



# TORQ Analysis of Management Analysts to Compensation, Benefits, and Job Analysis Specialists

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Management Analysts	13-1111.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Compensation, Benefits, and Job Analysis Specialists	13-1072.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS														
Grand TORQ:												90		
Ability TORQ				Skills TORQ				Knowledge TORQ						
Level				95	Level				81	Level				92
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add						
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt			
Speech Clarity	59	13	75	Speaking	70	8	85	Personnel and Human Resources	73	10	90			
Speech Recognition	55	9	68											
Near Vision	62	7	65											
Category Flexibility	55	7	62											
Problem Sensitivity	55	4	75											
Mathematical Reasoning	48	6	50											
Deductive Reasoning	62	2	68											
Information Ordering	55	2	65											
LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation, Benefits, and Job Analysis Specialists. GAP refers to level difference between Management Analysts and Compensation, Benefits, and Job Analysis Specialists.														

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Management Analysts	Compensation, Benefits, and Job Analysis Specialists	Importance
Oral Comprehension	62 	 60	 78
Oral Expression	64 	 60	 78

Written Comprehension	62	62	75
Problem Sensitivity	51	55	75
Speech Clarity	46	59	75
Deductive Reasoning	60	62	68
Inductive Reasoning	60	57	68
Speech Recognition	46	55	68
Written Expression	62	60	65
Information Ordering	53	55	65
Near Vision	55	62	65
Category Flexibility	48	55	62
Originality	48	48	53
Selective Attention	41	39	53
Mathematical Reasoning	42	48	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Management Analysts	Compensation, Benefits, and Job Analysis Specialists	Importance
Speaking	62	70	85

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Management Analysts	Compensation, Benefits, and Job Analysis Specialists	Importance
Personnel and Human Resources	63	73	90

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Management Analysts	Compensation, Benefits, and Job Analysis Specialists	Description	Management Analysts	Compensation, Benefits, and Job Analysis Specialists
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	5%	0%	Professional Degree	5%	0%
6-8 years	0%	0%	Post-Masters Cert	0%	0%
4-6 years	18%	13%	Master's Degree	19%	2%
2-4 years	51%	28%	Post-Bachelor Cert	0%	0%
1-2 years	15%	52%	Bachelors	50%	59%
6-12 months	8%	0%	AA or Equiv	8%	24%
3-6 months	0%	0%	Some College	7%	13%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	8%	0%
None	0%	3%	No HSD or GED	0%	0%

Management Analysts

Compensation, Benefits, and Job Analysis Specialists

#### Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's degree



**Job Zone Comparison**

<p><b>4 - Job Zone Four: Considerable Preparation Needed</b></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><b>4 - Job Zone Four: Considerable Preparation Needed</b></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**

Management Analysts	Compensation, Benefits, and Job Analysis Specialists
<p><b>Core Tasks</b></p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.</li> <li>• Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.</li> </ul>	<p><b>Core Tasks</b></p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.</li> <li>• Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.</li> </ul>
<p><b>Specific Tasks</b></p> <p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> <li>• Analyze data gathered and develop solutions or alternative methods of proceeding.</li> <li>• Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.</li> <li>• Design, evaluate, recommend, and approve changes of forms and reports.</li> <li>• Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.</li> <li>• Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.</li> <li>• Gather and organize information on problems or procedures.</li> <li>• Interview personnel and conduct on-site</li> </ul>	<p><b>Specific Tasks</b></p> <p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> <li>• Administer employee insurance, pension and savings plans, working with insurance brokers and plan carriers.</li> <li>• Advise managers and employees on state and federal employment regulations, collective agreements, benefit and compensation policies, personnel procedures and classification programs.</li> <li>• Advise staff of individuals' qualifications.</li> <li>• Analyze organizational, occupational, and industrial data to facilitate organizational functions and provide technical information to business, industry, and government.</li> <li>• Assess need for and develop job analysis instruments and materials.</li> <li>• Assist in preparing and maintaining personnel records and handbooks.</li> <li>• Consult with or serve as a technical liaison between business, industry, government,</li> </ul>



observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.

- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
- Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.
- Recommend purchase of storage equipment, and design area layout to locate equipment in space available.
- Review forms and reports, and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze workflow
- communicate technical information
- compile information through interviews
- conduct organizational studies
- conduct training for personnel
- confer with management or users
- design office layout
- design systems in cooperation with colleagues
- develop new office forms
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop records management system
- direct implementation of new procedures, policies, or programs
- evaluate office operations
- identify problems or improvements
- maintain records, reports, or files
- obtain information from individuals
- plan study of work problems or procedures
- prepare instruction manuals
- prepare reports
- prepare reports for management
- prepare workflow chart
- recommend improvements to work methods or procedures

and union officials.

