



# TORQ Analysis of Administrative Services Managers to Municipal Clerks

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Administrative Services Managers	11-3011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Municipal Clerks	43-4031.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

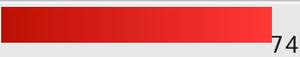
TORQ RESULTS											
Grand TORQ:					94						
Ability TORQ		Skills TORQ		Knowledge TORQ							
Level		Level		Level							
	97		93		91						
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Oral Comprehension	59	6	72	Active Listening	71	4	82	English Language	67	17	83
Written Comprehension	59	6	68					Clerical	85	17	74
Information Ordering	48	2	56					Computers and Electronics	51	3	74
LEVEL and IMPT (IMPORTANCE) refer to the Target Municipal Clerks. GAP refers to level difference between Administrative Services Managers and Municipal Clerks.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Administrative Services Managers	Municipal Clerks	Importance
Oral Comprehension	53 	59 	72 
Oral Expression	60 	59 	72 
Written Comprehension	53 	59 	68 
Written Expression	59 	57 	65 
Near Vision	62 	57 	62 
Information Ordering	46 	48 	56 
Speech Recognition	51 	48 	56 
Speech Clarity	46 	42 	53 
Problem Sensitivity	51 	44 	50 
Deductive Reasoning	48 	48 	50 

Skill Level Comparison - Abilities with importance scores over 69

Description	Administrative Services Managers	Municipal Clerks	Importance
Active Listening	67 	71 	82 

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Administrative Services Managers	Municipal Clerks	Importance
English Language	50 	67 	83 
Clerical	68 	85 	74 
Computers and Electronics	48 	51 	74 

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Administrative Services Managers	Municipal Clerks	Description	Administrative Services Managers	Municipal Clerks
10+ years	1% 	0%	Doctoral	0%	0%
8-10 years	0%	0%	Professional Degree	0%	0%
6-8 years	0%	0%	Post-Masters Cert	0%	0%
4-6 years	35% 	27% 	Master's Degree	0%	0%
2-4 years	6% 	33% 	Post-Bachelor Cert	9% 	5% 
1-2 years	8% 	15% 	Bachelors	16% 	33% 
6-12 months	13% 	6% 	AA or Equiv	10% 	16% 
3-6 months	31% 	2% 	Some College	3% 	4% 
1-3 months	0%	0%	Post-Secondary Certificate	36% 	0%
0-1 month	0%	15% 	High School Diploma or GED	22% 	40% 
None	0%	0%	No HSD or GED	1% 	0%

Administrative Services Managers

Municipal Clerks

Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Short-term on-the-job training

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.

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.

3 - Job Zone Three: Medium Preparation Needed

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

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

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

Tasks



## Administrative Services Managers

## Core Tasks

## Generalized Work Activities:

- 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.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

## Specific Tasks

## Occupation Specific Tasks:

- Acquire, distribute and store supplies.
- Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply changes or the disposal of records.
- Conduct classes to teach procedures to staff.
- Direct or coordinate the supportive services department of a business, agency, or organization.
- Dispose of, or oversee the disposal of, surplus or unclaimed property.
- Hire and terminate clerical and administrative personnel.
- Manage leasing of facility space.
- Monitor the facility to ensure that it remains safe, secure, and well-maintained.
- Oversee construction and renovation projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations.
- Oversee the maintenance and repair of machinery, equipment, and electrical and mechanical systems.
- Participate in architectural and engineering planning and design, including space and installation management.
- Plan, administer and control budgets for contracts, equipment and supplies.
- Prepare and review operational reports and schedules to ensure accuracy and efficiency.

## Municipal Clerks

## Core Tasks

## Generalized Work Activities:

- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

## Specific Tasks

## Occupation Specific Tasks:

- Amend indictments when necessary, and endorse indictments with pertinent information.
- Answer inquiries from the general public regarding judicial procedures, court appearances, trial dates, adjournments, outstanding warrants, summonses, subpoenas, witness fees, and payment of fines.
- Collect court fees or fines, and record amounts collected.
- Conduct roll calls, and poll jurors.
- Direct support staff in handling of paperwork processed by clerks' offices.
- Examine legal documents submitted to courts for adherence to laws or court procedures.
- Explain procedures or forms to parties in cases or to the general public.
- Follow procedures to secure courtrooms and exhibits such as money, drugs, and weapons.
- Instruct parties about timing of court appearances.
- Meet with judges, lawyers, parole officers, police, and social agency officials in order to coordinate the functions of the court.
- Open courts, calling them to order and announcing judges.
- Prepare and issue orders of the court, including probation orders, release documentation, sentencing information,



- Set goals and deadlines for the department.

#### Detailed Tasks

##### Detailed Work Activities:

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze technical data, designs, or preliminary specifications
- assign work to staff or employees
- conduct or attend staff meetings
- consult with managerial or supervisory personnel
- delegate appropriate administrative support activities
- design systems in cooperation with colleagues
- determine policies related to administration, standards, or facility maintenance
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- document provision of administrative services
- evaluate office operations
- hire, discharge, transfer, or promote workers
- inspect property for construction, condition, or design
- interview job applicants
- maintain administrative services procedures manual
- maintain inventory of office equipment or furniture
- maintain records, reports, or files
- manage building maintenance projects
- manage contracts
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor operations to verify conformance to standards
- monitor repairs or maintenance to enforce standards
- negotiate real estate sales or rental contracts
- order or purchase supplies, materials, or equipment
- oversee work progress to verify safety or conformance to standards
- prepare financial reports
- prepare rental or lease agreement
- prepare reports
- prepare reports of property or facility status

and summonses.

- Prepare and mark all applicable court exhibits and evidence.
- Prepare courtrooms with paper, pens, water, easels, and electronic equipment, and ensure that recording equipment is working.
- Prepare dockets or calendars of cases to be called, using typewriters or computers.
- Prepare documents recording the outcomes of court proceedings.
- Read charges and related information to the court and, if necessary, record defendants' pleas.
- Record case dispositions, court orders, and arrangements made for payment of court fees.
- Record court proceedings, using recording equipment, or record minutes of court proceedings using stenotype machines or shorthand.
- Search files, and contact witnesses, attorneys, and litigants, in order to obtain information for the court.
- Swear in jury members, interpreters, witnesses and defendants.

#### Detailed Tasks

##### Detailed Work Activities:

- collect fees
- compile information for court cases
- compile itinerary of planned meetings or activities
- explain government rules or policies
- fill out business or government forms
- maintain inventory of office forms
- maintain records, reports, or files
- maintain telephone logs
- obtain information from witnesses, attorneys, or litigants
- relay information to proper officials
- take messages
- transcribe spoken or written information
- use computer to transcribe testimony
- use computers to enter, access or retrieve data
- use interviewing procedures
- use shorthand writing procedures

#### Technology - Examples



- prepare safety reports
- purchase office equipment or furniture
- recommend solutions of administrative problems
- schedule employee work hours
- schedule facility or property maintenance
- use facility management techniques
- use interpersonal communication techniques
- use negotiation techniques
- write administrative procedures services manual

#### Technology - Examples

##### Accounting software

- Intuit QuickBooks
- Sage Peachtree
- Sage Software Peachtree software
- Sage Timberline Office software

##### Charting software

- Microsoft Office Visio

##### Data base reporting software

- Business Objects Crystal Reports

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

- Microsoft Access

##### Desk top publishing software

- Adobe Systems Adobe PageMaker
- Microsoft Publisher

##### Document management software

- Adobe Systems Adobe Acrobat software

##### Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Outlook
- Novell GroupWise

##### Enterprise resource planning ERP software

- Oracle PeopleSoft

##### Human resources software

- ADP Enterprise HRMS

##### Internet browser software

- Microsoft Internet Explorer
- Web browser software



Office suite software
• Microsoft Office
Presentation software
• Microsoft PowerPoint
Project management software
• Microsoft Project
Spreadsheet software
• Microsoft Excel
Word processing software
• Microsoft Word
<b>Tools - Examples</b>
• 10-key calculators
• Desktop computers
• Laptop computers
• Personal computers
• Personal digital assistants PDA
• Photocopying equipment
• Scanners
• Multi-line telephone systems
• Tablet computers

### Labor Market Comparison

Maine Department of Labor.

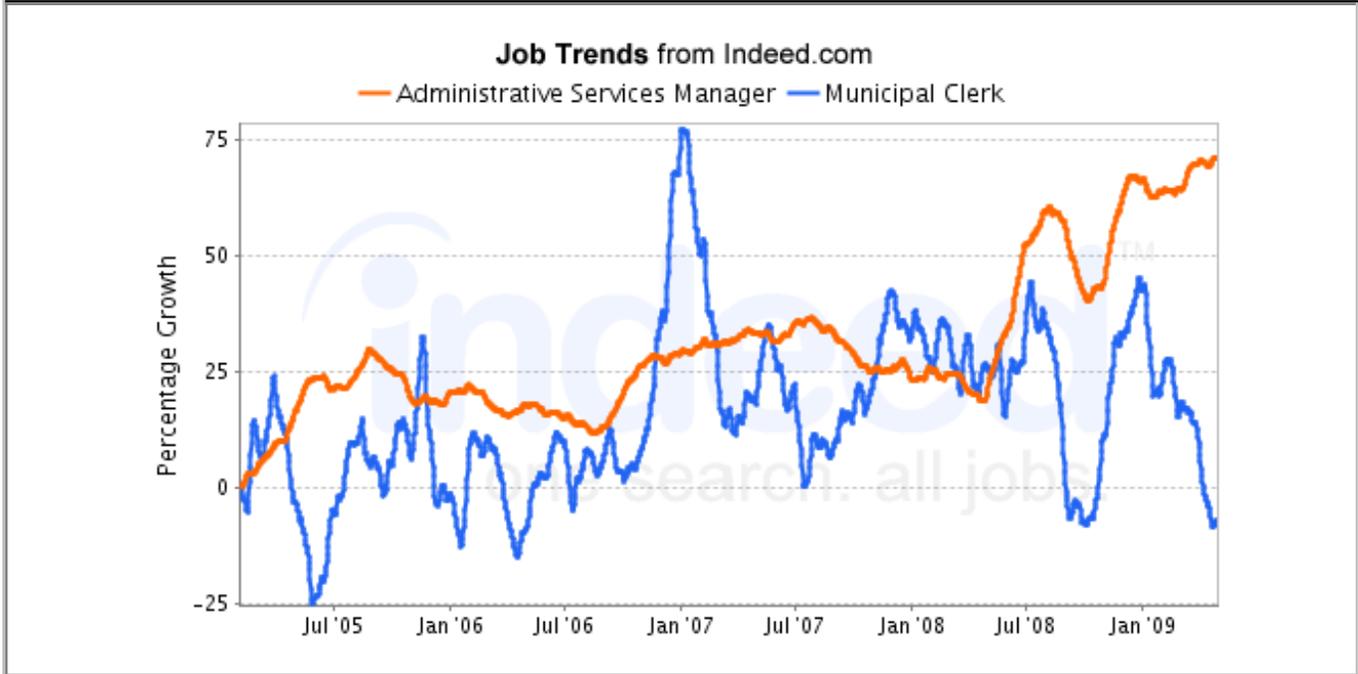
Description	Administrative Services Managers	Municipal Clerks	Difference
Median Wage	\$ 56,630	\$ 27,650	\$ ( 28,980)
10th Percentile Wage	\$ 35,200	\$ 19,340	\$ ( 15,860)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 73,310	\$ 32,310	\$ ( 41,000)
90th Percentile Wage	\$ 93,540	\$ 37,730	\$ ( 55,810)
Mean Wage	\$ 60,800	\$ 27,780	\$ ( 33,020)
Total Employment - 2014	1,090	1,190	100
Employment Base - 2006	1,097	1,198	101
Projected Employment - 2023	1,151	1,302	151



