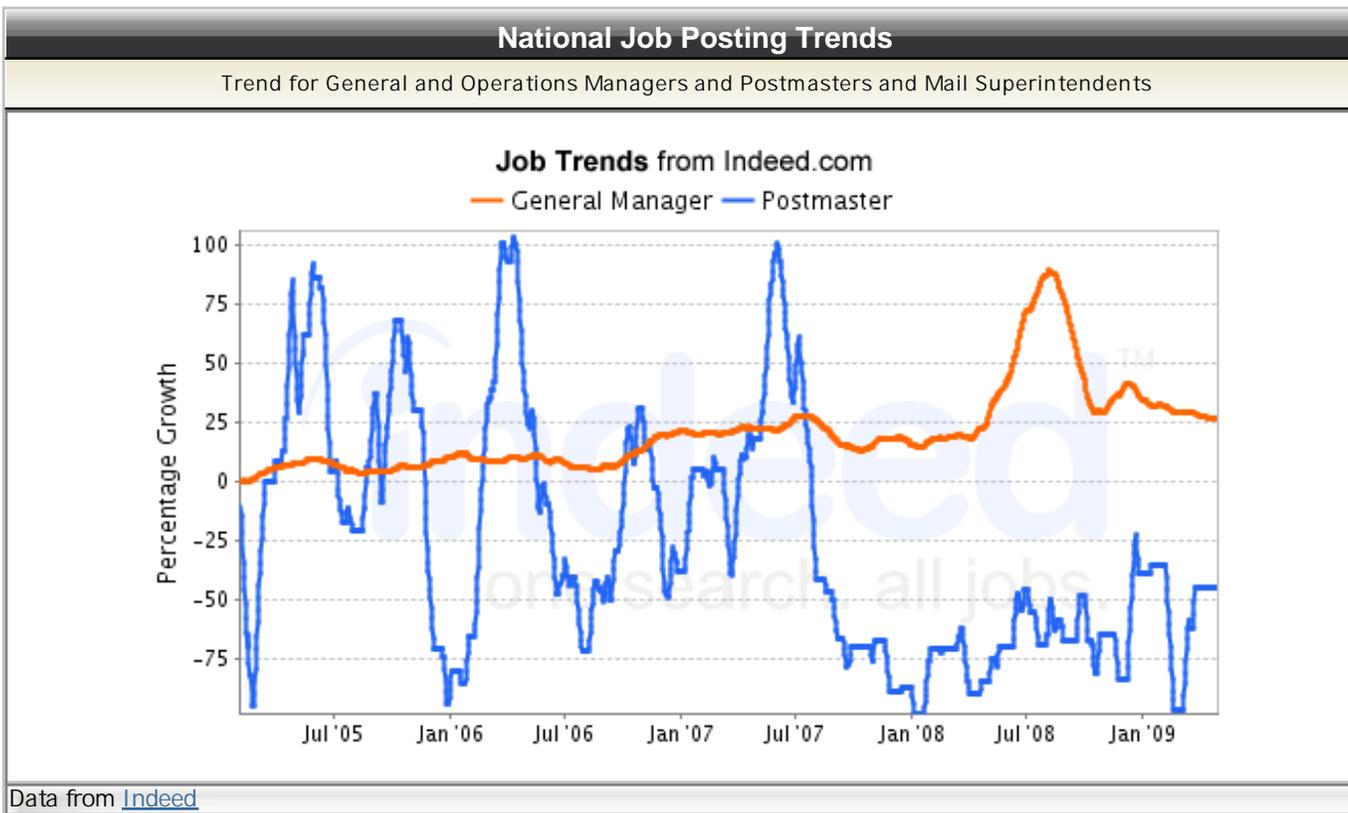
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90th Percentile Wage	N/A	\$ 73,340	N/A
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Employment Base - 2006	8,671	416	-8,255
Projected Employment - 2017	8,263	396	-7,867
Projected Job Growth - 2006-2017	-4.7 %	-4.8 %	-0.1 %



Projected Annual Openings - 2006-2017	209	10	-199
Special			
Special Occupations:			



### 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>
Wasington 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>