- Develop, implement, administer and evaluate personnel and labor relations programs, including performance appraisal, affirmative action and employment equity programs.
- Ensure company compliance with federal and state laws, including reporting requirements.
- Evaluate job positions, determining classification, exempt or non-exempt status, and salary.
- Negotiate collective agreements on behalf of employers or workers, and mediate labor disputes and grievances.
- Observe, interview, and survey employees and conduct focus group meetings to collect job, organizational, and occupational information.
- Perform multifactor data and cost analyses that may be used in areas such as support of collective bargaining agreements.
- Plan and develop curricula and materials for training programs and conduct training.
- Plan, develop, evaluate, improve, and communicate methods and techniques for selecting, promoting, compensating, evaluating, and training workers.
- Prepare occupational classifications, job descriptions and salary scales.
- Prepare reports, such as organization and flow charts, and career path reports, to summarize job analysis and evaluation and compensation analysis information.
- Prepare research results for publication in form of journals, books, manuals, and film.
- Provide advice on the resolution of classification and salary complaints.
- Research employee benefit and health and safety practices and recommend changes or modifications to existing policies.
- Research job and worker requirements, structural and functional relationships among jobs and occupations, and occupational trends.
- Review occupational data on Alien Employment Certification Applications to determine the appropriate occupational title and code, and provide local offices with information about immigration and occupations.
- Speak at conferences and events to promote apprenticeships and related training programs.
- Work with the Department of Labor and promote its use with employers.

#### Detailed Tasks



or procedures

- recommend purchase or repair of furnishings or equipment
- recommend solutions of administrative problems
- select software for clerical activities
- study time, motion, or work methods of workers
- understand technical operating, service or repair manuals
- use interviewing procedures
- use inventory control procedures
- use oral or written communication techniques
- work with management or employees to improve organizational system
- write administrative procedures services manual
- write employee orientation or training materials

#### Technology - Examples

##### Analytical or scientific software

- SAS software
- The Mathworks MATLAB

##### Charting software

- Microsoft Office Visio

##### Data base reporting software

- Business Objects Crystal Reports

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

- Microsoft Access
- Microsoft SQL Server

##### Development environment software

- Extensible markup language XML
- Microsoft Visual Basic

##### Electronic mail software

- Microsoft Outlook
- Novell GroupWise

##### Enterprise resource planning ERP software

- IBM Cognos ReportNet
- IBM Rational RequisitePro
- Information Builders WebFOCUS
- Microsoft Business Intelligence BI
- Oracle Agile Product Lifecycle Management PLM
- Oracle Business Intelligence Publisher

#### Detailed Work Activities:

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



<ul style="list-style-type: none"> <li>• Oracle JD Edwards EnterpriseOne</li> <li>• Oracle PeopleSoft</li> <li>• SAP software</li> <li>• SAS Web Report Studio</li> </ul>	<ul style="list-style-type: none"> <li>• write administrative procedures services manual</li> <li>• write employee orientation or training materials</li> </ul>	
Internet browser software	Technology - Examples	
<ul style="list-style-type: none"> <li>• Web browser software</li> </ul>		
Network conferencing software		
<ul style="list-style-type: none"> <li>• Microsoft Office SharePoint Portal Server</li> </ul>		
Object or component oriented development software		
<ul style="list-style-type: none"> <li>• C+ +</li> </ul>		
Office suite software		
<ul style="list-style-type: none"> <li>• Microsoft Office</li> </ul>		
Presentation software		
<ul style="list-style-type: none"> <li>• Microsoft PowerPoint</li> </ul>		
Project management software		
<ul style="list-style-type: none"> <li>• Microsoft Project</li> <li>• Microsoft Team Foundation Server</li> </ul>		
Spreadsheet software		
<ul style="list-style-type: none"> <li>• Microsoft Excel</li> </ul>		
Word processing software		
<ul style="list-style-type: none"> <li>• Microsoft Word</li> </ul>		
Tools - Examples		
<ul style="list-style-type: none"> <li>• Desktop computers</li> <li>• Universal serial bus USB flash drives</li> <li>• Liquid crystal display LCD video projectors</li> <li>• Laptop computers</li> <li>• Personal computers</li> </ul>		

Labor Market Comparison			
Maine Department of Labor.			
Description	Management Analysts	Compensation, Benefits, and Job Analysis Specialists	Difference
Median Wage	\$ 61,830	\$ 43,900	\$( 17,930)
10th Percentile Wage	\$ 41,880	\$ 29,740	\$( 12,140)
25th Percentile Wage	N/A	N/A	N/A