Projected Job Growth - 2006-2023	4.9 %	8.7 %	3.8 %
Projected Annual Openings - 2006-2023	34	37	3
Special			
Special Occupations:			

## National Job Posting Trends

Trend for Administrative Services Managers and Municipal Clerks



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

## Programs

### Related Programs

#### Executive Assistant/Secretary

Executive Assistant/Executive Secretary. A program that prepares individuals to perform the duties of special assistants and/or personal secretaries for business executives and top management. Includes instruction in business communications, principles of business law, public relations, scheduling and travel management, secretarial accounting, filing systems and records management, conference and meeting recording, report preparation, office equipment and procedures, office supervisory skills, and professional standards and legal requirements.

Institution	Address	City	URL
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>

#### General Office/Clerical and Typing Services



General Office Occupations and Clerical Services. A program that prepares individuals to provide basic administrative support under the supervision of office managers, administrative assistants, secretaries, and other office personnel. Includes instruction in typing, keyboarding, filing, general business correspondence, office equipment operation, and communications skills.

Institution	Address	City	URL
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>

### Maine Statewide Promotion Opportunities for Administrative Services Managers

O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3011.00	Administrative Services Managers	100	4	1,090	\$56,630.00	\$0.00	5%	34	
11-3041.00	Compensation and Benefits Managers	90	3	200	\$68,560.00	\$11,930.00	2%	5	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$11,040.00	7%	58	
11-3042.00	Training and Development Managers	89	4	140	\$66,670.00	\$10,040.00	7%	4	
11-2031.00	Public Relations Managers	87	4	290	\$71,020.00	\$14,390.00	9%	10	
11-3071.01	Transportation Managers	87	3	710	\$62,270.00	\$5,640.00	5%	25	★
13-2052.00	Personal Financial Advisors	87	3	360	\$94,100.00	\$37,470.00	10%	13	
11-2022.00	Sales Managers	86	4	1,310	\$72,720.00	\$16,090.00	3%	32	
11-3071.02	Storage and Distribution Managers	86	3	710	\$62,270.00	\$5,640.00	5%	25	★
41-9021.00	Real Estate Brokers	86	3	320	\$61,300.00	\$4,670.00	-1%	22	
11-3031.01	Treasurers and Controllers	85	5	2,440	\$67,670.00	\$11,040.00	7%	58	
11-9033.00	Education Administrators, Postsecondary	85	5	600	\$58,090.00	\$1,460.00	7%	21	
13-2031.00	Budget Analysts	85	4	170	\$57,290.00	\$660.00	3%	5	



13-2051.00	Financial Analysts	84	4	210	\$71,380.00	\$14,750.00	10%	4
11-1021.00	General and Operations Managers	84	4	8,490	\$77,050.00	\$20,420.00	-5%	209

Special Occupations:

### Top Industries for Municipal Clerks

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Local government, excluding education and hospitals	939300	66.94%	76,699	86,162	12.34%
State government, excluding education and hospitals	929200	27.45%	31,454	30,865	-1.87%
Self-employed workers, primary job	000601	2.57%	2,948	3,140	6.54%
Other support services	561900	1.93%	2,214	3,032	36.99%
Self-employed workers, secondary job	000602	0.10%	116	116	-0.45%

### Top Industries for Administrative Services Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	8.84%	21,837	23,928	9.58%
Local government, excluding education and hospitals	939300	6.08%	15,016	16,523	10.03%
State government, excluding education and hospitals	929200	5.49%	13,578	13,051	-3.89%
Management of companies and enterprises	551100	5.24%	12,941	14,612	12.91%
General medical and surgical hospitals, public and private	622100	4.57%	11,303	12,257	8.44%
Elementary and secondary schools, public and private	611100	3.83%	9,459	9,763	3.22%
Depository credit intermediation	522100	2.17%	5,370	5,362	-0.14%
Offices of physicians	621100	1.88%	4,657	5,747	23.40%
Federal government, excluding postal service	919999	1.67%	4,128	3,822	-7.41%
Employment services	561300	1.57%	3,871	4,799	23.97%
Office administrative services	561100	1.56%	3,854	4,786	24.19%
Management, scientific, and technical consulting services	541600	1.44%	3,565	6,233	74.86%
Computer systems design and related services	541500	1.35%	3,343	4,421	32.25%
Junior colleges, public and private	611200	1.26%	3,108	3,364	8.23%



Religious organizations	813100	1.25%	3,098	3,641	17.54%
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# TORQ Analysis of Administrative Services Managers to Human Resources Assistants, Except Payroll and Timekeeping

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Administrative Services Managers	11-3011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Human Resources Assistants, Except Payroll and Timekeeping	43-4161.00	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			94	Level			94	Level			89
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Flexibility of Closure	48	22	56	Mathematics	67	7	86	Clerical	87	17	90
Category Flexibility	53	11	56					Computers and Electronics	55	11	84
Written Comprehension	59	6	78					English Language	61	11	76
Information Ordering	50	4	65					Customer and Personal Service	71	4	69
Finger Dexterity	35	5	50								
Selective Attention	37	3	62								
Deductive Reasoning	51	3	59								
Oral Comprehension	55	2	78								
Inductive Reasoning	48	2	59								
Perceptual Speed	35	1	53								
<p>LEVEL and IMPT (IMPORTANCE) refer to the Target Human Resources Assistants, Except Payroll and Timekeeping. GAP refers to level difference between Administrative Services Managers and Human Resources Assistants, Except Payroll and Timekeeping.</p>											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Importance



Oral Comprehension	53	55	78
Written Comprehension	53	59	78
Oral Expression	60	59	75
Written Expression	59	50	72
Near Vision	62	59	72
Speech Clarity	46	46	72
Problem Sensitivity	51	44	68
Speech Recognition	51	51	68
Information Ordering	46	50	65
Selective Attention	34	37	62
Deductive Reasoning	48	51	59
Inductive Reasoning	46	48	59
Category Flexibility	42	53	56
Flexibility of Closure	26	48	56
Perceptual Speed	34	35	53
Finger Dexterity	30	35	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Importance
Mathematics	60	67	86

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Importance
Clerical	70	87	90
Computers and Electronics	44	55	84
English Language	50	61	76
Customer and Personal Service	67	71	69

**Experience & Education Comparison**

Related Work Experience Comparison				Required Education Level Comparison		
Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	
10+ years	1%	0%	Doctoral	0%	0%	
8-10 years	0%	0%	Professional Degree	0%	0%	
6-8 years	0%	2%	Post-Masters Cert	0%	0%	
4-6 years	35%	15%	Master's Degree	0%	8%	



2-4 years	6%	25%	Post-Bachelor Cert	9%	0%
1-2 years	8%	33%	Bachelors	16%	22%
6-12 months	13%	10%	AA or Equiv	10%	11%
3-6 months	31%	0%	Some College	3%	23%
1-3 months	0%	11%	Post-Secondary Certificate	36%	1%
0-1 month	0%	0%	High Scol Diploma or GED	22%	32%
None	0%	0%	No HSD or GED	1%	0%

Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping
<b>Most Common Educational/Training Requirement:</b>	
Bachelor's or higher degree, plus work experience	Short-term on-the-job training
<b>Job Zone Comparison</b>	
<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.

<b>Tasks</b>	
Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping
Core Tasks	Core Tasks
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.</li> <li>• Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</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>• Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.</li> <li>• Performing Administrative Activities - Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.</li> <li>• Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.</li> </ul>
Specific Tasks	Specific Tasks
	Occupation Specific Tasks:

**Occupation Specific Tasks:**

- Acquire, distribute and store supplies.
- Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply changes or the disposal of records.
- Conduct classes to teach procedures to staff.
- Direct or coordinate the supportive services department of a business, agency, or organization.
- Dispose of, or oversee the disposal of, surplus or unclaimed property.
- Hire and terminate clerical and administrative personnel.
- Manage leasing of facility space.
- Monitor the facility to ensure that it remains safe, secure, and well-maintained.
- Oversee construction and renovation projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations.
- Oversee the maintenance and repair of machinery, equipment, and electrical and mechanical systems.
- Participate in architectural and engineering planning and design, including space and installation management.
- Plan, administer and control budgets for contracts, equipment and supplies.
- Prepare and review operational reports and schedules to ensure accuracy and efficiency.
- Set goals and deadlines for the department.