#### 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
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 General and Operations Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-1021.00	General and Operations Managers	100	4	8,490	\$77,050.00	\$0.00	-5%	209	
13-2052.00	Personal Financial Advisors	90	3	360	\$94,100.00	\$17,050.00	10%	13	
11-1011.00	Chief Executives	88	5	750	\$102,290.00	\$25,240.00	-6%	25	
23-1011.00	Lawyers	87	5	1,910	\$80,120.00	\$3,070.00	6%	73	★
23-1023.00	Judges, Magistrate Judges, and Magistrates	84	5	80	\$115,160.00	\$38,110.00	1%	2	
11-9121.00	Natural Sciences Managers	80	5	180	\$79,810.00	\$2,760.00	8%	5	
11-3021.00	Computer and Information Systems Managers	80	5	870	\$83,130.00	\$6,080.00	8%	21	
29-1051.00	Pharmacists	79	5	1,190	\$112,550.00	\$35,500.00	22%	46	★
11-9041.00	Engineering Managers	77	5	720	\$91,030.00	\$13,980.00	-2%	14	
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29-1062.00	Family and General Practitioners	73	5	710	\$138,550.00	\$61,500.00	7%	20	★
29-1071.00	Physician Assistants	71	4	550	\$79,010.00	\$1,960.00	23%	21	



25-1051.00	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	70	5	100	\$77,390.00	\$340.00	11%	3
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Special Occupations:

### Top Industries for Postmasters and Mail Superintendents

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Postal service	491100	100.00%	25,870	25,653	-0.84%

### 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%



# TORQ Analysis of General and Operations Managers to Compensation and Benefits Managers

ANALYSIS INPUT					
Transfer	Title	O* NET	Filters		
From Title:	General and Operations Managers	11-1021.00	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		95						
Level			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
Written Expression	60	3	68	Learning Strategies	68	5	76	Psychology	48	8	83
				Speaking	69	2	70	English Language	65	2	84
<p>LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation and Benefits Managers. GAP refers to level difference between General and Operations Managers and Compensation and Benefits Managers.</p>											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	General and Operations Managers	Compensation and Benefits Managers	Importance
Written Comprehension	64	62	75
Problem Sensitivity	64	59	75
Oral Comprehension	66	62	72
Oral Expression	67	62	72
Speech Clarity	60	60	72
Written Expression	57	60	68
Deductive Reasoning	66	62	68
Information Ordering	55	53	68
Speech Recognition	62	59	68
Inductive Reasoning	62	53	65
Near Vision	62	60	62
Category Flexibility	57	55	59



Selective Attention	44	42	59
Mathematical Reasoning	57	51	56
Originality	59	51	50
Number Facility	57	51	50

Skill Level Comparison - Abilities with importance scores over 69

Description	General and Operations Managers	Compensation and Benefits Managers	Importance
Learning Strategies	63	68	76
Speaking	67	69	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	General and Operations Managers	Compensation and Benefits Managers	Importance
English Language	63	65	84
Psychology	40	48	83

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	General and Operations Managers	Compensation and Benefits Managers	Description	General and Operations Managers	Compensation and Benefits Managers
10+ years	8%	7%	Doctoral	0%	0%
8-10 years	7%	14%	Professional Degree	0%	0%
6-8 years	35%	15%	Post-Masters Cert	0%	13%
4-6 years	7%	19%	Master's Degree	4%	5%
2-4 years	14%	34%	Post-Bachelor Cert	6%	0%
1-2 years	3%	5%	Bachelors	34%	29%
6-12 months	21%	0%	AA or Equiv	3%	44%
3-6 months	0%	0%	Some College	11%	7%
1-3 months	0%	0%	Post-Secondary Certificate	19%	0%
0-1 month	0%	0%	High School Diploma or GED	18%	0%
None	0%	3%	No HSD or GED	0%	0%

General and Operations Managers

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

**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.

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

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 several years of work-related experience, on-the-job training, and/or vocational training.

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

#### General and Operations Managers

#### Compensation and Benefits Managers

##### Core Tasks

##### Core Tasks

##### Generalized Work Activities:

##### Generalized Work Activities:

- 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.
- Resolving Conflicts and Negotiating with Others - Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.
- 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.

- 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

##### Specific Tasks

##### Occupation Specific Tasks:

##### Occupation Specific Tasks:

- Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand.
- Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
- Develop and implement product marketing strategies including advertising campaigns and sales promotions.
- 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

- 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 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



- 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
- 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

...tion and other 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
- analyze budgets
- analyze data to identify personnel problems
- answer customer or public inquiries
- assign work to staff or employees
- categorize occupational, educational, or



- 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 SalesInSync
- Avidian Technologies Prophet
- FrontRange Solutions Goldmine software
- Maximizer Software Maximizer Enterprise
- NetSuite NetCRM
- Sage Software ACT!
- 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

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

- Deltek Costpoint

Analytical or scientific software

- Business analysis 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

## 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

- 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

## Desk top 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

- ADP HR/Benefits Solution

- Apex Business Software iHR

- Ascentis HR



Microsoft Home Page

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

- 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
- Jenss & 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