75th Percentile Wage	\$ 77,920	\$ 55,780	\$(22,140)
90th Percentile Wage	\$ 99,630	\$ 68,800	\$(30,830)
Mean Wage	\$ 70,240	\$ 46,470	\$(23,770)
Total Employment - 2052	970	770	-200
Employment Base - 2006	2,193	805	-1,388
Projected Employment - 2061	2,261	866	-1,395
Projected Job Growth - 2006-2061	3.1 %	7.6 %	4.5 %
Projected Annual Openings - 2006-2061	44	23	-21
Special			

Special Occupations:

### National Job Posting Trends

Trend for Management Analysts and Compensation, Benefits, and Job Analysis Specialists



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

### Programs

Related Programs

Human Resources Management



Human Resources Management/Personnel Administration, General. A program that generally prepares individuals to manage the development of human capital in organizations, and to provide related services to individuals and groups. Includes instruction in personnel and organization policy, human resource dynamics and flows, labor relations, sex roles, civil rights, human resources law and regulations, motivation and compensation systems, work systems, career management, employee testing and assessment, recruitment and selection, managing employee and job training programs, and the management of human resources programs and operations.

Institution	Address	City	URL
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>

#### Human Resources Management, Other

Human Resources Management and Services, Other. Any instructional program in human resources management not listed above.

No information on schools for the program

#### Labor/Personnel Relations and Studies

Labor and Industrial Relations. A program that focuses on employee-management interactions and the management of issues and disputes regarding working conditions and worker benefit packages, and that may prepare individuals to function as labor or personnel relations specialists. Includes instruction in labor history, policies and strategies of the labor movement, union organization, labor-management negotiation, labor law and contract interpretation, labor economics, welfare and benefit packages, grievance procedures, and labor policy studies.

No information on schools for the program

#### Organizational Behavior Studies

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

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

### Maine Statewide Promotion Opportunities for Management Analysts

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
13-1111.00	Management Analysts	100	4	970	\$61,830.00	\$0.00	3%	44	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$5,840.00	7%	58	
11-2021.00	Marketing Managers	86	4	570	\$74,560.00	\$12,730.00	7%	17	
11-2031.00	Public Relations Managers	86	4	290	\$71,020.00	\$9,190.00	9%	10	



11-3041.00	Compensation and Benefits Managers	86	3	200	\$68,560.00	\$6,730.00	2%	5	
13-2052.00	Personal Financial Advisors	86	3	360	\$94,100.00	\$32,270.00	10%	13	
11-3071.01	Transportation Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
11-3071.02	Storage and Distribution Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
15-1051.00	Computer Systems Analysts	84	4	1,650	\$69,340.00	\$7,510.00	20%	78	
11-3021.00	Computer and Information Systems Managers	83	5	870	\$83,130.00	\$21,300.00	8%	21	
11-3031.01	Treasurers and Controllers	83	5	2,440	\$67,670.00	\$5,840.00	7%	58	
13-2051.00	Financial Analysts	83	4	210	\$71,380.00	\$9,550.00	10%	4	
11-1021.00	General and Operations Managers	82	4	8,490	\$77,050.00	\$15,220.00	-5%	209	
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$4,840.00	7%	4	
11-9032.00	Education Administrators, Elementary and Secondary School	82	5	1,530	\$66,870.00	\$5,040.00	-2%	41	

Special Occupations:

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

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	10.86%	11,936	14,323	19.99%
Local government, excluding education and hospitals	939300	8.88%	9,758	11,410	16.93%
State government, excluding education and hospitals	929200	4.97%	5,467	5,584	2.14%
Management, scientific, and technical consulting services	541600	3.53%	3,885	7,218	85.82%
Depository credit intermediation	522100	2.98%	3,279	3,480	6.12%



General medical and surgical hospitals, public and private	622100	2.96%	3,255	3,751	15.23%
Colleges, universities, and professional schools, public and private	611300	2.52%	2,765	3,220	16.45%
Other insurance related activities	524290	2.11%	2,318	2,884	24.41%
Employment services	561300	1.98%	2,177	2,868	31.73%
Insurance and employee benefit funds	525100	1.88%	2,071	2,657	28.27%
Computer systems design and related services	541500	1.81%	1,986	2,791	40.53%
Self-employed workers, primary job	000601	1.70%	1,873	2,077	10.89%
Insurance agencies and brokerages	524210	1.48%	1,628	1,917	17.74%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.45%	1,590	1,963	23.45%
Labor unions and similar labor organizations	813930	1.40%	1,536	1,489	-3.03%