**Detailed Tasks****Detailed Work Activities:**

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze technical data, designs, or preliminary specifications
- assign work to staff or employees
- conduct or attend staff meetings
- consult with managerial or supervisory personnel
- delegate appropriate administrative support activities
- design systems in cooperation with colleagues
- determine policies related to administration, standards, or facility maintenance
- develop maintenance schedules
- direct and coordinate activities of workers

- Administer and score applicant and employee aptitude, personality, and interest assessment instruments.
- Answer questions regarding examinations, eligibility, salaries, benefits, and other pertinent information.
- Arrange for advertising or posting of job vacancies, and notify eligible workers of position availability.
- Arrange for in-house and external training activities.
- Compile and prepare reports and documents pertaining to personnel activities.
- Examine employee files to answer inquiries and provide information for personnel actions.
- Explain company personnel policies, benefits, and procedures to employees or job applicants.
- Gather personnel records from other departments or employees.
- Inform job applicants of their acceptance or rejection of employment.
- Interview job applicants to obtain and verify information used to screen and evaluate them.
- Prepare badges, passes, and identification cards, and perform other security-related duties.
- Process and review employment applications to evaluate qualifications or eligibility of applicants.
- Process, verify, and maintain documentation relating to personnel activities such as staffing, recruitment, training, grievances, performance evaluations, and classifications.
- Provide assistance in administering employee benefit programs and worker's compensation plans.
- Record data for each employee, including such information as addresses, weekly earnings, absences, amount of sales or production, supervisory reports on performance, and dates of and reasons for terminations.
- Request information from law enforcement officials, previous employers, and other references to determine applicants' employment acceptability.
- Search employee files to obtain information for authorized persons and organizations, such as credit bureaus and finance companies.
- Select applicants meeting specified job requirements and refer them to hiring personnel.

**Detailed Tasks**



or staff

- document provision of administrative services
- evaluate office operations
- hire, discharge, transfer, or promote workers
- inspect property for construction, condition, or design
- interview job applicants
- maintain administrative services procedures manual
- maintain inventory of office equipment or furniture
- maintain records, reports, or files
- manage building maintenance projects
- manage contracts
- manage contracts
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor operations to verify conformance to standards
- monitor repairs or maintenance to enforce standards
- negotiate real estate sales or rental contracts
- order or purchase supplies, materials, or equipment
- oversee work progress to verify safety or conformance to standards
- prepare financial reports
- prepare rental or lease agreement
- prepare reports
- prepare reports of property or facility status
- prepare safety reports
- purchase office equipment or furniture
- recommend solutions of administrative problems
- schedule employee work hours
- schedule facility or property maintenance
- use facility management techniques
- use interpersonal communication techniques
- use negotiation techniques
- write administrative procedures services manual

#### Technology - Examples

##### Accounting software

- Intuit QuickBooks
- Sage Peachtree
- Sage Software Peachtree software
- Sage Timberline Office software

##### Charting software

#### Detailed Work Activities:

- administer tests to determine qualifications
- answer questions from employees or public
- arrange teleconference calls
- communicate with customers or employees to disseminate information
- compile numerical or statistical data
- distribute correspondence or mail
- enter time sheet information
- evaluate qualifications or eligibility of applicant for employment
- examine files or documents to obtain information
- explain rules, policies or regulations
- fill out business or government forms
- fill out insurance forms
- issue identification documents to employees, members, or visitors
- maintain file of job openings
- maintain inventory of office forms
- maintain job descriptions
- maintain legal forms
- maintain records, reports, or files
- obtain information from individuals
- prepare reports
- provide customer service
- publicize job openings
- request reports or records
- schedule activities, classes, or events
- select applicants meeting qualifications
- take messages
- use computers to enter, access or retrieve data
- use information from previous employers to determine applicant acceptability
- use interviewing procedures
- use oral or written communication techniques
- use word processing or desktop publishing software
- write business correspondence

#### Technology - Examples



- Microsoft Office Visio

#### Data base reporting software

- Business Objects Crystal Reports

#### Data base user interface and query software

- Microsoft Access

#### Desk top publishing software

- Adobe Systems Adobe PageMaker

- Microsoft Publisher

#### Document management software

- Adobe Systems Adobe Acrobat software

#### Electronic mail software

- Email software

- IBM Lotus Notes

- Microsoft Outlook

- Novell GroupWise

#### Enterprise resource planning ERP software

- Oracle PeopleSoft

#### Human resources software

- ADP Enterprise HRMS

#### Internet browser software

- Microsoft Internet Explorer

- Web browser software

#### Office suite software

- Microsoft Office

#### Presentation software

- Microsoft PowerPoint

#### Project management software

- Microsoft Project

#### Spreadsheet software

- Microsoft Excel

#### Word processing software

- Microsoft Word

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#### Tools - Examples

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- 10-key calculators

- Desktop computers

- Laptop computers

- Personal computers



- Personal digital assistants PDA
- Photocopying equipment
- Scanners
- Multi-line telephone systems
- Tablet computers

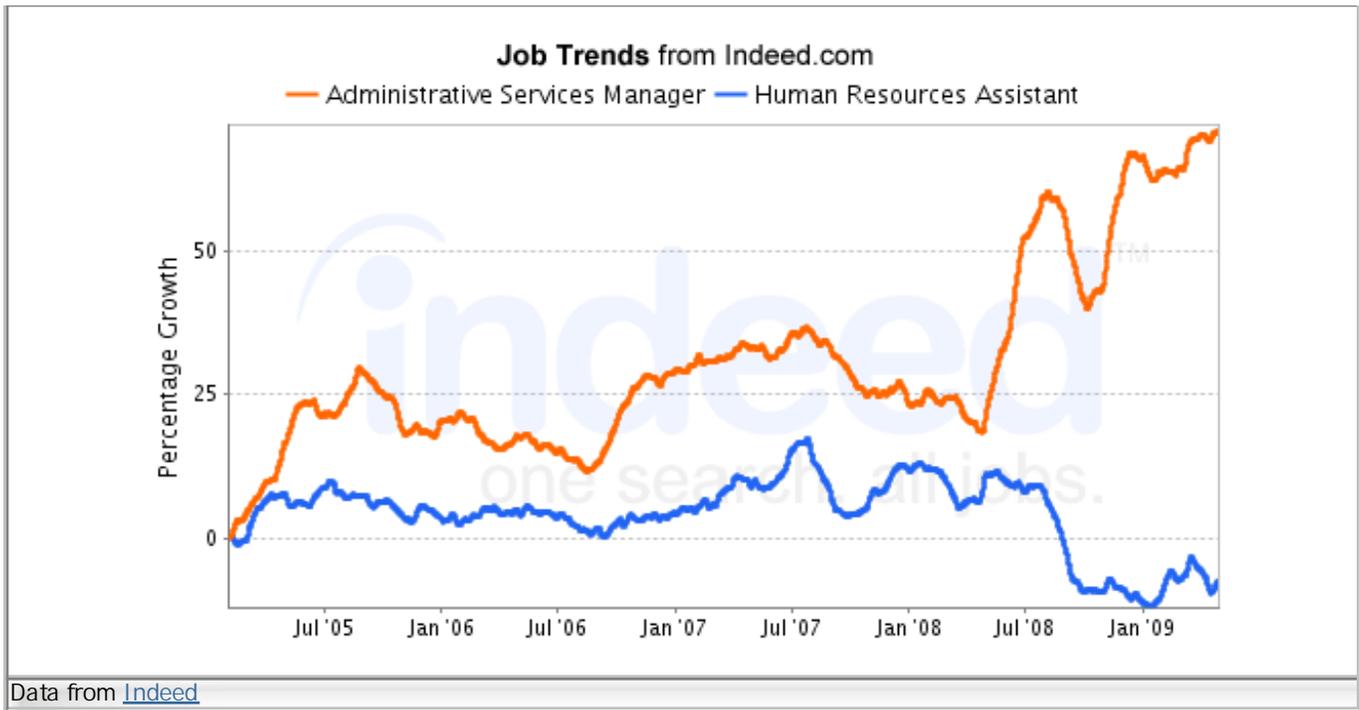
### Labor Market Comparison

Maine Department of Labor.

Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Difference
Median Wage	\$ 56,630	\$ 30,330	\$(26,300)
10th Percentile Wage	\$ 35,200	\$ 22,350	\$(12,850)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 73,310	\$ 35,550	\$(37,760)
90th Percentile Wage	\$ 93,540	\$ 39,540	\$(54,000)
Mean Wage	\$ 60,800	\$ 30,620	\$(30,180)
Total Employment - 2014	1,090	510	-580
Employment Base - 2006	1,097	538	-559
Projected Employment - 2023	1,151	601	-550
Projected Job Growth - 2006-2023	4.9 %	11.7 %	6.8 %
Projected Annual Openings - 2006-2023	34	10	-24
Special			
Special Occupations:			

### National Job Posting Trends

Trend for Administrative Services Managers and Human Resources Assistants, Except Payroll and Timekeeping



Programs			
Related Programs			
General Office/Clerical and Typing Services			
<p>General Office Occupations and Clerical Services. A program that prepares individuals to provide basic administrative support under the supervision of office managers, administrative assistants, secretaries, and other office personnel. Includes instruction in typing, keyboarding, filing, general business correspondence, office equipment operation, and communications skills.</p>			
Institution	Address	City	URL
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>

Maine Statewide Promotion Opportunities for Administrative Services Managers									
O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3011.00	Administrative Services Managers	100	4	1,090	\$56,630.00	\$0.00	5%	34	
11-3041.00	Compensation and Benefits Managers	90	3	200	\$68,560.00	\$11,930.00	2%	5	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$11,040.00	7%	58	



11-3042.00	Training and Development Managers	89	4	140	\$66,670.00	\$10,040.00	7%	4	
11-2031.00	Public Relations Managers	87	4	290	\$71,020.00	\$14,390.00	9%	10	
11-3071.01	Transportation Managers	87	3	710	\$62,270.00	\$5,640.00	5%	25	★
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13-2051.00	Financial Analysts	84	4	210	\$71,380.00	\$14,750.00	10%	4	
11-1021.00	General and Operations Managers	84	4	8,490	\$77,050.00	\$20,420.00	-5%	209	

Special Occupations:

### Top Industries for Human Resources Assistants, Except Payroll and Timekeeping

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Federal government, excluding postal service	919999	8.17%	13,743	12,992	-5.47%
Management of companies and enterprises	551100	6.83%	11,489	13,244	15.28%
Colleges, universities, and professional schools, public and private	611300	5.79%	9,738	10,894	11.87%
Local government, excluding education and hospitals	939300	5.31%	8,935	10,037	12.34%
General medical and surgical hospitals, public and private	622100	4.54%	7,629	8,446	10.71%
Employment services	561300	4.46%	7,507	9,501	26.56%
Elementary and secondary schools, public and private	611100	3.95%	6,644	7,001	5.38%



