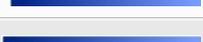
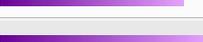
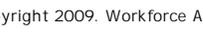


TORQ Analysis of Financial Managers, Branch or Department to Loan Counselors

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Financial Managers, Branch or Department	11-3031.02	Abilities:	Importance Level: 50	Weight: 1
To Title:	Loan Counselors	13-2071.00	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	 92	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
Perceptual Speed	42	5	65	Coordination	69	9	76	Building and Construction	9	9	83
Speech Recognition	57	2	75	Technology Design	11	3	88	Economics and Accounting	70	8	73
Near Vision	62	2	72	Speaking	71	3	76	Clerical	73	7	69
Flexibility of Closure	42	1	53	Active Listening	89	3	71				
<p>LEVEL and IMPT (IMPORTANCE) refer to the Target Loan Counselors. GAP refers to level difference between Financial Managers, Branch or Department and Loan Counselors.</p>											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Financial Managers, Branch or Department	Loan Counselors	Importance
Speech Clarity	55 	 55	 78
Written Comprehension	59 	 59	 75
Problem Sensitivity	53 	 53	 75
Deductive Reasoning	60 	 57	 75
Inductive Reasoning	53 	 51	 75
Speech Recognition	55 	 57	 75
Oral Comprehension	64 	 60	 72



Oral Expression	62	55	72
Near Vision	60	62	72
Information Ordering	51	51	68
Written Expression	60	53	65
Category Flexibility	50	48	65
Perceptual Speed	37	42	65
Selective Attention	41	41	65
Number Facility	60	51	59
Originality	53	48	56
Mathematical Reasoning	53	48	56
Fluency of Ideas	51	51	53
Flexibility of Closure	41	42	53
Time Sharing	42	39	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Financial Managers, Branch or Department	Loan Counselors	Importance
Technology Design	8	11	88
Speaking	68	71	76
Coordination	60	69	76
Active Listening	86	89	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Financial Managers, Branch or Department	Loan Counselors	Importance
Building and Construction	0	9	83
Economics and Accounting	62	70	73
Clerical	66	73	69

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Financial Managers, Branch or Department	Loan Counselors	Description	Financial Managers, Branch or Department	Loan Counselors
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	8%	0%	Professional Degree	0%	0%
6-8 years	4%	0%	Post-Masters Cert	0%	0%
4-6 years	56%	1%	Master's Degree	0%	9%
2-4 years	1%	19%	Post-Bachelor Cert	4%	0%
1-2 years	28%	42%	Bachelors	37%	48%
6-12 months	0%	0%	AA or Equiv	29%	5%
3-6 months	0%	0%	Some College	28%	0%



1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	0%	35%
None	0%	35%	No HSD or GED	0%	0%

Financial Managers, Branch or Department	Loan Counselors
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Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience	Bachelor's degree
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Job Zone Comparison

<p>4 - Job Zone Four: Considerable Preparation Needed</p> <p>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.</p> <p>Most of these occupations require a four - year bachelor's degree, but some do not.</p> <p>Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.</p>	<p>4 - Job Zone Four: Considerable Preparation Needed</p> <p>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.</p> <p>Most of these occupations require a four - year bachelor's degree, but some do not.</p> <p>Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.</p>
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Tasks

Financial Managers, Branch or Department	Loan Counselors
Core Tasks	Core Tasks
<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions. • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time. • Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests. 	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards. • Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts. • 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	Specific Tasks
<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> • Analyze and classify risks and investments to determine their potential impacts on companies. • Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans. • Communicate with stockholders and other investors to provide information, and to raise capital. • Develop and analyze information to assess 	<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> • Analyze applicants' financial status, credit, and property evaluations to determine feasibility of granting loans. • Analyze potential loan markets to find opportunities to promote loans and financial services. • Approve loans within specified limits. • Arrange for maintenance and liquidation of



the current and future financial status of firms.

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

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze market conditions
- analyze operational or management reports or records
- approve or deny credit applications
- approve or deny loans
- assign work to staff or employees
- compile data for financial reports

delinquent properties.

- Assist in selection of financial award candidates, using electronic databases to certify loan eligibility.
- Authorize and sign mail collection letters.
- Calculate amount of debt and funds available in order to plan methods of payoff and to estimate time for debt liquidation.
- Check loan agreements to ensure that they are complete and accurate, according to policies.
- Compare data on student aid applications with eligibility requirements of assistance programs.
- Confer with underwriters to resolve mortgage application problems.
- Contact applicants or creditors to resolve questions about applications or to assist with completion of paperwork.
- Contact borrowers with delinquent accounts to obtain payment in full or to negotiate repayment plans.
- Contact creditors to explain clients' financial situations and to arrange for payment adjustments so that payments are feasible for clients and agreeable to creditors.
- Counsel clients on personal and family financial problems, such as excessive spending and borrowing of funds.
- Establish payment priorities according to credit terms and interest rates in order to reduce clients' overall costs.
- Inform individuals and groups about the financial assistance available to college or university students.
- Interview applicants and request specified information for loan applications.
- Locate debtors using post office directories, utility services account listings, and mailing lists.
- Maintain and review account records, updating and recategorizing them according to status changes.
- Maintain current knowledge of credit regulations.
- Match students' needs and eligibility with available financial aid programs in order to provide informed recommendations.
- Open accounts for clients and disburse funds from clients' accounts to creditors.
- Petition courts to transfer titles and deeds of collateral to banks.
- Refer loans to loan committees for approval.
- Review accounts to determine write-offs for collection agencies.
- Review billing for accuracy.
- Submit applications to credit analysts for verification and recommendation.
- Supervise loan personnel.

Detailed Tasks



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

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

Data base user interface and query software

- Microsoft Access
- Oracle software

Electronic mail software

- Email software
- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP credit management software
- Oracle PeopleSoft

Financial analysis software

- ARES Corporation PRISM Project Estimator
- Credit management software

Human resources software

- Human resource information system HRIS software

Internet browser software

- Internet browser software

Office suite software

- Microsoft Office

Presentation software

- Presentation software

Spreadsheet software

Detailed Work Activities:

- account for or dispense funds
- advise clients on financial matters
- advise clients or customers
- advise families with household problems
- analyze applicant's financial status
- analyze financial data
- analyze market conditions
- approve or deny loans
- collect overdue bills
- compile information for court cases
- complete information on loan forms
- compute financial data
- compute payment schedule
- compute property equity
- conduct financial investigations
- conduct market research
- consult with managerial or supervisory personnel
- determine program eligibility
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- evaluate customer records
- evaluate degree of financial risk
- evaluate qualifications or eligibility of applicant for employment
- examine documents for completeness, accuracy, or conformance to standards
- explain credit application information
- file documents in court
- gather relevant financial data
- identify potential markets
- interview customers
- maintain account records
- maintain physical building or grounds of property
- make decisions
- monitor consumer or marketing trends
- monitor credit extension decisions
- negotiate payment arrangements with customers
- obtain financial information from individuals
- obtain information from individuals
- provide customer service
- recommend customer payment plan
- review laws
- review loan applications
- select applicants meeting qualifications
- use computers to enter, access and retrieve financial data
- use computers to enter, access or retrieve



- Microsoft Excel

- Mbody's KMW FAMAS

- Spreadsheet software

Word processing software

- Word processing software

Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers

data

- use interviewing procedures
- use knowledge of investigation techniques
- use knowledge of relevant laws
- use negotiation techniques
- use oral or written communication techniques
- use spreadsheet software
- use word processing or desktop publishing software
- verify information for credit investigations
- write legal correspondence

Technology - Examples

Data base user interface and query software

- Data entry software

- EDEExpress

- ELM Resources ELM

- EMT Applications CounselorMax

- Financial aid management system FAM software

- Microsoft Access

- Student information systems SIS

- SunGard Higher Education Banner Financial Aid

- Sungard Higher Education PowerFAIDS

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Datatel Colleague (financial aid application)

Internet browser software

- Microsoft Internet Explorer

- Web browser software

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Spreadsheet software

- Microsoft Excel

Word processing software

- Microsoft Word

Tools - Examples

- Autodialers



- 10-key calculators
- Desktop computers
- Notebook computers
- Personal computers

Labor Market Comparison

Maine Department of Labor.