### Top Industries for Management Analysts

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	22.39%	151,840	161,766	6.54%
Management, scientific, and technical consulting services	541600	18.40%	124,782	222,765	78.52%
Federal government, excluding postal service	919999	6.59%	44,682	42,240	-5.47%
State government, excluding education and hospitals	929200	5.04%	34,149	33,510	-1.87%
Self-employed workers, secondary job	000602	4.57%	30,991	30,852	-0.45%
Management of companies and enterprises	551100	4.33%	29,342	33,825	15.28%
Computer systems design and related services	541500	4.08%	27,663	37,349	35.02%
Local government, excluding education and hospitals	939300	2.65%	17,981	20,199	12.34%
Colleges, universities, and professional schools, public and private	611300	1.75%	11,877	13,287	11.87%
Office administrative services	561100	1.60%	10,879	13,793	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.59%	10,755	12,755	18.60%
Aerospace product and parts manufacturing	336400	1.28%	8,692	8,852	1.84%
Depository credit intermediation	522100	1.19%	8,047	8,204	1.95%
Professional and commercial equipment and supplies merchant wholesalers	423400	0.97%	6,562	7,649	16.57%
Data processing, hosting, and related services	518200	0.84%	5,706	7,714	35.19%

# TORQ Analysis of Management Analysts to Market Research Analysts

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Management Analysts	13-1111.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Market Research Analysts	19-3021.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS											
Grand TORQ:								89			
Ability TORQ			Skills TORQ				Knowledge TORQ				
Level			Level			78	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
Mathematical Reasoning	51	9	53	No Skills Upgrade Required!				Sales and Marketing	79	21	73
Speech Clarity	53	7	62								
Deductive Reasoning	64	4	65								
Oral Comprehension	64	2	72								
Written Expression	64	2	72								
Oral Expression	66	2	68								
Inductive Reasoning	62	2	68								
Problem Sensitivity	53	2	59								
Speech Recognition	48	2	56								
LEVEL and IMPT (IMPORTANCE) refer to the Target Market Research Analysts. GAP refers to level difference between Management Analysts and Market Research Analysts.											

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Management Analysts	Market Research Analysts	Importance
Written Comprehension	62 	60 	 75
Oral Comprehension	62 	64 	 72
Written Expression	62 	64 	 72
Oral Expression	64 	66 	 68



Inductive Reasoning	60	62	68
Deductive Reasoning	60	64	65
Speech Clarity	46	53	62
Problem Sensitivity	51	53	59
Near Vision	55	51	59
Information Ordering	53	53	56
Speech Recognition	46	48	56
Mathematical Reasoning	42	51	53

Skill Level Comparison - Abilities with importance scores over 69

Description	Management Analysts	Market Research Analysts	Importance
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Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Management Analysts	Market Research Analysts	Importance
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Sales and Marketing	58	79	73
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### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Management Analysts	Market Research Analysts	Description	Management Analysts	Market Research Analysts
10+ years	0%	11%	Doctoral	0%	0%
8-10 years	5%	0%	Professional Degree	5%	10%
6-8 years	0%	22%	Post-Masters Cert	0%	0%
4-6 years	18%	31%	Master's Degree	19%	22%
2-4 years	51%	1%	Post-Bachelor Cert	0%	3%
1-2 years	15%	8%	Bachelors	50%	24%
6-12 months	8%	15%	AA or Equiv	8%	0%
3-6 months	0%	0%	Some College	7%	23%
1-3 months	0%	0%	Post-Secondary Certificate	0%	15%
0-1 month	0%	0%	High School Diploma or GED	8%	0%
None	0%	7%	No HSD or GED	0%	0%

Management Analysts

Market Research Analysts

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.

4 - Job Zone Four: Considerable Preparation Needed

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## Tasks

### Management Analysts

#### Core Tasks

##### Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

#### Specific Tasks

##### Occupation Specific Tasks:

- Analyze data gathered and develop solutions or alternative methods of proceeding.
- Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.
- Design, evaluate, recommend, and approve changes of forms and reports.
- Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.
- Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.
- Gather and organize information on problems or procedures.
- Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
- Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.
- Recommend purchase of storage

### Market Research Analysts

#### Core Tasks

##### Generalized Work Activities:

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
- Updating and Using Relevant Knowledge - Keeping up-to-date technically and applying new knowledge to your job.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.