- Desktop computers
- Universal serial bus USB flash drives
- Liquid crystal display LCD video projectors



- Laptop computers
- Personal computers
- Personal digital assistants PDA
- Optical disk drives
- Scanners
- Tablet computers

### Labor Market Comparison

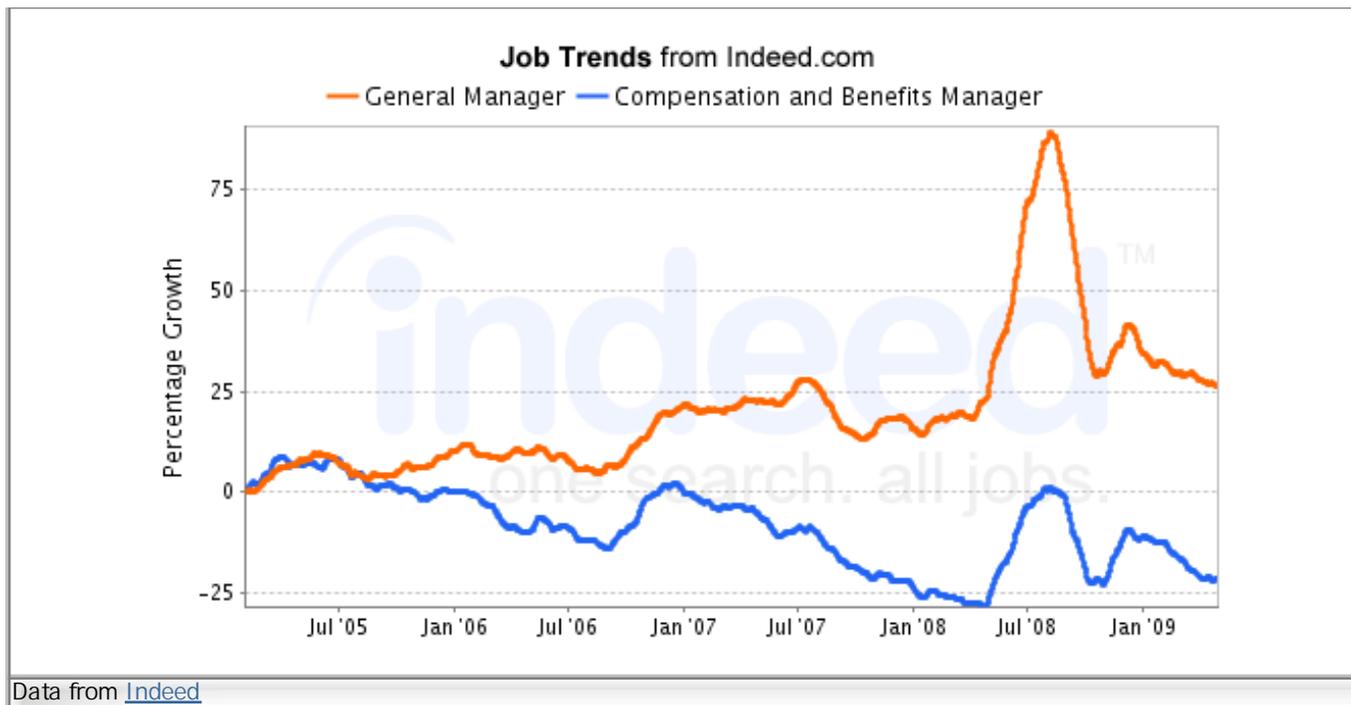
Maine Department of Labor.

Description	General and Operations Managers	Compensation and Benefits Managers	Difference
Median Wage	\$ 77,050	\$ 68,560	\$( 8,490)
10th Percentile Wage	\$ 40,880	\$ 46,170	\$ 5,290
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$108,800	\$ 84,930	\$( 23,870)
90th Percentile Wage	N/A	\$112,350	N/A
Mean Wage	\$ 89,670	\$ 72,940	\$( 16,730)
Total Employment - 2008	8,490	200	-8,290
Employment Base - 2006	8,671	228	-8,443
Projected Employment - 2017	8,263	233	-8,030
Projected Job Growth - 2006-2017	-4.7 %	2.2 %	6.9 %
Projected Annual Openings - 2006-2017	209	5	-204
Special			

Special Occupations:

### National Job Posting Trends

Trend for General and Operations Managers and Compensation and Benefits Managers



### Programs

No information on programs or the occupation.

### Maine Statewide Promotion Opportunities for General and Operations Managers

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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 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%

## 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)