Description	Financial Managers, Branch or Department	Loan Counselors	Difference
Median Wage	\$ 67,670	\$ 35,110	\$(32,560)
10th Percentile Wage	\$ 41,820	\$ 26,680	\$(15,140)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 89,670	\$ 40,700	\$(48,970)
90th Percentile Wage	\$119,660	\$ 81,420	\$(38,240)
Mean Wage	\$ 74,780	\$ 40,950	\$(33,830)
Total Employment - 2016	2,440	60	-2,380
Employment Base - 2006	2,692	58	-2,634
Projected Employment - 2025	2,881	56	-2,825
Projected Job Growth - 2006-2025	7.0 %	-3.4 %	-10.5 %
Projected Annual Openings - 2006-2025	58	1	-57
Special			

Special Occupations:

National Job Posting Trends

Trend for Financial Managers, Branch or Department and Loan Counselors



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

Programs

Related Programs

Banking and Financial Support Services

Banking and Financial Support Services. A program that prepares individuals to perform a wide variety of customer services in banks, insurance agencies, savings and loan companies, and related enterprises. Includes instruction in communications and public relations skills, business equipment operation, and technical skills applicable to the methods and operations of specific financial or insurance services.

Institution	Address	City	URL
Eastern Maine Community College	354 Hogan Rd	Bangor	www.emcc.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu

Finance and Financial Management Services, Other

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

No information on schools for the program

Finance, General

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

Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu



Thomas College

180 W River Rd

Waterville

www.thomas.edu**Maine Statewide Promotion Opportunities for Financial Managers, Branch or Department**

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3031.02	Financial Managers, Branch or Department	100	4	2,440	\$67,670.00	\$0.00	7%	58	
13-2052.00	Personal Financial Advisors	91	3	360	\$94,100.00	\$26,430.00	10%	13	
11-3041.00	Compensation and Benefits Managers	89	3	200	\$68,560.00	\$890.00	2%	5	
11-2031.00	Public Relations Managers	89	4	290	\$71,020.00	\$3,350.00	9%	10	
13-2051.00	Financial Analysts	88	4	210	\$71,380.00	\$3,710.00	10%	4	
11-3031.01	Treasurers and Controllers	88	5	2,440	\$67,670.00	\$0.00	7%	58	
11-2022.00	Sales Managers	87	4	1,310	\$72,720.00	\$5,050.00	3%	32	
11-2021.00	Marketing Managers	85	4	570	\$74,560.00	\$6,890.00	7%	17	
11-1021.00	General and Operations Managers	85	4	8,490	\$77,050.00	\$9,380.00	-5%	209	
25-1063.00	Economics Teachers, Postsecondary	84	5	80	\$73,830.00	\$6,160.00	11%	2	
23-1011.00	Lawyers	83	5	1,910	\$80,120.00	\$12,450.00	6%	73	★
11-9111.00	Medical and Health Services Managers	80	5	1,570	\$70,250.00	\$2,580.00	15%	55	
23-1023.00	Judges, Magistrate Judges, and Magistrates	79	5	80	\$115,160.00	\$47,490.00	1%	2	
11-1011.00	Chief Executives	79	5	750	\$102,290.00	\$34,620.00	-6%	25	
11-3061.00	Purchasing Managers	78	4	330	\$72,560.00	\$4,890.00	2%	11	

Special Occupations:

**Top Industries for Loan Counselors**

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	22.78%	7,606	8,209	7.93%
Colleges, universities, and professional schools, public and private	611300	18.18%	6,073	6,114	0.69%
Depository credit intermediation	522100	14.61%	4,880	4,478	-8.24%
Activities related to credit intermediation	522300	10.54%	3,520	4,102	16.53%
Junior colleges, public and private	611200	5.63%	1,881	1,870	-0.55%
Self-employed workers, primary job	000601	3.33%	1,111	1,065	-4.12%
Technical and trade schools, public and private	611500	2.94%	982	960	-2.22%
Management of companies and enterprises	551100	2.25%	751	779	3.75%
General medical and surgical hospitals, public and private	622100	1.71%	570	568	-0.36%
Business schools and computer and management training, public and private	611400	0.71%	238	217	-8.91%
Local government, excluding education and hospitals	939300	0.66%	220	223	1.10%
Land subdivision	237200	0.59%	198	178	-10.14%
Management, scientific, and technical consulting services	541600	0.58%	193	310	60.67%
Residential building construction	236100	0.54%	181	183	1.35%
Offices of physicians	621100	0.53%	177	201	13.39%

Top Industries for Financial Managers, Branch or Department

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%
Management of companies and enterprises	551100	7.98%	40,411	46,586	15.28%
Securities and commodity contracts, brokerages, and exchanges	5231-2	4.05%	20,507	30,461	48.54%
Self-employed workers, primary job	000601	3.88%	19,649	20,934	6.54%
Local government, excluding education and hospitals	939300	3.51%	17,785	19,980	12.34%
Accounting, tax preparation, bookkeeping, and payroll services	541200	3.27%	16,571	19,653	18.60%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	2.84%	14,398	17,266	19.92%



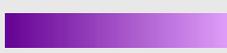
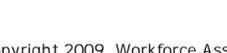
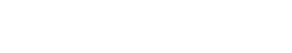
Other financial investment activities	523900	2.56%	12,983	18,297	40.93%
Federal government, excluding postal service	919999	2.41%	12,222	11,554	-5.47%
Colleges, universities, and professional schools, public and private	611300	1.72%	8,734	9,771	11.87%
General medical and surgical hospitals, public and private	622100	1.68%	8,503	9,414	10.71%
Automobile dealers	441100	1.61%	8,167	9,265	13.44%
Direct insurance (except life, health, and medical) carriers	524120	1.58%	8,009	8,371	4.52%
State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%



TORQ Analysis of Financial Managers, Branch or Department to Loan Officers

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Financial Managers, Branch or Department	11-3031.02	Abilities:	Importance Level: 50	Weight: 1
To Title:	Loan Officers	13-2072.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:					92						
Ability TORQ		Skills TORQ		Knowledge TORQ							
Level	 96	Level	 93	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 Expression	64	2	78	Complex Problem Solving	67	11	73	No Knowledge Upgrades Required!			
Near Vision	62	2	62	Coordination	63	3	92				
LEVEL and IMPT (IMPORTANCE) refer to the Target Loan Officers. GAP refers to level difference between Financial Managers, Branch or Department and Loan Officers.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Financial Managers, Branch or Department	Loan Officers	Importance
Oral Comprehension	64 	60 	 78
Oral Expression	62 	64 	 78
Speech Clarity	55 	50 	 75
Written Comprehension	59 	59 	 72
Inductive Reasoning	53 	51 	 68
Problem Sensitivity	53 	48 	 65
Speech Recognition	55 	51 	 65
Deductive Reasoning	60 	57 	 62
Near Vision	60 	62 	 62
Written Expression	60	51	59

Information Ordering	51 	46 	53 
Mathematical Reasoning	53 	50 	53 
Skill Level Comparison - Abilities with importance scores over 69			

Description	Financial Managers, Branch or Department	Loan Officers	Importance
Coordination	60 	63 	92 
Complex Problem Solving	56 	67 	73 

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Financial Managers, Branch or Department	Loan Officers	Importance
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Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Financial Managers, Branch or Department	Loan Officers	Description	Financial Managers, Branch or Department	Loan Officers
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	8% 	0%	Professional Degree	0%	0%
6-8 years	4% 	0%	Post-Masters Cert	0%	0%
4-6 years	56% 	13% 	Master's Degree	0%	0%
2-4 years	1% 	10% 	Post-Bachelor Cert	4% 	0%
1-2 years	28% 	5% 	Bachelors	37% 	21% 
6-12 months	0%	8% 	AA or Equiv	29% 	2% 
3-6 months	0%	0%	Some College	28% 	0%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	19% 	High School Diploma or GED	0%	74% 
None	0%	41% 	No HSD or GED	0%	0%