State government, excluding education and hospitals	929200	3.88%	6,532	6,410	-1.87%
Depository credit intermediation	522100	2.27%	3,826	3,900	1.95%
Management, scientific, and technical consulting services	541600	1.74%	2,932	5,234	78.52%
Department stores	452100	1.71%	2,872	2,826	-1.59%
Nursing care facilities	623100	1.56%	2,623	2,850	8.68%
Junior colleges, public and private	611200	1.05%	1,762	1,947	10.49%
Legal services	541100	0.95%	1,600	1,757	9.84%
Grocery stores	445100	0.93%	1,557	1,699	9.11%

### Top Industries for Administrative Services Managers

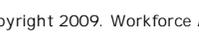
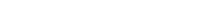
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	8.84%	21,837	23,928	9.58%
Local government, excluding education and hospitals	939300	6.08%	15,016	16,523	10.03%
State government, excluding education and hospitals	929200	5.49%	13,578	13,051	-3.89%
Management of companies and enterprises	551100	5.24%	12,941	14,612	12.91%
General medical and surgical hospitals, public and private	622100	4.57%	11,303	12,257	8.44%
Elementary and secondary schools, public and private	611100	3.83%	9,459	9,763	3.22%
Depository credit intermediation	522100	2.17%	5,370	5,362	-0.14%
Offices of physicians	621100	1.88%	4,657	5,747	23.40%
Federal government, excluding postal service	919999	1.67%	4,128	3,822	-7.41%
Employment services	561300	1.57%	3,871	4,799	23.97%
Office administrative services	561100	1.56%	3,854	4,786	24.19%
Management, scientific, and technical consulting services	541600	1.44%	3,565	6,233	74.86%
Computer systems design and related services	541500	1.35%	3,343	4,421	32.25%
Junior colleges, public and private	611200	1.26%	3,108	3,364	8.23%
Religious organizations	813100	1.25%	3,098	3,641	17.54%

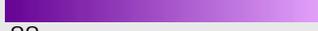


# TORQ Analysis of Administrative Services Managers to License Clerks

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Administrative Services Managers	11-3011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	License Clerks	43-4031.03	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		Level		Level							
	97		90		91						
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Selective Attention	39	5	50	Learning Strategies	62	13	83	Customer and Personal Service	88	22	73
								Geography	18	13	76
LEVEL and IMPT (IMPORTANCE) refer to the Target License Clerks. GAP refers to level difference between Administrative Services Managers and License Clerks.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Administrative Services Managers	License Clerks	Importance
Oral Comprehension	53 	51 	75 
Oral Expression	60 	53 	75 
Written Comprehension	53 	50 	72 
Written Expression	59 	48 	65 
Speech Recognition	51 	41 	62 
Speech Clarity	46 	44 	62 
Near Vision	62 	51 	59 
Problem Sensitivity	51 	42 	53 
Deductive Reasoning	48 	44 	50 
Inductive Reasoning	46	42	50

Information Ordering	46 	44 	50 
Selective Attention	34 	39 	50 
Skill Level Comparison - Abilities with importance scores over 69			
Description	Administrative Services Managers	License Clerks	Importance
Learning Strategies	49 	62 	83 
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	Administrative Services Managers	License Clerks	Importance
Geography	5 	18 	76 
Customer and Personal Service	66 	88 	73 

Experience & Education Comparison					
Related Work Experience Comparison			Required Education Level Comparison		
Description	Administrative Services Managers	License Clerks	Description	Administrative Services Managers	License Clerks
10+ years	1% 	0% 	Doctoral	0% 	0% 
8-10 years	0% 	0% 	Professional Degree	0% 	0% 
6-8 years	0% 	0% 	Post-Masters Cert	0% 	0% 
4-6 years	35% 	0% 	Master's Degree	0% 	0% 
2-4 years	6% 	24% 	Post-Bachelor Cert	9% 	0% 
1-2 years	8% 	25% 	Bachelors	16% 	0% 
6-12 months	13% 	10% 	AA or Equiv	10% 	3% 
3-6 months	31% 	24% 	Some College	3% 	37% 
1-3 months	0% 	0% 	Post-Secondary Certificate	36% 	5% 
0-1 month	0% 	0% 	High School Diploma or GED	22% 	54% 
None	0% 	15% 	No HSD or GED	1% 	0% 
Administrative Services Managers			License Clerks		
Most Common Educational/Training Requirement:					
Bachelor's or higher degree, plus work experience			Short-term on-the-job training		
Job Zone Comparison					
4 - Job Zone Four: Considerable Preparation Needed			2 - Job Zone Two: Some 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.			Some previous work-related skill, knowledge, or experience may be helpful in these occupations, but usually is not needed. For example, a teller might benefit from experience working directly with the public, but an inexperienced person could still learn to be a teller with little difficulty.		
Most of these occupations require a four - year bachelor's degree, but some do not.			These occupations usually require a high school diploma and may require some vocational training or job-related course work. In some cases, an associate's or bachelor's degree could be needed.		
Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.			Employees in these occupations need anywhere from a few months to one year of working with experienced employees.		



## Tasks

### Administrative Services Managers

#### Core Tasks

##### Generalized Work Activities:

- 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.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

#### Specific Tasks

##### Occupation Specific Tasks:

- Acquire, distribute and store supplies.
- Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply changes or the disposal of records.
- Conduct classes to teach procedures to staff.
- Direct or coordinate the supportive services department of a business, agency, or organization.
- Dispose of, or oversee the disposal of, surplus or unclaimed property.
- Hire and terminate clerical and administrative personnel.
- Manage leasing of facility space.
- Monitor the facility to ensure that it remains safe, secure, and well-maintained.
- Oversee construction and renovation projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations.
- Oversee the maintenance and repair of machinery, equipment, and electrical and mechanical systems.
- Participate in architectural and engineering planning and design, including space and installation management.
- Plan, administer and control budgets for

### License Clerks

#### Core Tasks

##### Generalized Work Activities:

- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

#### Specific Tasks

##### Occupation Specific Tasks:

- Amend indictments when necessary, and endorse indictments with pertinent information.
- Answer inquiries from the general public regarding judicial procedures, court appearances, trial dates, adjournments, outstanding warrants, summonses, subpoenas, witness fees, and payment of fines.
- Collect court fees or fines, and record amounts collected.
- Conduct roll calls, and poll jurors.
- Direct support staff in handling of paperwork processed by clerks' offices.
- Examine legal documents submitted to courts for adherence to laws or court procedures.
- Explain procedures or forms to parties in cases or to the general public.
- Follow procedures to secure courtrooms and exhibits such as money, drugs, and weapons.
- Instruct parties about timing of court appearances.
- Meet with judges, lawyers, parole officers, police, and social agency officials in order to coordinate the functions of the court.
- Open courts, calling them to order and announcing judges.



rent, administer and control budgets for contracts, equipment and supplies.

- Prepare and review operational reports and schedules to ensure accuracy and efficiency.
- Set goals and deadlines for the department.

#### Detailed Tasks

##### Detailed Work Activities:

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze technical data, designs, or preliminary specifications
- assign work to staff or employees
- conduct or attend staff meetings
- consult with managerial or supervisory personnel
- delegate appropriate administrative support activities
- design systems in cooperation with colleagues
- determine policies related to administration, standards, or facility maintenance
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- document provision of administrative services
- evaluate office operations
- hire, discharge, transfer, or promote workers
- inspect property for construction, condition, or design
- interview job applicants
- maintain administrative services procedures manual
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- manage building maintenance projects
- manage contracts
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor operations to verify conformance to standards
- monitor repairs or maintenance to enforce standards
- negotiate real estate sales or rental contracts

- Prepare and issue orders of the court, including probation orders, release documentation, sentencing information, and summonses.
- Prepare and mark all applicable court exhibits and evidence.
- Prepare courtrooms with paper, pens, water, easels, and electronic equipment, and ensure that recording equipment is working.
- Prepare dockets or calendars of cases to be called, using typewriters or computers.
- Prepare documents recording the outcomes of court proceedings.
- Read charges and related information to the court and, if necessary, record defendants' pleas.
- Record case dispositions, court orders, and arrangements made for payment of court fees.
- Record court proceedings, using recording equipment, or record minutes of court proceedings using stenotype machines or shorthand.
- Search files, and contact witnesses, attorneys, and litigants, in order to obtain information for the court.
- Swear in jury members, interpreters, witnesses and defendants.

#### Detailed Tasks

##### Detailed Work Activities:

- collect fees
- compile information for court cases
- compile itinerary of planned meetings or activities
- explain government rules or policies
- fill out business or government forms
- maintain inventory of office forms
- maintain records, reports, or files
- maintain telephone logs
- obtain information from witnesses, attorneys, or litigants
- relay information to proper officials
- take messages
- transcribe spoken or written information
- use computer to transcribe testimony
- use computers to enter, access or retrieve data
- use interviewing procedures
- use shorthand writing procedures

#### Technology - Examples



- order or purchase supplies, materials, or equipment
- oversee work progress to verify safety or conformance to standards
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- Oracle PeopleSoft



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- Web browser software

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90th Percentile Wage	\$ 93,540	\$ 37,730	\$( 55,810)
Mean Wage	\$ 60,800	\$ 27,780	\$( 33,020)
Total Employment - 2014	1,090	1,190	100



Employment Base - 2006	1,097	1,198	101
Projected Employment - 2023	1,151	1,302	151
Projected Job Growth - 2006-2023	4.9 %	8.7 %	3.8 %
Projected Annual Openings - 2006-2023	34	37	3
Special			
Special Occupations:			

### National Job Posting Trends

Trend for Administrative Services Managers and License Clerks



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

### Programs

Related Programs

#### Executive Assistant/Secretary

Executive Assistant/Executive Secretary. A program that prepares individuals to perform the duties of special assistants and/or personal secretaries for business executives and top management. Includes instruction in business communications, principles of business law, public relations, scheduling and travel management, secretarial accounting, filing systems and records management, conference and meeting recording, report preparation, office equipment and procedures, office supervisory skills, and professional standards and legal requirements.

Institution	Address	City	URL
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>



## General Office/Clerical and Typing Services

General Office Occupations and Clerical Services. A program that prepares individuals to provide basic administrative support under the supervision of office managers, administrative assistants, secretaries, and other office personnel. Includes instruction in typing, keyboarding, filing, general business correspondence, office equipment operation, and communications skills.