Financial Managers, Branch or Department

Loan Officers

Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's degree

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

Financial Managers, Branch or Department

Loan Officers



Core Tasks

Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

Specific Tasks

Occupation Specific Tasks:

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

Core Tasks

Generalized Work Activities:

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

Specific Tasks

Occupation Specific Tasks:

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



- Plan, direct, and coordinate risk and insurance programs of establishments to control risks and losses.
- Plan, direct, and coordinate the activities of workers in branches, offices, or departments of such establishments as branch banks, brokerage firms, risk and insurance departments, or credit departments.
- Prepare financial and regulatory reports required by laws, regulations, and boards of directors.
- Prepare operational and risk reports for management analysis.
- Recruit staff members, and oversee training programs.
- Review collection reports to determine the status of collections and the amounts of outstanding balances.
- Review reports of securities transactions and price lists in order to analyze market conditions.
- Submit delinquent accounts to attorneys or outside agencies for collection.

Detailed Tasks

Detailed Work Activities:

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

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

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

Detailed Tasks

Detailed Work Activities:

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

Technology - Examples

Accounting software

- Bottom Line LoanMaster Loan Servicing



Data base user interface and query software

- Microsoft Access

- Oracle software

Electronic mail software

- Email software

- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP credit management software

- Oracle PeopleSoft

Financial analysis software

- ARES Corporation PRISM Project Estimator

- Credit management software

Human resources software

- Human resource information system HRIS software

Internet browser software

- Internet browser software

Office suite software

- Microsoft Office

Presentation software

- Presentation software

Spreadsheet software

- Microsoft Excel

- Mbody's KMM FAMAS

- Spreadsheet software

Word processing software

- Word processing software

Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers

- Financial Industry Computer Systems Loan Accountant

Analytical or scientific software

- FinEng Solutions software

Content workflow software

- Equifax Application Engine

- Experian Transact SM

Document management software

- eOriginal eCore Business Suite

Financial analysis software

- Amortization loan software

- Bankers Systems Rembrandt Lending System

- California Infinite LPS

- Calyx Point

- CGI-AMS CACS Enterprise

- CGI-AMS Strata

- Click1003 Online Mortgage Application

- Credit and risk analysis software

- Credit fraud detection software

- Credit underwriting software

- Delphi Discovery

- Dun and Bradstreet Global DecisionMaker

- Dynamic Loanledger

- eCredit Enterprise

- Ellie Mae Contour

- Ellie Mae Genesis

- Equifax Advanced Decisioning

- Equifax InterConnect

- Experian Credinomics

- Experian Detect

- Experian FraudShield

- Experian Quest

- Experian Retention Triggers

- Fair Isaac Application Risk Model Software



- Fair Isaac Capstone Decision Manager
- Fair Isaac Falcon ID
- Fannie Mae Desktop Underwriter
- FAS Loan Service Plus
- Financial Industry Computer Systems Loan Originator
- Financial Industry Computer Systems Loan Producer
- Freddie Mac Loan Prospector
- Harland Financial Solutions DecisionPro
- Harland Interlinq MortgageWare
- IA Systems StreamLend
- Indus Lending Solutions
- Integra Destiny Loan Origination
- LA PRO Loan Administrator Pro
- LawFirm Software 1003 Uniform Residential Loan Application Software
- LawFirm Software Loan Origination Software
- Loan application processing software
- Moody's KMW CreditEdge
- Moody's KMW Decisions
- Moody's KMW Financial Analyst
- Moody's KMW Risk Advisor
- Moody's KMW Risk Analyst
- Opportunity management system OMS software
- Plimus Loan Artist
- QuikDraw Loan Management System
- RealBenefits Amortization Loan
- Technicost LOS
- The Mortgage Office Loan Origination
- The Mortgage Office Loan Servicing
- TrueClose Loan Origination software
- VueCentric MortgageDashboard



- White Clarke North America Credit Adjudication and Lending Management

Information retrieval or search software

- CGI-AMS BureauLink Enterprise

Internet browser software

- Web browser software

Office suite software

- Experian Strategy Management

Tools - Examples

- Desktop computers
- Notebook computers
- Personal computers
- Personal digital assistants PDA
- Scanners
- Tablet computers

Labor Market Comparison

Maine Department of Labor.

Description	Financial Managers, Branch or Department	Loan Officers	Difference
Median Wage	\$ 67,670	\$ 49,380	\$(18,290)
10th Percentile Wage	\$ 41,820	\$ 30,930	\$(10,890)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 89,670	\$ 65,110	\$(24,560)
90th Percentile Wage	\$119,660	\$ 85,140	\$(34,520)
Mean Wage	\$ 74,780	\$ 55,030	\$(19,750)
Total Employment - 2016	2,440	1,450	-990
Employment Base - 2006	2,692	1,511	-1,181
Projected Employment - 2025	2,881	1,645	-1,236
Projected Job Growth - 2006-2025	7.0 %	8.9 %	1.9 %
Projected Annual Openings - 2006-2025	58	29	-29
Special			

Special Occupations:

**National Job Posting Trends**

Trend for Financial Managers, Branch or Department and Loan Officers

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

No information on programs or the occupation.

Maine Statewide Promotion Opportunities for Financial Managers, Branch or Department

O*NET Code	Title	Grand TORO	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3031.02	Financial Managers, Branch or Department	100	4	2,440	\$67,670.00	\$0.00	7%	58	
13-2052.00	Personal Financial Advisors	91	3	360	\$94,100.00	\$26,430.00	10%	13	
11-3041.00	Compensation and Benefits Managers	89	3	200	\$68,560.00	\$890.00	2%	5	
11-2031.00	Public Relations Managers	89	4	290	\$71,020.00	\$3,350.00	9%	10	
13-2051.00	Financial Analysts	88	4	210	\$71,380.00	\$3,710.00	10%	4	
11-3031.01	Treasurers and Controllers	88	5	2,440	\$67,670.00	\$0.00	7%	58	

11-2022.00	Sales Managers	87	4	1,310	\$72,720.00	\$5,050.00	3%	32	
11-2021.00	Marketing Managers	85	4	570	\$74,560.00	\$6,890.00	7%	17	
11-1021.00	General and Operations Managers	85	4	8,490	\$77,050.00	\$9,380.00	-5%	209	
25-1063.00	Economics Teachers, Postsecondary	84	5	80	\$73,830.00	\$6,160.00	11%	2	
23-1011.00	Lawyers	83	5	1,910	\$80,120.00	\$12,450.00	6%	73	★
11-9111.00	Medical and Health Services Managers	80	5	1,570	\$70,250.00	\$2,580.00	15%	55	
23-1023.00	Judges, Magistrate Judges, and Magistrates	79	5	80	\$115,160.00	\$47,490.00	1%	2	
11-1011.00	Chief Executives	79	5	750	\$102,290.00	\$34,620.00	-6%	25	
11-3061.00	Purchasing Managers	78	4	330	\$72,560.00	\$4,890.00	2%	11	

Special Occupations:

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



Self-employed workers, secondary job	000602	0.36%	1,355	1,349	-0.45%
Employment services	561300	0.34%	1,276	1,615	26.56%
Automobile dealers	441100	0.19%	693	786	13.44%

Top Industries for Financial Managers, Branch or Department

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

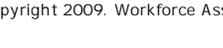


TORQ Analysis of Financial Managers, Branch or Department to Insurance Policy Processing Clerks

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Financial Managers, Branch or Department	11-3031.02	Abilities:	Importance Level: 50	Weight: 1
To Title:	Insurance Policy Processing Clerks	43-9041.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS									
Grand TORQ:					91				
Ability TORQ		Skills TORQ		Knowledge TORQ					
Level	 95	Level	 90	Level	 88				
Gaps To Narrow if Possible			Upgrade These Skills		Knowledge to Add				
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt		
Near Vision	62	2	68	No Skills Upgrade Required!		Clerical	82	14	84

LEVEL and IMPT (IMPORTANCE) refer to the Target Insurance Policy Processing Clerks. GAP refers to level difference between Financial Managers, Branch or Department and Insurance Policy Processing Clerks.

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Financial Managers, Branch or Department	Insurance Policy Processing Clerks	Importance
Written Comprehension	59 	55 	81 
Information Ordering	51 	50 	72 
Written Expression	60 	50 	68 
Problem Sensitivity	53 	48 	68 
Near Vision	60 	62 	68 
Speech Clarity	55 	42 	68 
Oral Comprehension	64 	50 	65 
Oral Expression	62 	57 	65 
Speech Recognition	55 	48 	65 
Deductive Reasoning	60 	53 	59 
Inductive Reasoning	53 	48 	56 
Selective Attention	41 	37 	56 
Category Flexibility	50	42	50
Finger Dexterity	34	30	50



Skill Level Comparison - Abilities with importance scores over 69

Description	Financial Managers, Branch or Department	Insurance Policy Processing Clerks	Importance
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	Financial Managers, Branch or Department	Insurance Policy Processing Clerks	Importance
Clerical	68	82	84

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Financial Managers, Branch or Department	Insurance Policy Processing Clerks	Description	Financial Managers, Branch or Department	Insurance Policy Processing Clerks
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	8%	0%	Professional Degree	0%	0%
6-8 years	4%	0%	Post-Masters Cert	0%	0%
4-6 years	56%	5%	Master's Degree	0%	0%
2-4 years	1%	7%	Post-Bachelor Cert	4%	0%
1-2 years	28%	46%	Bachelors	37%	0%
6-12 months	0%	16%	AA or Equiv	29%	15%
3-6 months	0%	9%	Some College	28%	12%
1-3 months	0%	3%	Post-Secondary Certificate	0%	11%
0-1 month	0%	0%	High School Diploma or GED	0%	61%
None	0%	10%	No HSD or GED	0%	0%

Financial Managers, Branch or Department

Insurance Policy Processing Clerks

Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Moderate-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

Financial Managers, Branch or Department	Insurance Policy Processing Clerks
Core Tasks	Core Tasks



Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

Specific Tasks

Occupation Specific Tasks:

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

Generalized Work Activities:

- 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.
- Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.

Specific Tasks

Occupation Specific Tasks:

- Apply insurance rating systems.
- Calculate amount of claim.
- Contact insured or other involved persons to obtain missing information.
- Organize and work with detailed office or warehouse records, using computers to enter, access, search and retrieve data.
- Pay small claims.
- Post or attach information to claim file.
- Prepare and review insurance-claim forms and related documents for completeness.
- Provide customer service, such as giving limited instructions on how to proceed with claims or providing referrals to auto repair facilities or local contractors.
- Review insurance policy to determine coverage.
- Transmit claims for payment or further investigation.

Detailed Tasks

Detailed Work Activities:

- calculate insurance premiums or awards
- code data from records
- distribute correspondence or mail
- examine files or documents to obtain information
- fill out business or government forms
- follow contract, property, or insurance laws
- interview customers
- maintain insurance records
- maintain inventory of office forms
- maintain records, reports, or files
- maintain telephone logs



CONTROL RISKS AND LOSSES.

- Plan, direct, and coordinate the activities of workers in branches, offices, or departments of such establishments as branch banks, brokerage firms, risk and insurance departments, or credit departments.
- Prepare financial and regulatory reports required by laws, regulations, and boards of directors.
- Prepare operational and risk reports for management analysis.
- Recruit staff members, and oversee training programs.
- Review collection reports to determine the status of collections and the amounts of outstanding balances.
- Review reports of securities transactions and price lists in order to analyze market conditions.
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- oversee execution of organizational or program policies
- prepare reports for management
- prepare required government reports
- review loan applications
- use government regulations
- use negotiation techniques

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

Data base user interface and query software

- obtain information from individuals
- provide customer service
- recommend claim action
- review data on insurance applications or policies
- review insurance policies to determine appropriate coverage
- review records for completeness
- search legal records
- take messages
- transcribe spoken or written information
- type letters or correspondence
- use computers to enter, access or retrieve data

Technology - Examples

Accounting software

- Account management software

Data base user interface and query software

- Data entry software
- Database software

- Microsoft Access

- Policy issuance system software

Document management software

- InSystems Calligo Enterprise

Electronic mail software

- IBM Lotus Notes
- Microsoft Outlook
- Novell GroupWise

Financial analysis software

- Insurance rating software

Internet browser software

- Microsoft Internet Explorer
- Web browser software

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Spreadsheet software

- Microsoft Excel
- Spreadsheet software

Word processing software



- Microsoft Access

- Oracle software

Electronic mail software

- Email software

- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP credit management software

- Oracle PeopleSoft

Financial analysis software

- ARES Corporation PRISM Project Estimator

- Credit management software

Human resources software

- Human resource information system HRIS software

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Word processing software

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Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers

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Tools - Examples

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Projected Employment - 2025	2,881	1,699	-1,182
Projected Job Growth - 2006-2025	7.0 %	-8.1 %	-15.1 %
Projected Annual Openings - 2006-2025	58	22	-36
Special			

Special Occupations:

National Job Posting Trends

Trend for Financial Managers, Branch or Department and Insurance Policy Processing Clerks



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

**Programs****Related Programs**

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	www.nmcc.edu

Maine Statewide Promotion Opportunities for Financial Managers, Branch or Department

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23-1011.00	Lawyers	83	5	1,910	\$80,120.00	\$12,450.00	6%	73	



11-9111.00	Medical and Health Services Managers	80	5	1,570	\$70,250.00	\$2,580.00	15%	55
23-1023.00	Judges, Magistrate Judges, and Magistrates	79	5	80	\$115,160.00	\$47,490.00	1%	2
11-1011.00	Chief Executives	79	5	750	\$102,290.00	\$34,620.00	-6%	25
11-3061.00	Purchasing Managers	78	4	330	\$72,560.00	\$4,890.00	2%	11

Special Occupations:

Top Industries for Insurance Policy Processing Clerks

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Insurance agencies and brokerages	524210	27.08%	68,773	70,013	1.80%
Direct insurance (except life, health, and medical) carriers	524120	24.30%	61,718	58,058	-5.93%
Other insurance related activities	524290	8.08%	20,531	22,086	7.58%
Management of companies and enterprises	551100	3.01%	7,656	7,943	3.75%
Insurance and employee benefit funds	525100	1.28%	3,261	3,616	10.91%
State government, excluding education and hospitals	929200	0.94%	2,377	2,100	-11.68%
General medical and surgical hospitals, public and private	622100	0.76%	1,924	1,917	-0.36%
Offices of physicians	621100	0.69%	1,752	1,986	13.39%
Employment services	561300	0.55%	1,403	1,598	13.91%
Office administrative services	561100	0.48%	1,214	1,385	14.11%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	0.48%	1,226	1,324	7.93%
Depository credit intermediation	522100	0.48%	1,207	1,108	-8.24%
Accounting, tax preparation, bookkeeping, and payroll services	541200	0.37%	934	997	6.74%
Self-employed workers, primary job	000601	0.36%	912	875	-4.12%
Other financial investment activities	523900	0.32%	810	1,027	26.84%

Top Industries for Financial Managers, Branch or Department

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%



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



TORQ Analysis of Financial Managers, Branch or Department to Personal Financial Advisors