Institution	Address	City	URL
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>

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Special Occupations:

### Top Industries for License Clerks

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Local government, excluding education and hospitals	939300	66.94%	76,699	86,162	12.34%
State government, excluding education and hospitals	929200	27.45%	31,454	30,865	-1.87%
Self-employed workers, primary job	000601	2.57%	2,948	3,140	6.54%
Other support services	561900	1.93%	2,214	3,032	36.99%
Self-employed workers, secondary job	000602	0.10%	116	116	-0.45%

### Top Industries for Administrative Services Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	8.84%	21,837	23,928	9.58%
Local government, excluding education and hospitals	939300	6.08%	15,016	16,523	10.03%
State government, excluding education and hospitals	929200	5.49%	13,578	13,051	-3.89%
Management of companies and enterprises	551100	5.24%	12,941	14,612	12.91%
General medical and surgical hospitals, public and private	622100	4.57%	11,303	12,257	8.44%
Elementary and secondary schools, public and private	611100	3.83%	9,459	9,763	3.22%
Depository credit intermediation	522100	2.17%	5,370	5,362	-0.14%
Offices of physicians	621100	1.88%	4,657	5,747	23.40%
Federal government, excluding postal service	919999	1.67%	4,128	3,822	-7.41%
Employment services	561300	1.57%	3,871	4,799	23.97%
Office administrative services	561100	1.56%	3,854	4,786	24.19%
Management, scientific, and technical consulting services	541600	1.44%	3,565	6,233	74.86%
Computer systems design and related services	541500	1.35%	3,343	4,421	32.25%
Junior colleges, public and private	611200	1.26%	3,108	3,364	8.23%

Religious organizations	813100	1.25%	3,098	3,641	17.54%
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# TORQ Analysis of Administrative Services Managers to Executive Secretaries and Administrative Assistants

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Administrative Services Managers	11-3011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Executive Secretaries and Administrative Assistants	43-6011.00	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			94	Level			94	Level			88
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Oral Comprehension	60	7	87	Persuasion	39	2	81	Clerical	85	15	86
Information Ordering	53	7	65					English Language	63	13	84
Category Flexibility	48	6	59					Customer and Personal Service	70	3	74
Time Sharing	42	5	53								
Deductive Reasoning	51	3	59								
Selective Attention	37	3	56								
Speech Recognition	53	2	68								
Inductive Reasoning	48	2	56								
LEVEL and IMPT (IMPORTANCE) refer to the Target Executive Secretaries and Administrative Assistants. GAP refers to level difference between Administrative Services Managers and Executive Secretaries and Administrative Assistants.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Administrative Services Managers	Executive Secretaries and Administrative Assistants	Importance
Oral Comprehension	53	60	87
Written Comprehension	53	53	87
Written Expression	59	57	87



Oral Expression	60	59	81
Speech Clarity	46	46	75
Near Vision	62	55	72
Speech Recognition	51	53	68
Problem Sensitivity	51	46	65
Information Ordering	46	53	65
Deductive Reasoning	48	51	59
Category Flexibility	42	48	59
Inductive Reasoning	46	48	56
Selective Attention	34	37	56
Time Sharing	37	42	53

Skill Level Comparison - Abilities with importance scores over 69

Description	Administrative Services Managers	Executive Secretaries and Administrative Assistants	Importance
Persuasion	37	39	81

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Administrative Services Managers	Executive Secretaries and Administrative Assistants	Importance
Clerical	70	85	86
English Language	50	63	84
Customer and Personal Service	67	70	74

**Experience & Education Comparison**

Related Work Experience Comparison			Required Education Level Comparison		
Description	Administrative Services Managers	Executive Secretaries and Administrative Assistants	Description	Administrative Services Managers	Executive Secretaries and Administrative Assistants
10+ years	1%	2%	Doctoral	0%	0%
8-10 years	0%	5%	Professional Degree	0%	0%
6-8 years	0%	2%	Post-Masters Cert	0%	0%
4-6 years	35%	18%	Master's Degree	0%	0%
2-4 years	6%	27%	Post-Bachelor Cert	9%	0%
1-2 years	8%	10%	Bachelors	16%	9%
6-12 months	13%	17%	AA or Equiv	10%	16%
3-6 months	31%	7%	Some College	3%	23%
1-3 months	0%	0%	Post-Secondary Certificate	36%	5%
0-1 month	0%	0%	High School Diploma or GED	22%	44%
None	0%	8%	No HSD or GED	1%	0%

Administrative Services Managers

Executive Secretaries and Administrative Assistants



Most Common Educational/Training Requirement:	
Bachelor's or higher degree, plus work experience	Moderate-term on-the-job training
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	
Administrative Services Managers	Executive Secretaries and Administrative Assistants
<b>Core Tasks</b>	<b>Core Tasks</b>
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.</li> <li>• Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.</li> </ul>	<ul style="list-style-type: none"> <li>• Performing Administrative Activities - Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.</li> <li>• Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.</li> <li>• 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> </ul>
<b>Specific Tasks</b>	<b>Specific Tasks</b>
Occupation Specific Tasks:	Occupation Specific Tasks:
<ul style="list-style-type: none"> <li>• Acquire, distribute and store supplies.</li> <li>• Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply changes or the disposal of records.</li> <li>• Conduct classes to teach procedures to staff.</li> <li>• Direct or coordinate the supportive services department of a business, agency, or organization.</li> <li>• Dispose of, or oversee the disposal of, surplus or unclaimed property.</li> <li>• Hire and terminate clerical and administrative personnel.</li> </ul>	<ul style="list-style-type: none"> <li>• Attend meetings to record minutes.</li> <li>• Compile, transcribe, and distribute minutes of meetings.</li> <li>• Conduct research, compile data, and prepare papers for consideration and presentation by executives, committees and boards of directors.</li> <li>• Coordinate and direct office services, such as records and budget preparation, personnel, and housekeeping, in order to aid executives.</li> <li>• File and retrieve corporate documents, records, and reports.</li> <li>• Greet visitors and determine whether they should be given access to specific</li> </ul>



- Manage leasing of facility space.
- Monitor the facility to ensure that it remains safe, secure, and well-maintained.
- Oversee construction and renovation projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations.
- Oversee the maintenance and repair of machinery, equipment, and electrical and mechanical systems.
- Participate in architectural and engineering planning and design, including space and installation management.
- Plan, administer and control budgets for contracts, equipment and supplies.
- Prepare and review operational reports and schedules to ensure accuracy and efficiency.
- Set goals and deadlines for the department.

#### Detailed Tasks

##### Detailed Work Activities:

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze technical data, designs, or preliminary specifications
- assign work to staff or employees
- conduct or attend staff meetings
- consult with managerial or supervisory personnel
- delegate appropriate administrative support activities
- design systems in cooperation with colleagues
- determine policies related to administration, standards, or facility maintenance
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- document provision of administrative services
- evaluate office operations
- hire, discharge, transfer, or promote workers
- inspect property for construction, condition, or design
- interview job applicants
- maintain administrative services procedures manual
- maintain inventory of office equipment or furniture
- maintain records, reports, or files
- manage building maintenance projects
- manage contracts
- manage contracts
- manage inventories or supplies

#### Individuals:

- Interpret administrative and operating policies and procedures for employees.
- Make travel arrangements for executives.
- Manage and maintain executives' schedules.
- Meet with individuals, special interest groups and others on behalf of executives, committees and boards of directors.
- Open, sort, and distribute incoming correspondence, including faxes and email.
- Perform general office duties such as ordering supplies, maintaining records management systems, and performing basic bookkeeping work.
- Prepare agendas and make arrangements for committee, board, and other meetings.
- Prepare invoices, reports, memos, letters, financial statements and other documents, using word processing, spreadsheet, database, or presentation software.
- Prepare responses to correspondence containing routine inquiries.
- Read and analyze incoming memos, submissions, and reports to determine their significance and plan their distribution.
- Review operating practices and procedures to determine whether improvements can be made in areas such as workflow, reporting procedures, or expenditures.
- Set up and oversee administrative policies and procedures for offices or organizations.
- Supervise and train other clerical staff.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze organizational operating practices or procedures
- answer customer or public inquiries
- arrange teleconference calls
- compile numerical or statistical data
- coordinate staff or activities in clerical support setting
- develop new office forms
- develop policies, procedures, methods, or standards
- develop records management system
- explain rules, policies or regulations
- file or retrieve paper documents and related materials
- maintain records, reports, or files
- oversee execution of organizational or program policies
- plan meetings or conferences
- plan or organize work
- prepare reports
- prepare reports for management
- recommend improvements to work methods or procedures



- modify work procedures or processes to meet deadlines
- monitor operations to verify conformance to standards
- monitor repairs or maintenance to enforce standards
- negotiate real estate sales or rental contracts
- order or purchase supplies, materials, or equipment
- oversee work progress to verify safety or conformance to standards
- prepare financial reports
- prepare rental or lease agreement
- prepare reports
- prepare reports of property or facility status
- prepare safety reports
- purchase office equipment or furniture
- recommend solutions of administrative problems
- schedule employee work hours
- schedule facility or property maintenance
- use facility management techniques
- use interpersonal communication techniques
- use negotiation techniques
- write administrative procedures services manual

#### Technology - Examples

##### Accounting software

- Intuit QuickBooks
- Sage Peachtree
- Sage Software Peachtree software
- Sage Timberline Office software

##### Charting software

- Microsoft Office Visio

##### Data base reporting software

- Business Objects Crystal Reports

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

- Microsoft Access

##### Desk top publishing software

- Adobe Systems Adobe PageMaker
- Microsoft Publisher

##### Document management software

- Adobe Systems Adobe Acrobat software

##### Electronic mail software

- Email software

- recommend solutions of administrative problems
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- use computers to enter, access or retrieve data
- use oral or written communication techniques
- use word processing or desktop publishing software
- write business correspondence