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Financial Managers, Branch or Department	11-3031.02	Abilities:	Importance Level: 50	Weight: 1
To Title:	Personal Financial Advisors	13-2052.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:					91						
Ability TORQ		Skills TORQ		Knowledge TORQ							
Level		Level		Level							
	98		89		85						
Gaps To Narrow if Possible			Upgrade These Skills			Knowledge to Add					
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Oral Expression	66	4	78	Management of Financial Resources	71	14	74	No Knowledge Upgrades Required!			
Number Facility	64	4	68	Mathematics	71	12	75				
Deductive Reasoning	62	2	68	Active Listening	95	9	70				
				Critical Thinking	76	7	82				
				Writing	68	3	78				
				Persuasion	69	3	73				
LEVEL and IMPT (IMPORTANT) refer to the Target Personal Financial Advisors. GAP refers to level difference between Financial Managers, Branch or Department and Personal Financial Advisors.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Financial Managers, Branch or Department	Personal Financial Advisors	Importance
Oral Comprehension	64	60	78
Oral Expression	62	66	78
Written Comprehension	59	57	75
Written Expression	60	59	75



Problem Sensitivity	53	51	75
Inductive Reasoning	53	50	72
Speech Clarity	55	44	72
Deductive Reasoning	60	62	68
Number Facility	60	64	68
Speech Recognition	55	48	68
Mathematical Reasoning	53	48	62
Near Vision	60	51	62
Category Flexibility	50	42	59
Information Ordering	51	46	56
Fluency of Ideas	51	42	50
Originality	53	39	50
Selective Attention	41	39	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Financial Managers, Branch or Department	Personal Financial Advisors	Importance
Critical Thinking	69	76	82
Writing	65	68	78
Mathematics	59	71	75
Management of Financial Resources	57	71	74
Persuasion	66	69	73
Active Listening	86	95	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Financial Managers, Branch or Department	Personal Financial Advisors	Importance
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Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Financial Managers, Branch or Department	Personal Financial Advisors	Description	Financial Managers, Branch or Department	Personal Financial Advisors
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	8%	1%	Professional Degree	0%	1%
6-8 years	4%	3%	Post-Masters Cert	0%	0%
4-6 years	56%	12%	Master's Degree	0%	0%
2-4 years	1%	41%	Post-Bachelor Cert	4%	9%
1-2 years	28%	5%	Bachelors	37%	44%
6-12 months	0%	0%	AA or Equiv	29%	17%
3-6 months	0%	0%	Some College	28%	10%
			Post-Secondary	0%	0%



1-3 months	0%	0%	Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	0%	15%
None	0%	35%	No HSD or GED	0%	0%

Financial Managers, Branch or Department		Personal Financial Advisors	
Most Common Educational/Training Requirement:			
Bachelor's or higher degree, plus work experience		Bachelor's degree	
Job Zone Comparison			
4 - Job Zone Four: Considerable Preparation Needed		3 - Job Zone Three: Medium Preparation Needed	
A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.		Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.	
Most of these occupations require a four - year bachelor's degree, but some do not.		Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.	
Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.		Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.	

Tasks

Financial Managers, Branch or Department	Personal Financial Advisors
Core Tasks	Core Tasks
<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions. • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time. • Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests. 	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> • 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. • Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts. • 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. • Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form. • Provide Consultation and Advice to Others - Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.
Specific Tasks	Specific Tasks
<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> • Analyze and classify risks and investments to determine their potential impacts on companies. • Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans. • Communicate with stockholders and other investors to provide information, and to raise capital. • Develop and analyze information to assess 	<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> • Analyze financial information obtained from clients to determine strategies for meeting clients' financial objectives. • Answer clients' questions about the purposes and details of financial plans and



Develop and analyze information to assess the current and future financial status of firms.

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

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze market conditions
- analyze operational or management reports or records
- approve or deny credit applications
- approve or deny loans
- assign work to staff or employees
- compile data for financial reports

strategies.

- Authorize release of financial aid funds to students.
- Build and maintain client bases, keeping current client plans up-to-date and recruiting new clients on an ongoing basis.
- Collect information from students to determine their eligibility for specific financial aid programs.
- Conduct seminars and workshops on financial planning topics such as retirement planning, estate planning, and the evaluation of severance packages.
- Contact clients periodically to determine if there have been changes in their financial status.
- Contact clients' creditors to arrange for payment adjustments so that payments are feasible for clients and agreeable to creditors.
- Determine amounts of aid to be granted to students, considering such factors as funds available, extent of demand, and financial needs.
- Devise debt liquidation plans that include payoff priorities and timelines.
- Explain and document for clients the types of services that are to be provided, and the responsibilities to be taken by the personal financial advisor.
- Explain to individuals and groups the details of financial assistance available to college and university students, such as loans, grants, and scholarships.
- Guide clients in the gathering of information such as bank account records, income tax returns, life and disability insurance records, pension plan information, and wills.
- Implement financial planning recommendations, or refer clients to someone who can assist them with plan implementation.
- Interview clients to determine their current income, expenses, insurance coverage, tax status, financial objectives, risk tolerance, and other information needed to develop a financial plan.
- Meet with clients' other advisors, including attorneys, accountants, trust officers, and investment bankers, to fully understand clients' financial goals and circumstances.
- Monitor financial market trends to ensure that plans are effective, and to identify any necessary updates.
- Open accounts for clients, and disburse funds from account to creditors as agents for clients.
- Participate in the selection of candidates for specific financial aid awards.
- Prepare and interpret for clients information such as investment performance reports, financial document summaries, and income projections.
- Recommend strategies clients can use to



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

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

Data base user interface and query software

- Microsoft Access
- Oracle software

Electronic mail software

- Email software
- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP credit management software
- Oracle PeopleSoft

Financial analysis software

- ARES Corporation PRISM Project Estimator
- Credit management software

Human resources software

- Human resource information system HRIS software

Internet browser software

- Internet browser software

Office suite software

- Microsoft Office

Presentation software

- Presentation software

Spreadsheet software

achieve their financial goals and objectives, including specific recommendations in such areas as cash management, insurance coverage, and investment planning.

- Research and investigate available investment opportunities to determine whether they fit into financial plans.
- Review clients' accounts and plans regularly to determine whether life changes, economic changes, or financial performance indicate a need for plan reassessment.
- Sell financial products such as stocks, bonds, mutual funds, and insurance if licensed to do so.

Detailed Tasks

Detailed Work Activities:

- account for or dispense funds
- advise clients on financial matters
- advise clients or customers
- analyze applicant's financial status
- analyze financial data
- approve or deny loans
- compare clients' applications with eligibility requirements
- compile data for financial reports
- compile information through interviews
- complete information on loan forms
- compute financial data
- compute payment schedule
- compute property equity
- compute taxes
- conduct financial investigations
- determine program eligibility
- explain what financial assistance is available
- gather relevant financial data
- interview customers
- maintain cooperative relationships with clients
- obtain financial information from individuals
- obtain information from individuals
- perform general financial analysis
- prepare financial reports
- prepare reports
- provide customer service
- review loan applications
- select applicants meeting qualifications
- use computers to enter, access and retrieve financial data
- use interviewing procedures
- use negotiation techniques