#### Technology - Examples

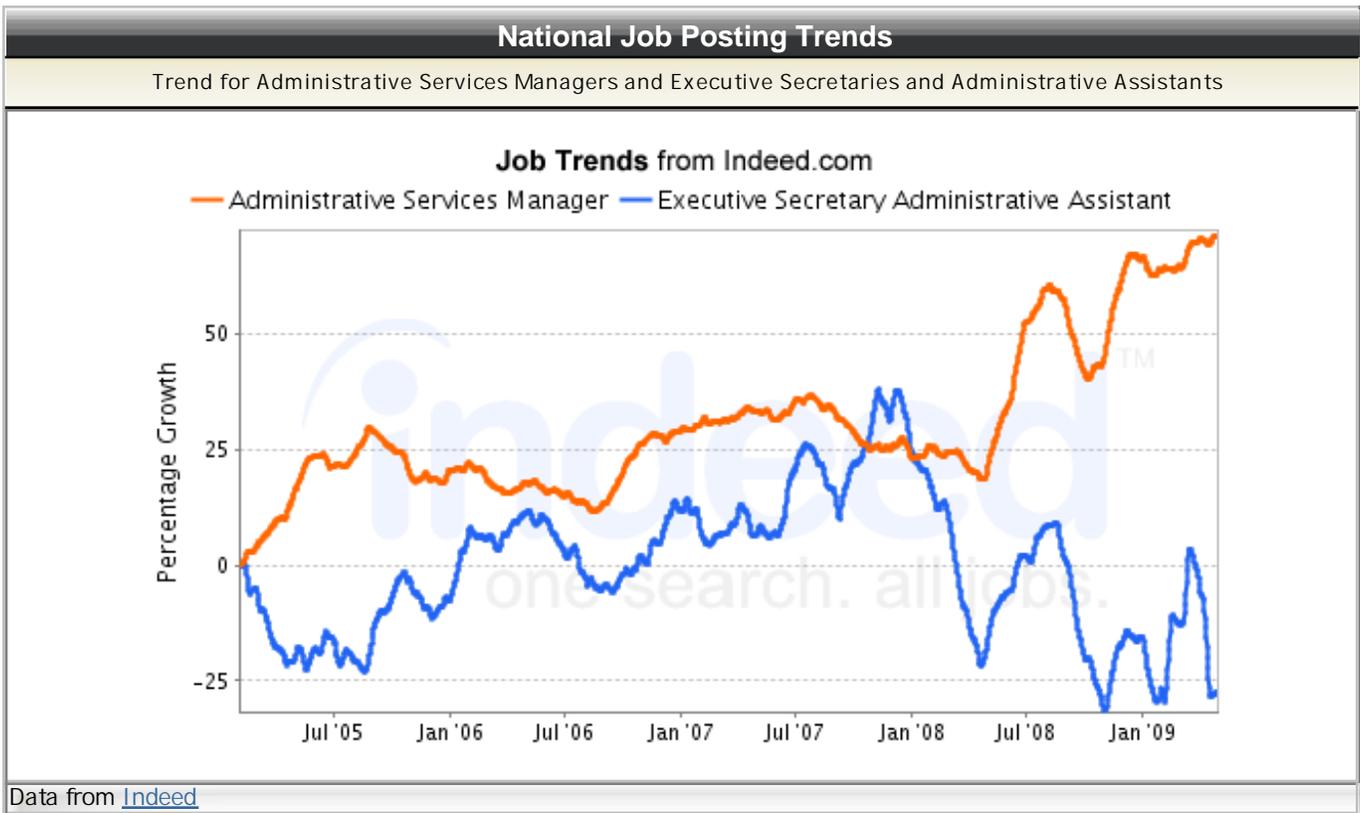


• IBM Lotus Notes
• Microsoft Outlook
• Novell GroupWise
Enterprise resource planning ERP software
• Oracle PeopleSoft
Human resources software
• ADP Enterprise HRMS
Internet browser software
• Microsoft Internet Explorer
• Web browser software
Office suite software
• Microsoft Office
Presentation software
• Microsoft PowerPoint
Project management software
• Microsoft Project
Spreadsheet software
• Microsoft Excel
Word processing software
• Microsoft Word
<b>Tools - Examples</b>
• 10-key calculators
• Desktop computers
• Laptop computers
• Personal computers
• Personal digital assistants PDA
• Photocopying equipment
• Scanners
• Multi-line telephone systems
• Tablet computers

Labor Market Comparison			
Maine Department of Labor.			
Description	Administrative Services Managers	Executive Secretaries and Administrative Assistants	Difference
Median Wage	\$ 56,630	\$ 38,830	\$( 17,800)



10th Percentile Wage	\$ 35,200	\$ 28,230	\$ ( 6,970)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 73,310	\$ 46,250	\$ ( 27,060)
90th Percentile Wage	\$ 93,540	\$ 53,530	\$ ( 40,010)
Mean Wage	\$ 60,800	\$ 40,210	\$ ( 20,590)
Total Employment - 2014	1,090	3,330	2,240
Employment Base - 2006	1,097	3,533	2,436
Projected Employment - 2023	1,151	3,733	2,582
Projected Job Growth - 2006-2023	4.9 %	5.7 %	0.7 %
Projected Annual Openings - 2006-2023	34	76	42
Special			
Special Occupations:			



Programs
Related Programs
Administrative and Secretarial Services, Other



Business Operations Support and Secretarial Services, Other. Any instructional program in administrative and secretarial services not listed above.

No information on schools for the program

#### Administrative Assistant/Secretarial Science, Gene

Administrative Assistant and Secretarial Science, General. A program that generally prepares individuals to perform the duties of administrative assistants and/or secretaries and stenographers. Includes instruction in business communications, principles of business law, word processing and data entry, office machines operation and maintenance, office procedures, public relations, secretarial accounting, filing systems and records management, and report preparation.

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>
Eastern Maine Community College	354 Hogan Rd	Bangor	<a href="http://www.emcc.edu">www.emcc.edu</a>
Eastern Maine Community College	354 Hogan Rd	Bangor	<a href="http://www.emcc.edu">www.emcc.edu</a>
Beal College	99 Farm Road	Bangor	<a href="http://bealcollege.edu">bealcollege.edu</a>
Beal College	99 Farm Road	Bangor	<a href="http://bealcollege.edu">bealcollege.edu</a>
Andover College	901 Washington Ave	Portland	<a href="http://WWW.ANDOVERCOLLEGE.edu">WWW.ANDOVERCOLLEGE.edu</a>
Andover College	901 Washington Ave	Portland	<a href="http://WWW.ANDOVERCOLLEGE.edu">WWW.ANDOVERCOLLEGE.edu</a>

#### Executive Assistant/Executive Secretary

Executive Assistant/Executive Secretary. A program that prepares individuals to perform the duties of special assistants and/or personal secretaries for business executives and top management. Includes instruction in business communications, principles of business law, public relations, scheduling and travel management, secretarial accounting, filing systems and records management, conference and meeting recording, report preparation, office equipment and procedures, office supervisory skills, and professional standards and legal requirements.

Institution	Address	City	URL
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>

#### Medical Administrative/Executive Assistant and Medical Secretary

Medical Administrative/Executive Assistant and Medical Secretary. A program that prepares individuals to perform the duties of special assistants and personal secretaries for practicing physicians and nurses, health care facilities and services administrators, and other health care professionals. Includes instruction in business and medical communications, medical terminology, principles of health care operations, public relations and interpersonal communications, software applications, record-keeping and filing systems, scheduling and meeting planning, applicable policy and regulations, and professional standards and ethics.

Institution	Address	City	URL
Beal College	99 Farm Road	Bangor	<a href="http://bealcollege.edu">bealcollege.edu</a>
Washington County Community College	One College Drive	Calais	<a href="http://www.wccc.me.edu">www.wccc.me.edu</a>
Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>



Kennebec Valley Community College	92 Western Ave	Fairfield	<a href="http://www.kvcc.me.edu">www.kvcc.me.edu</a>
Northern Maine Community College	33 Edgemont Dr	Presque Isle	<a href="http://www.nmcc.edu">www.nmcc.edu</a>

### Maine Statewide Promotion Opportunities for Administrative Services Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3011.00	Administrative Services Managers	100	4	1,090	\$56,630.00	\$0.00	5%	34	
11-3041.00	Compensation and Benefits Managers	90	3	200	\$68,560.00	\$11,930.00	2%	5	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$11,040.00	7%	58	
11-3042.00	Training and Development Managers	89	4	140	\$66,670.00	\$10,040.00	7%	4	
11-2031.00	Public Relations Managers	87	4	290	\$71,020.00	\$14,390.00	9%	10	
11-3071.01	Transportation Managers	87	3	710	\$62,270.00	\$5,640.00	5%	25	★
13-2052.00	Personal Financial Advisors	87	3	360	\$94,100.00	\$37,470.00	10%	13	
11-2022.00	Sales Managers	86	4	1,310	\$72,720.00	\$16,090.00	3%	32	
41-9021.00	Real Estate Brokers	86	3	320	\$61,300.00	\$4,670.00	-1%	22	
11-3071.02	Storage and Distribution Managers	86	3	710	\$62,270.00	\$5,640.00	5%	25	★
11-3031.01	Treasurers and Controllers	85	5	2,440	\$67,670.00	\$11,040.00	7%	58	
11-9033.00	Education Administrators, Postsecondary	85	5	600	\$58,090.00	\$1,460.00	7%	21	
13-2031.00	Budget Analysts	85	4	170	\$57,290.00	\$660.00	3%	5	
11-1021.00	General and Operations Managers	84	4	8,490	\$77,050.00	\$20,420.00	-5%	209	
13-2051.00	Financial Analysts	84	4	210	\$71,380.00	\$14,750.00	10%	4	



## Special Occupations:

Top Industries for Executive Secretaries and Administrative Assistants					
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	7.38%	119,439	133,621	11.87%
Local government, excluding education and hospitals	939300	5.49%	88,827	99,787	12.34%
Employment services	561300	4.29%	69,361	76,681	10.55%
Management of companies and enterprises	551100	3.62%	58,636	67,595	15.28%
State government, excluding education and hospitals	929200	3.53%	57,128	56,059	-1.87%
Elementary and secondary schools, public and private	611100	3.24%	52,433	55,255	5.38%
Religious organizations	813100	2.80%	45,249	54,302	20.01%
General medical and surgical hospitals, public and private	622100	2.58%	41,709	46,176	10.71%
Depository credit intermediation	522100	2.22%	35,965	36,667	1.95%
Management, scientific, and technical consulting services	541600	2.20%	35,675	63,689	78.52%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.78%	28,749	34,097	18.60%
Offices of physicians	621100	1.67%	26,996	34,010	25.98%
Other financial investment activities	523900	1.36%	21,943	30,924	40.93%
Computer systems design and related services	541500	1.32%	21,281	28,732	35.02%
Securities and commodity contracts, brokerages, and exchanges	5231-2	1.32%	21,329	31,616	48.23%

Top Industries for Administrative Services Managers					
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	8.84%	21,837	23,928	9.58%
Local government, excluding education and hospitals	939300	6.08%	15,016	16,523	10.03%
State government, excluding education and hospitals	929200	5.49%	13,578	13,051	-3.89%
Management of companies and enterprises	551100	5.24%	12,941	14,612	12.91%
General medical and surgical hospitals, public and private	622100	4.57%	11,303	12,257	8.44%

Elementary and secondary schools, public and private	611100	3.83%	9,459	9,763	3.22%
Depository credit intermediation	522100	2.17%	5,370	5,362	-0.14%
Offices of physicians	621100	1.88%	4,657	5,747	23.40%
Federal government, excluding postal service	919999	1.67%	4,128	3,822	-7.41%
Employment services	561300	1.57%	3,871	4,799	23.97%
Office administrative services	561100	1.56%	3,854	4,786	24.19%
Management, scientific, and technical consulting services	541600	1.44%	3,565	6,233	74.86%
Computer systems design and related services	541500	1.35%	3,343	4,421	32.25%
Junior colleges, public and private	611200	1.26%	3,108	3,364	8.23%
Religious organizations	813100	1.25%	3,098	3,641	17.54%



# TORQ Analysis of Administrative Services Managers to Compensation, Benefits, and Job Analysis Specialists

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Administrative Services Managers	11-3011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Compensation, Benefits, and Job Analysis Specialists	13-1072.00	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			95	Level			91	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
Speech Clarity	59	13	75	Judgment and Decision Making	64	13	71	Psychology	40	10	73
Deductive Reasoning	62	14	68	Critical Thinking	67	4	73	English Language	59	9	76
Category Flexibility	55	13	62	Active Listening	70	3	85				
Inductive Reasoning	57	11	68								
Mathematical Reasoning	48	14	50								
Written Comprehension	62	9	75								
Information Ordering	55	9	65								
Oral Comprehension	60	7	78								
Problem Sensitivity	55	4	75								
Speech Recognition	55	4	68								
Selective Attention	39	5	53								
Originality	48	2	53								
Written Expression	60	1	65								
LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation, Benefits, and Job Analysis Specialists. GAP refers to level difference between Administrative Services Managers and Compensation, Benefits, and Job Analysis Specialists.											

## ASK ANALYSIS



Ability Level Comparison - Abilities with importance scores over 50

Description	Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists	Importance
Oral Comprehension	53	60	78
Oral Expression	60	60	78
Written Comprehension	53	62	75
Problem Sensitivity	51	55	75
Speech Clarity	46	59	75
Deductive Reasoning	48	62	68
Inductive Reasoning	46	57	68
Speech Recognition	51	55	68
Written Expression	59	60	65
Information Ordering	46	55	65
Near Vision	62	62	65
Category Flexibility	42	55	62
Originality	46	48	53
Selective Attention	34	39	53
Mathematical Reasoning	34	48	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists	Importance
Active Listening	67	70	85
Critical Thinking	63	67	73
Judgment and Decision Making	51	64	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists	Importance
English Language	50	59	76
Psychology	30	40	73

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists	Description	Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists
10+ years	1%	0%	Doctoral	0%	0%
8-10 years	0%	0%	Professional Degree	0%	0%



6-8 years	0%	0%	Post-Masters Cert	0%	0%
4-6 years	35%	13%	Master's Degree	0%	2%
2-4 years	6%	28%	Post-Bachelor Cert	9%	0%
1-2 years	8%	52%	Bachelors	16%	59%
6-12 months	13%	0%	AA or Equiv	10%	24%
3-6 months	31%	0%	Some College	3%	13%
1-3 months	0%	0%	Post-Secondary Certificate	36%	0%
0-1 month	0%	0%	High School Diploma or GED	22%	0%
None	0%	3%	No HSD or GED	1%	0%

Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists
<b>Most Common Educational/Training Requirement:</b>	
Bachelor's or higher degree, plus work experience	Bachelor's degree
<b>Job Zone Comparison</b>	
4 - Job Zone Four: Considerable Preparation Needed	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.	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.	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.	Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

## Tasks

Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists
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>• Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.</li> <li>• Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.</li> </ul>	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.</li> <li>• 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>• Administer employee insurance, pension</li> </ul>

**Occupation Specific Tasks:**

- Acquire, distribute and store supplies.
- Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply changes or the disposal of records.
- Conduct classes to teach procedures to staff.
- Direct or coordinate the supportive services department of a business, agency, or organization.
- Dispose of, or oversee the disposal of, surplus or unclaimed property.
- Hire and terminate clerical and administrative personnel.
- Manage leasing of facility space.
- Monitor the facility to ensure that it remains safe, secure, and well-maintained.
- Oversee construction and renovation projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations.
- Oversee the maintenance and repair of machinery, equipment, and electrical and mechanical systems.
- Participate in architectural and engineering planning and design, including space and installation management.
- Plan, administer and control budgets for contracts, equipment and supplies.
- Prepare and review operational reports and schedules to ensure accuracy and efficiency.
- Set goals and deadlines for the department.

**Detailed Tasks****Detailed Work Activities:**

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze technical data, designs, or preliminary specifications
- assign work to staff or employees
- conduct or attend staff meetings
- consult with managerial or supervisory personnel
- delegate appropriate administrative support activities
- design systems in cooperation with colleagues
- determine policies related to administration, standards, or facility maintenance
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- document provision of administrative services

and savings plans, working with insurance brokers and plan carriers.

- Advise managers and employees on state and federal employment regulations, collective agreements, benefit and compensation policies, personnel procedures and classification programs.
- Advise staff of individuals' qualifications.
- Analyze organizational, occupational, and industrial data to facilitate organizational functions and provide technical information to business, industry, and government.
- Assess need for and develop job analysis instruments and materials.
- Assist in preparing and maintaining personnel records and handbooks.
- Consult with or serve as a technical liaison between business, industry, government, and union officials.
- Develop, implement, administer and evaluate personnel and labor relations programs, including performance appraisal, affirmative action and employment equity programs.
- Ensure company compliance with federal and state laws, including reporting requirements.
- Evaluate job positions, determining classification, exempt or non-exempt status, and salary.
- Negotiate collective agreements on behalf of employers or workers, and mediate labor disputes and grievances.
- Observe, interview, and survey employees and conduct focus group meetings to collect job, organizational, and occupational information.
- Perform multifactor data and cost analyses that may be used in areas such as support of collective bargaining agreements.
- Plan and develop curricula and materials for training programs and conduct training.
- Plan, develop, evaluate, improve, and communicate methods and techniques for selecting, promoting, compensating, evaluating, and training workers.
- Prepare occupational classifications, job descriptions and salary scales.
- Prepare reports, such as organization and flow charts, and career path reports, to summarize job analysis and evaluation and compensation analysis information.
- Prepare research results for publication in form of journals, books, manuals, and film.
- Provide advice on the resolution of classification and salary complaints.
- Research employee benefit and health and safety practices and recommend changes or modifications to existing policies.
- Research job and worker requirements, structural and functional relationships among jobs and occupations, and occupational trends.



- evaluate office operations
- hire, discharge, transfer, or promote workers
- inspect property for construction, condition, or design
- interview job applicants
- maintain administrative services procedures manual
- maintain inventory of office equipment or furniture
- maintain records, reports, or files
- manage building maintenance projects
- manage contracts
- manage contracts
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor operations to verify conformance to standards
- monitor repairs or maintenance to enforce standards
- negotiate real estate sales or rental contracts
- order or purchase supplies, materials, or equipment
- oversee work progress to verify safety or conformance to standards
- prepare financial reports
- prepare rental or lease agreement
- prepare reports
- prepare reports of property or facility status
- prepare safety reports
- purchase office equipment or furniture
- recommend solutions of administrative problems
- schedule employee work hours
- schedule facility or property maintenance
- use facility management techniques
- use interpersonal communication techniques
- use negotiation techniques
- write administrative procedures services manual

#### Technology - Examples

##### Accounting software

- Intuit QuickBooks
- Sage Peachtree
- Sage Software Peachtree software
- Sage Timberline Office software

##### Charting software

- Microsoft Office Visio

##### Data base reporting software

- Review occupational data on Alien Employment Certification Applications to determine the appropriate occupational title and code, and provide local offices with information about immigration and occupations.
- Speak at conferences and events to promote apprenticeships and related training programs.
- Work with the Department of Labor and promote its use with employers.

#### Detailed Tasks

##### Detailed Work Activities:

- advise department managers in personnel matters
- advise governmental or industrial personnel
- advise management or labor union officials on labor relation issues
- analyze data to identify personnel problems
- analyze scientific research data or investigative findings
- arbitrate personnel disputes
- categorize occupational, educational, or employment information
- communicate technical information
- conduct research on work-related topics
- conduct training for personnel
- develop course or training objectives
- develop job evaluation programs
- ensure compliance with government regulations
- ensure correct grammar, punctuation, or spelling
- evaluate personnel benefits policies
- evaluate qualifications or eligibility of applicant for employment
- explain rules, policies or regulations
- fill out business or government forms
- identify problems or improvements
- implement employee compensation plans
- improve methods for worker selection or promotion
- maintain administrative services procedures manual
- maintain job descriptions
- make presentations
- negotiate labor agreements
- obtain information from individuals
- prepare or maintain employee records
- prepare recommendations based upon research
- prepare report of findings or recommendations
- prepare reports
- prepare technical reports identifying results



- Business Objects Crystal Reports
- Data base user interface and query software
- Microsoft Access
- Desk top publishing software
- Adobe Systems Adobe PageMaker
  - Microsoft Publisher
- Document management software
- Adobe Systems Adobe Acrobat software
- Electronic mail software
- Email software
  - IBM Lotus Notes
  - Microsoft Outlook
  - Novell GroupWise
- Enterprise resource planning ERP software
- Oracle PeopleSoft
- Human resources software
- ADP Enterprise HRMS
- Internet browser software
- Microsoft Internet Explorer
  - Web browser software
- Office suite software
- Microsoft Office
- Presentation software
- Microsoft PowerPoint
- Project management software
- Microsoft Project
- Spreadsheet software
- Microsoft Excel
- Word processing software
- Microsoft Word