Technology - Examples

Analytical or scientific software



- Microsoft Excel

- Mbody's KMM FAMAS

- Spreadsheet software

Word processing software

- Word processing software

Tools - Examples

- 10-key calculators

- Desktop computers

- Notebook computers

- Personal computers

- Personal digital assistants PDA

- Scanners

- Tablet computers

- Monte Carlo software

Calendar and scheduling software

- Pimlico Software DateBk

Compliance software

- ComplianceMAX software

Customer relationship management CRM software

- ACT! ACT4Advisors

- CRM Software Junxure-i

- DataViz Beyond Contacts

- eMoneyAdvisor AdvisorPlatform

- EZ-Data Client Data System

- Financial Planning Consultants Practice Builder

- Getting Things Done GTD software

- IAS software

- Investigo software

- Microsoft Business Contact Manager

- ProTracker Advantage

- Redtail Technology Our Business Online

- Web Information Solutions Pocket Informant

Data base user interface and query software

- Practice management software PMS

Document management software

- Cabinet NG CNG-SAFE

- Financeware Finance File Manager

- ScanSoft PaperPort Pro

- SunGard LockBox

- WORLDOX software

Financial analysis software

- Advent Axys

- AdviceAmerica AdvisorVision

- Advisory World ICE

- ASI Client Acquisition Solution

- Asset allocation software

- Brentmark Stock Option Risk Analyzer

- Cheshire Financial Planning Suite
- Cygnus IncomeMax
- Education planning software
- EISI NaviPlan
- Estate Capitol Needs Analysis
- Estate planning software
- ExpenseWatch software
- Finance Logix Education Planner
- Finance Logix Insurance Planner
- Finance Logix Retirement Planner
- Financeware AASim
- Financeware WealthSimulator
- Financial planning software
- Financial Profiles Profiles+ Professional
- Host Analytics Host Budget
- Ibbotson Analyst
- Ibbotson Portfolio Strategist
- Impact PlanLabX3
- IMPACT Wealth Distribution Analysis
- Inuit Quicken
- Investment and business valuation template software
- Investment Scorecard software
- Investment tracking software
- J&L Financial Planner
- MasterPlan software
- Microsoft Money
- MoneyTree Silver Financial Planner (financial analysis feature)
- Morningstar Principia
- Needs analysis software
- Net Worth Strategies Stock Opter Pro
- OmniPlanner software



- Optima IAS
- PIE Technologies MoneyGuidePro
- PlanPlus Pro
- PlanScan Portfolio Pathfinder
- Portfolio management software
- Retirement planning software
- Sawhney ExecPlan
- ScenarioNow RetireNow
- SunGard Frontier
- SunGard PlanningStation
- SunGard WebPlaid
- Tax planning software
- Thomson ONE Advisor
- Torrid Retirement Planner
- Unger Software Methusaleh
- WealthTec AllocationPro
- WealthTec Foundations
- WealthTec WealthMaster

Internet browser software

- Web browser software

Presentation software

- Financial planning presentation software
- Microsoft PowerPoint
- MoneyTree Silver Financial Planner (presentation feature)

Spreadsheet software

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

Word processing software

- Automatic Data Processing ProxyEdge
- Financial report generation software
- Microsoft Word

Tools - Examples



- 10-key calculators
- Desktop computers
- Notebook computers
- Personal computers
- Personal digital assistants PDA
- Tablet computers

Labor Market Comparison

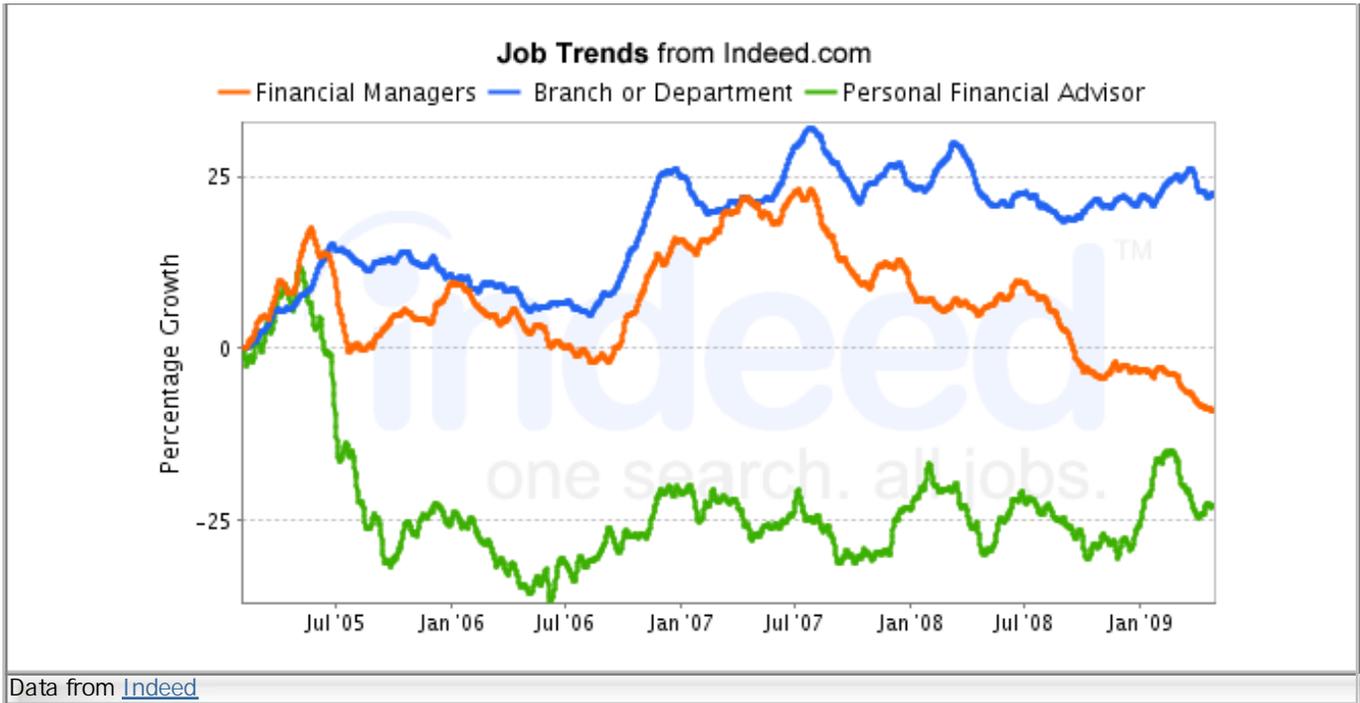
Maine Department of Labor.

Description	Financial Managers, Branch or Department	Personal Financial Advisors	Difference
Median Wage	\$ 67,670	\$ 94,100	\$ 26,430
10th Percentile Wage	\$ 41,820	\$ 40,120	\$(1,700)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 89,670	N/A	N/A
90th Percentile Wage	\$119,660	N/A	N/A
Mean Wage	\$ 74,780	\$102,750	\$ 27,970
Total Employment - 2016	2,440	360	-2,080
Employment Base - 2006	2,692	711	-1,981
Projected Employment - 2025	2,881	783	-2,098
Projected Job Growth - 2006-2025	7.0 %	10.1 %	3.1 %
Projected Annual Openings - 2006-2025	58	13	-45
Special			

Special Occupations:

National Job Posting Trends

Trend for Financial Managers, Branch or Department and Personal Financial Advisors



Programs			
Related Programs			
Finance, General			
Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.			
Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Financial Planning			
Financial Planning and Services. A program that prepares individuals to plan and manage the financial interests and growth of individuals and institutions. Includes instruction in portfolio management, investment management, estate planning, insurance, tax planning, strategic investing and planning, financial consulting services, and client relations.			
Institution	Address	City	URL
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
International Finance			



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

No information on schools for the program

Maine Statewide Promotion Opportunities for Financial Managers, Branch or Department

O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
11-3031.02	Financial Managers, Branch or Department	100	4	2,440	\$67,670.00	\$0.00	7%	58	
13-2052.00	Personal Financial Advisors	91	3	360	\$94,100.00	\$26,430.00	10%	13	
11-2031.00	Public Relations Managers	89	4	290	\$71,020.00	\$3,350.00	9%	10	
11-3041.00	Compensation and Benefits Managers	89	3	200	\$68,560.00	\$890.00	2%	5	
13-2051.00	Financial Analysts	88	4	210	\$71,380.00	\$3,710.00	10%	4	
11-3031.01	Treasurers and Controllers	88	5	2,440	\$67,670.00	\$0.00	7%	58	
11-2022.00	Sales Managers	87	4	1,310	\$72,720.00	\$5,050.00	3%	32	
11-2021.00	Marketing Managers	85	4	570	\$74,560.00	\$6,890.00	7%	17	
11-1021.00	General and Operations Managers	85	4	8,490	\$77,050.00	\$9,380.00	-5%	209	
25-1063.00	Economics Teachers, Postsecondary	84	5	80	\$73,830.00	\$6,160.00	11%	2	
23-1011.00	Lawyers	83	5	1,910	\$80,120.00	\$12,450.00	6%	73	★
11-9111.00	Medical and Health Services Managers	80	5	1,570	\$70,250.00	\$2,580.00	15%	55	
23-1023.00	Judges, Magistrate Judges, and Magistrates	79	5	80	\$115,160.00	\$47,490.00	1%	2	
11-1011.00	Chief Executives	79	5	750	\$102,290.00	\$34,620.00	-6%	25	
11-3061.00	Purchasing Managers	78	4	330	\$72,560.00	\$4,890.00	2%	11	