Tools - Examples

- 10-key calculators
- Desktop computers
- Laptop computers
- Personal computers
- Personal digital assistants PDA
- Photocopying equipment

prepare technical reports summarizing results of research

- resolve personnel problems or grievances
- resolve worker or management conflicts
- understand government labor or employment regulations
- use cost benefit analysis techniques
- use government regulations
- use interpersonal communication techniques
- use interviewing procedures
- use knowledge of employee classification system
- use public speaking techniques
- write administrative procedures services manual
- write employee orientation or training materials

Technology - Examples



- Scanners
- Multi-line telephone systems
- Tablet computers

### Labor Market Comparison

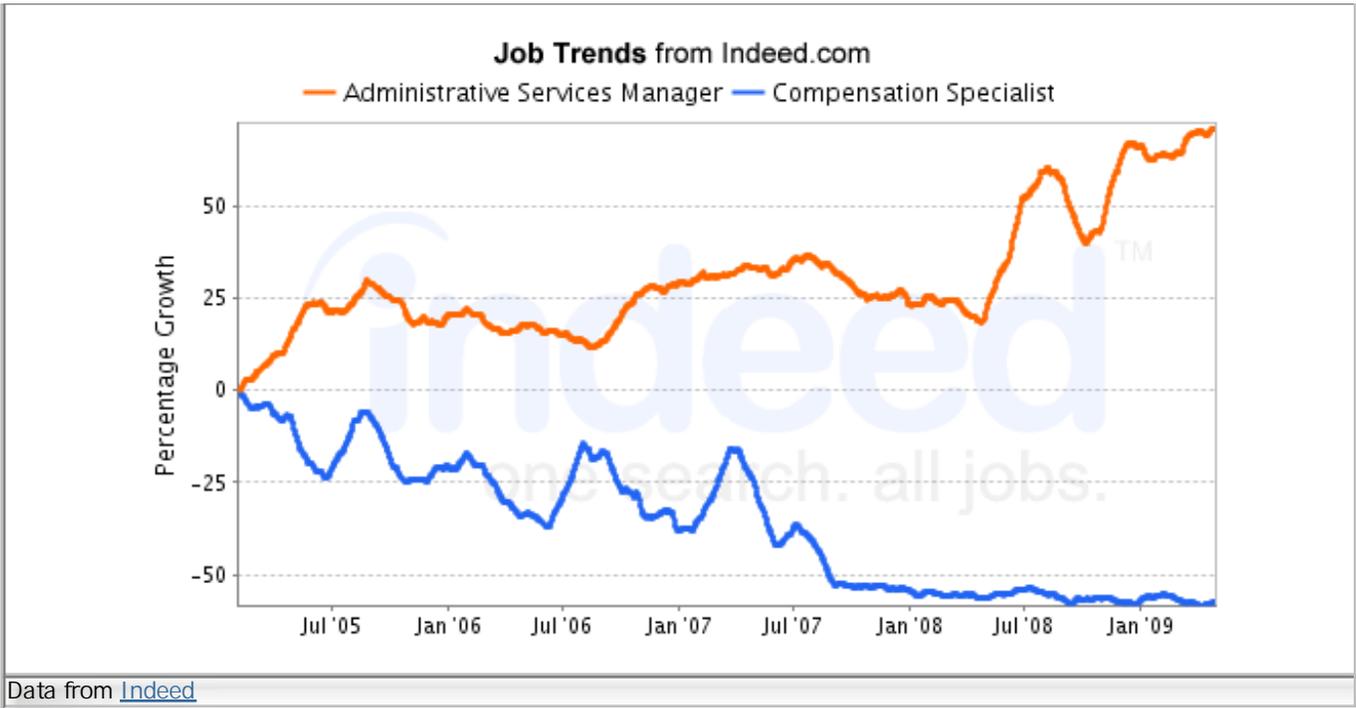
Maine Department of Labor.

Description	Administrative Services Managers	Compensation, Benefits, and Job Analysis Specialists	Difference
Median Wage	\$ 56,630	\$ 43,900	\$( 12,730)
10th Percentile Wage	\$ 35,200	\$ 29,740	\$( 5,460)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 73,310	\$ 55,780	\$( 17,530)
90th Percentile Wage	\$ 93,540	\$ 68,800	\$( 24,740)
Mean Wage	\$ 60,800	\$ 46,470	\$( 14,330)
Total Employment - 2014	1,090	770	-320
Employment Base - 2006	1,097	805	-292
Projected Employment - 2023	1,151	866	-285
Projected Job Growth - 2006-2023	4.9 %	7.6 %	2.7 %
Projected Annual Openings - 2006-2023	34	23	-11
Special			

Special Occupations:

### National Job Posting Trends

Trend for Administrative Services Managers and Compensation, Benefits, and Job Analysis Specialists



Programs			
Related Programs			
Human Resources Management			
Human Resources Management/Personnel Administration, General. A program that generally prepares individuals to manage the development of human capital in organizations, and to provide related services to individuals and groups. Includes instruction in personnel and organization policy, human resource dynamics and flows, labor relations, sex roles, civil rights, human resources law and regulations, motivation and compensation systems, work systems, career management, employee testing and assessment, recruitment and selection, managing employee and job training programs, and the management of human resources programs and operations.			
Institution	Address	City	URL
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>
Human Resources Management, Other			
Human Resources Management and Services, Other. Any instructional program in human resources management not listed above.			
No information on schools for the program			
Labor/Personnel Relations and Studies			
Labor and Industrial Relations. A program that focuses on employee-management interactions and the management of issues and disputes regarding working conditions and worker benefit packages, and that may prepare individuals to function as labor or personnel relations specialists. Includes instruction in labor history, policies and strategies of the labor movement, union organization, labor-management negotiation, labor law and contract interpretation, labor economics, welfare and benefit packages, grievance procedures, and labor policy studies.			
No information on schools for the program			
Organizational Behavior Studies			



Organizational Behavior Studies. A program that focuses on the scientific study of the behavior and motivations of individuals functioning in organized groups, and its application to business and industrial settings. Includes instruction in organization theory, industrial and organizational psychology, social psychology, sociology of organizations, reinforcement and incentive theory, employee relations strategies, organizational power and influence, organization stratification and hierarchy, leadership styles, and applications of operations research and other methodologies to organizational analysis.

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

### Maine Statewide Promotion Opportunities for Administrative Services Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3011.00	Administrative Services Managers	100	4	1,090	\$56,630.00	\$0.00	5%	34	
11-3041.00	Compensation and Benefits Managers	90	3	200	\$68,560.00	\$11,930.00	2%	5	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$11,040.00	7%	58	
11-3042.00	Training and Development Managers	89	4	140	\$66,670.00	\$10,040.00	7%	4	
11-2031.00	Public Relations Managers	87	4	290	\$71,020.00	\$14,390.00	9%	10	
11-3071.01	Transportation Managers	87	3	710	\$62,270.00	\$5,640.00	5%	25	★
13-2052.00	Personal Financial Advisors	87	3	360	\$94,100.00	\$37,470.00	10%	13	
11-2022.00	Sales Managers	86	4	1,310	\$72,720.00	\$16,090.00	3%	32	
11-3071.02	Storage and Distribution Managers	86	3	710	\$62,270.00	\$5,640.00	5%	25	★
41-9021.00	Real Estate Brokers	86	3	320	\$61,300.00	\$4,670.00	-1%	22	
11-3031.01	Treasurers and Controllers	85	5	2,440	\$67,670.00	\$11,040.00	7%	58	
11-9033.00	Education Administrators, Postsecondary	85	5	600	\$58,090.00	\$1,460.00	7%	21	
13-2031.00	Budget Analysts	85	4	170	\$57,290.00	\$660.00	3%	5	



13-2051.00	Financial Analysts	84	4	210	\$71,380.00	\$14,750.00	10%	4
11-1021.00	General and Operations Managers	84	4	8,490	\$77,050.00	\$20,420.00	-5%	209

Special Occupations:

### Top Industries for Compensation, Benefits, and Job Analysis Specialists

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	10.86%	11,936	14,323	19.99%
Local government, excluding education and hospitals	939300	8.88%	9,758	11,410	16.93%
State government, excluding education and hospitals	929200	4.97%	5,467	5,584	2.14%
Management, scientific, and technical consulting services	541600	3.53%	3,885	7,218	85.82%
Depository credit intermediation	522100	2.98%	3,279	3,480	6.12%
General medical and surgical hospitals, public and private	622100	2.96%	3,255	3,751	15.23%
Colleges, universities, and professional schools, public and private	611300	2.52%	2,765	3,220	16.45%
Other insurance related activities	524290	2.11%	2,318	2,884	24.41%
Employment services	561300	1.98%	2,177	2,868	31.73%
Insurance and employee benefit funds	525100	1.88%	2,071	2,657	28.27%
Computer systems design and related services	541500	1.81%	1,986	2,791	40.53%
Self-employed workers, primary job	000601	1.70%	1,873	2,077	10.89%
Insurance agencies and brokerages	524210	1.48%	1,628	1,917	17.74%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.45%	1,590	1,963	23.45%
Labor unions and similar labor organizations	813930	1.40%	1,536	1,489	-3.03%

### Top Industries for Administrative Services Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Colleges, universities, and professional schools, public and private	611300	8.84%	21,837	23,928	9.58%
Local government, excluding education and hospitals	939300	6.08%	15,016	16,523	10.03%
State government, excluding education and hospitals	929200	5.49%	13,578	13,051	-3.89%
Management of companies and enterprises	551100	5.24%	12,941	14,612	12.91%

General medical and surgical hospitals, public and private	622100	4.57%	11,303	12,257	8.44%
Elementary and secondary schools, public and private	611100	3.83%	9,459	9,763	3.22%
Depository credit intermediation	522100	2.17%	5,370	5,362	-0.14%
Offices of physicians	621100	1.88%	4,657	5,747	23.40%
Federal government, excluding postal service	919999	1.67%	4,128	3,822	-7.41%
Employment services	561300	1.57%	3,871	4,799	23.97%
Office administrative services	561100	1.56%	3,854	4,786	24.19%
Management, scientific, and technical consulting services	541600	1.44%	3,565	6,233	74.86%
Computer systems design and related services	541500	1.35%	3,343	4,421	32.25%
Junior colleges, public and private	611200	1.26%	3,108	3,364	8.23%
Religious organizations	813100	1.25%	3,098	3,641	17.54%

## 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)