Special Occupations:

Top Industries for Personal Financial Advisors					
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	30.52%	53,789	57,305	6.54%
Other financial investment activities	523900	23.52%	41,444	74,078	78.74%
Securities and commodity contracts, brokerages, and exchanges	5231-2	17.20%	30,315	54,244	78.93%
Depository credit intermediation	522100	13.67%	24,092	29,476	22.34%
Insurance agencies and brokerages	524210	1.91%	3,365	3,806	13.11%
Other investment pools and funds	525900	1.35%	2,383	4,015	68.49%
Management of companies and enterprises	551100	1.30%	2,293	2,643	15.28%
Management, scientific, and technical consulting services	541600	1.12%	1,974	3,524	78.52%
Other insurance related activities	524290	1.05%	1,851	2,213	19.53%
Accounting, tax preparation, bookkeeping, and payroll services	541200	0.89%	1,565	1,856	18.60%
Activities related to credit intermediation	522300	0.73%	1,280	1,658	29.48%
Insurance and employee benefit funds	525100	0.56%	984	1,212	23.23%
State government, excluding education and hospitals	929200	0.44%	783	768	-1.87%
General medical and surgical hospitals, public and private	622100	0.43%	750	830	10.71%
Self-employed workers, secondary job	000602	0.37%	652	649	-0.45%

Top Industries for Financial Managers, Branch or Department					
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%
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Federal government, excluding postal service	919999	2.41%	12,222	11,554	-5.47%
Colleges, universities, and professional schools, public and private	611300	1.72%	8,734	9,771	11.87%
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Automobile dealers	441100	1.61%	8,167	9,265	13.44%
Direct insurance (except life, health, and medical) carriers	524120	1.58%	8,009	8,371	4.52%
State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%



TORQ Analysis of Financial Managers, Branch or Department to Insurance Underwriters

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Financial Managers, Branch or Department	11-3031.02	Abilities:	Importance Level: 50	Weight: 1
To Title:	Insurance Underwriters	13-2053.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:								91			
Ability TORQ			Skills TORQ			Knowledge TORQ					
Level			93	Level			92	Level			87
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Flexibility of Closure	57	16	65	Science	11	3	70	No Knowledge Upgrades Required!			
Near Vision	67	7	75								
Inductive Reasoning	59	6	78								
Deductive Reasoning	64	4	78								
Category Flexibility	55	5	62								
Speed of Closure	44	5	50								
Written Comprehension	62	3	81								
LEVEL and IMPT (IMPORTANCE) refer to the Target Insurance Underwriters. GAP refers to level difference between Financial Managers, Branch or Department and Insurance Underwriters.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Financial Managers, Branch or Department	Insurance Underwriters	Importance
Written Comprehension	59	62	81
Deductive Reasoning	60	64	78
Inductive Reasoning	53	59	78



Near Vision	60	67	75
Problem Sensitivity	53	53	72
Speech Recognition	55	55	72
Oral Comprehension	64	60	68
Oral Expression	62	57	68
Information Ordering	51	48	65
Flexibility of Closure	41	57	65
Speech Clarity	55	39	65
Written Expression	60	51	62
Category Flexibility	50	55	62
Number Facility	60	50	56
Mathematical Reasoning	53	50	53
Selective Attention	41	37	53
Speed of Closure	39	44	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Financial Managers, Branch or Department	Insurance Underwriters	Importance
Science	8	11	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Financial Managers, Branch or Department	Insurance Underwriters	Importance
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Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Financial Managers, Branch or Department	Insurance Underwriters	Description	Financial Managers, Branch or Department	Insurance Underwriters
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	8%	0%	Professional Degree	0%	4%
6-8 years	4%	1%	Post-Masters Cert	0%	0%
4-6 years	56%	18%	Master's Degree	0%	0%
2-4 years	1%	27%	Post-Bachelor Cert	4%	0%
1-2 years	28%	30%	Bachelors	37%	12%
6-12 months	0%	7%	AA or Equiv	29%	2%
3-6 months	0%	12%	Some College	28%	19%
1-3 months	0%	0%	Post-Secondary Certificate	0%	27%
0-1 month	0%	0%	High School Diploma or GED	0%	33%
None	0%	3%	No HSD or GED	0%	0%

Financial Managers, Branch or Department	Insurance Underwriters
Most Common Educational/Training Requirement:	
Bachelor's or higher degree, plus work experience	Bachelor's degree
Job Zone Comparison	
4 - Job Zone Four: Considerable Preparation Needed	3 - Job Zone Three: Medium Preparation Needed



A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.	Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
Most of these occupations require a four - year bachelor's degree, but some do not.	Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.
Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.	Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

Tasks

Financial Managers, Branch or Department	Insurance Underwriters
<p>Core Tasks</p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions. • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time. • Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests. 	<p>Core Tasks</p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. • 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. • Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
<p>Specific Tasks</p> <p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> • Analyze and classify risks and investments to determine their potential impacts on companies. • Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans. • Communicate with stockholders and other investors to provide information, and to raise capital. • Develop and analyze information to assess the current and future financial status of firms. • Direct insurance negotiations, select insurance brokers and carriers, and place insurance. • Establish and maintain relationships with individual and business customers, and provide assistance with problems these customers may encounter. • Establish procedures for custody and control of assets, records, loan collateral, and 	<p>Specific Tasks</p> <p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> • Authorize reinsurance of policy when risk is high. • Decline excessive risks. • Decrease value of policy when risk is substandard and specify applicable endorsements or apply rating to ensure safe profitable distribution of risks, using reference materials. • Evaluate possibility of losses due to catastrophe or excessive insurance. • Examine documents to determine degree of risk from such factors as applicant financial standing and value and condition of property. • Review company records to determine amount of insurance in force on single risk or group of closely related risks. • Write to field representatives, medical personnel, and others to obtain further



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

Detailed Tasks

Detailed Work Activities:

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

information, quote rates, or explain company underwriting policies.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- evaluate degree of financial risk
- follow contract, property, or insurance laws
- gather relevant financial data
- identify financial risks to company
- inspect property
- make decisions
- review data on insurance applications or policies
- use computers to enter, access and retrieve financial data
- write business correspondence

Technology - Examples

Data base user interface and query software

- Database software

Document management software

- FileNet Content Manager

Enterprise resource planning ERP software

- Anodas Software Limited Phoenix
- Consilience Software Maven Insurance Automation Suite
- CSC nbAccelerator
- Fair Isaac Enterprise Decision Management for Insurance

- QualCorp FormsPlus

- SIS SEMCI PARTNER

- Skywire Software InsBridge

Financial analysis software

- Fiserv Advanced Underwriting

- LabOne NET

- NIIT Technologies WinRisk

- RGA AURA

- RGA Facultative Application Console

- Valen Technologies Risk Manager

Internet browser software



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

Technology - Examples

Accounting software

- Accounts receivable software
- Trust accounting software

Data base user interface and query software

- Microsoft Access
- Oracle software

Electronic mail software

- Email software
- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP credit management software
- Oracle PeopleSoft

Financial analysis software

- ARES Corporation PRISM Project Estimator
- Credit management software

Human resources software

- Human resource information system HRIS software

Internet browser software

- Internet browser software

Office suite software

- Microsoft Office

Presentation software

- Presentation software

Spreadsheet software

- Microsoft Excel
- Mbody's KMW FAMAS
- Spreadsheet software

Word processing software

- Web browser software

Presentation software

- Microsoft PowerPoint

Spreadsheet software

- Microsoft Excel
- Spreadsheet software

Word processing software

- Microsoft Word
- Word processing software

Tools - Examples

- 10-key calculators
- Desktop computers
- Notebook computers
- Personal computers



- Word processing software

Tools - Examples

- 10-key calculators
- Desktop computers
- Notebook computers
- Personal computers
- Personal digital assistants PDA
- Scanners
- Tablet computers

Labor Market Comparison

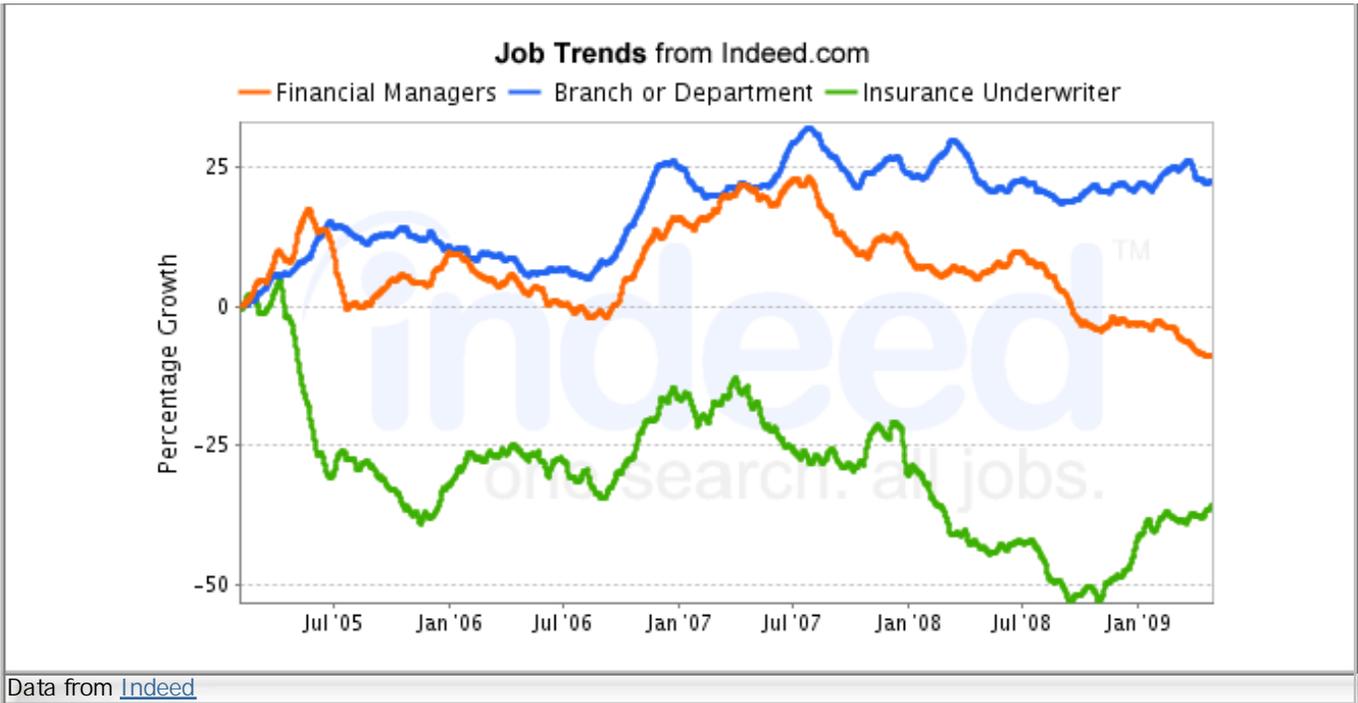
Maine Department of Labor.

Description	Financial Managers, Branch or Department	Insurance Underwriters	Difference
Median Wage	\$ 67,670	\$ 56,090	\$(11,580)
10th Percentile Wage	\$ 41,820	\$ 35,090	\$(6,730)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 89,670	\$ 70,670	\$(19,000)
90th Percentile Wage	\$119,660	\$ 83,880	\$(35,780)
Mean Wage	\$ 74,780	\$ 57,130	\$(17,650)
Total Employment - 2016	2,440	460	-1,980
Employment Base - 2006	2,692	463	-2,229
Projected Employment - 2025	2,881	459	-2,422
Projected Job Growth - 2006-2025	7.0 %	-0.9 %	-7.9 %
Projected Annual Openings - 2006-2025	58	12	-46
Special			

Special Occupations:

National Job Posting Trends

Trend for Financial Managers, Branch or Department and Insurance Underwriters



Programs			
Related Programs			
Finance, General			
<p>Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.</p>			
Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Insurance			
<p>Insurance. A program that prepares individuals to manage risk in organizational settings and provide insurance and risk-aversion services to businesses, individuals, and other organizations. Includes instruction in casualty insurance and general liability, property insurance, employee benefits, social and health insurance, loss adjustment, underwriting, risk theory, and pension planning.</p>			
No information on schools for the program			

Maine Statewide Promotion Opportunities for Financial Managers, Branch or Department									
O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special



11-3031.02	Financial Managers, Branch or Department	100	4	2,440	\$67,670.00	\$0.00	7%	58	
13-2052.00	Personal Financial Advisors	91	3	360	\$94,100.00	\$26,430.00	10%	13	
11-3041.00	Compensation and Benefits Managers	89	3	200	\$68,560.00	\$890.00	2%	5	
11-2031.00	Public Relations Managers	89	4	290	\$71,020.00	\$3,350.00	9%	10	
13-2051.00	Financial Analysts	88	4	210	\$71,380.00	\$3,710.00	10%	4	
11-3031.01	Treasurers and Controllers	88	5	2,440	\$67,670.00	\$0.00	7%	58	
11-2022.00	Sales Managers	87	4	1,310	\$72,720.00	\$5,050.00	3%	32	
11-2021.00	Marketing Managers	85	4	570	\$74,560.00	\$6,890.00	7%	17	
11-1021.00	General and Operations Managers	85	4	8,490	\$77,050.00	\$9,380.00	-5%	209	
25-1063.00	Economics Teachers, Postsecondary	84	5	80	\$73,830.00	\$6,160.00	11%	2	
23-1011.00	Lawyers	83	5	1,910	\$80,120.00	\$12,450.00	6%	73	★
11-9111.00	Medical and Health Services Managers	80	5	1,570	\$70,250.00	\$2,580.00	15%	55	
23-1023.00	Judges, Magistrate Judges, and Magistrates	79	5	80	\$115,160.00	\$47,490.00	1%	2	
11-1011.00	Chief Executives	79	5	750	\$102,290.00	\$34,620.00	-6%	25	
11-3061.00	Purchasing Managers	78	4	330	\$72,560.00	\$4,890.00	2%	11	

Special Occupations:

Top Industries for Insurance Underwriters

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Direct insurance (except life, health, and medical) carriers	524120	42.07%	43,953	47,657	8.43%
Insurance agencies and brokerages	524210	16.05%	16,768	17,887	6.67%



Other insurance related activities	524290	6.10%	6,378	7,189	12.72%
Management of companies and enterprises	551100	3.98%	4,157	4,519	8.71%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	2.35%	2,456	2,777	13.09%
Depository credit intermediation	522100	1.65%	1,729	1,662	-3.85%
Insurance and employee benefit funds	525100	1.18%	1,230	1,429	16.22%
Activities related to credit intermediation	522300	0.87%	908	1,109	22.11%
State government, excluding education and hospitals	929200	0.58%	601	556	-7.46%
Securities and commodity contracts, brokerages, and exchanges	5231-2	0.58%	611	860	40.73%
Employment services	561300	0.30%	317	378	19.35%
Office administrative services	561100	0.18%	191	229	19.57%
Other financial investment activities	523900	0.15%	160	213	32.90%
Management, scientific, and technical consulting services	541600	0.07%	69	116	68.35%

Top Industries for Financial Managers, Branch or Department

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

State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%

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)