#### Specific Tasks

##### Occupation Specific Tasks:

- Attend staff conferences to provide management with information and proposals concerning the promotion, distribution, design, and pricing of company products or services.
- Collect and analyze data on customer demographics, preferences, needs, and buying habits to identify potential markets and factors affecting product demand.
- Conduct research on consumer opinions and marketing strategies, collaborating with marketing professionals, statisticians, pollsters, and other professionals.
- Develop and implement procedures for identifying advertising needs.
- Devise and evaluate methods and procedures for collecting data, such as surveys, opinion polls, or questionnaires, or arrange to obtain existing data.
- Direct trained survey interviewers.
- Forecast and track marketing and sales trends, analyzing collected data.
- Gather data on competitors and analyze their prices, sales, and method of marketing and distribution.
- Measure and assess customer and employee satisfaction.
- Measure the effectiveness of marketing, advertising, and communications programs and strategies.



- recommend purchase or storage equipment, and design area layout to locate equipment in space available.
- Review forms and reports, and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze workflow
- communicate technical information
- compile information through interviews
- conduct organizational studies
- conduct training for personnel
- confer with management or users
- design office layout
- design systems in cooperation with colleagues
- develop new office forms
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop records management system
- direct implementation of new procedures, policies, or programs
- evaluate office operations
- identify problems or improvements
- maintain records, reports, or files
- obtain information from individuals
- plan study of work problems or procedures
- prepare instruction manuals
- prepare reports
- prepare reports for management
- prepare workflow chart
- recommend improvements to work methods or procedures
- recommend purchase or repair of furnishings or equipment
- recommend solutions of administrative problems
- select software for clerical activities
- study time, motion, or work methods of workers
- understand technical operating, service or repair manuals
- use interviewing procedures
- use inventory control procedures
- use oral or written communication techniques
- work with management or employees to improve organizational system

- Monitor industry statistics and follow trends in trade literature.
- Prepare reports of findings, illustrating data graphically and translating complex findings into written text.
- Seek and provide information to help companies determine their position in the marketplace.

#### Detailed Tasks

##### Detailed Work Activities:

- advise clients or customers
- advise governmental or industrial personnel
- analyze market or delivery systems
- analyze sales activities or trends
- analyze scientific research data or investigative findings
- analyze social or economic data
- collect scientific or technical data
- collect social or personal information
- collect statistical data
- communicate technical information
- compile numerical or statistical data
- conduct field research or investigative studies
- conduct market research
- conduct or attend staff meetings
- conduct survey research of specified populations
- confer with research personnel
- confer with scientists
- create mathematical or statistical diagrams or charts
- develop marketing strategy
- develop or maintain databases
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop tables depicting data
- direct and coordinate activities of workers or staff
- direct and coordinate scientific research or investigative studies
- direct implementation of new procedures, policies, or programs
- explain complex mathematical information
- follow confidentiality procedures
- forecast or predict phenomena based upon research data
- identify potential markets
- interpret charts or tables for social or economic research
- interview customers
- learn trends in world trade
- maintain awareness of social trends



- write administrative procedures services manual
- write employee orientation or training materials

Technology - Examples

Analytical or scientific software

- SAS software
- The Mathworks MATLAB

Charting software

- Microsoft Office Visio

Data base reporting software

- Business Objects Crystal Reports

Data base user interface and query software

- Microsoft Access
- Microsoft SQL Server

Development environment software

- Extensible markup language XML
- Microsoft Visual Basic

Electronic mail software

- Microsoft Outlook
- Novell GroupWise

Enterprise resource planning ERP software

- IBM Cognos ReportNet
- IBM Rational RequisitePro
- Information Builders WebFOCUS
- Microsoft Business Intelligence BI
- Oracle Agile Product Lifecycle Management PLM
- Oracle Business Intelligence Publisher
- Oracle JD Edwards EnterpriseOne
- Oracle PeopleSoft
- SAP software
- SAS Web Report Studio

Internet browser software

- Web browser software

Network conferencing software

- Microsoft Office SharePoint Portal Server

Object or component oriented development software

- make presentations
- monitor consumer or marketing trends
- obtain information from individuals
- perform statistical modeling
- plan scientific research or investigative studies
- plan surveys of specified group or area
- prepare reports
- prepare technical reports or related documentation
- provide expert testimony on research results
- recognize interrelationships among individuals or social groups
- recognize interrelationships among social statistics or indicators
- recommend further study or action based on research data
- use computers to enter, access or retrieve data
- use current social research
- use interpersonal communication techniques
- use interviewing procedures
- use knowledge of economic trends
- use knowledge of investigation techniques
- use labor market information
- use library or online Internet research techniques
- use marketing techniques
- use mathematical or statistical methods to identify or analyze problems
- use oral or written communication techniques
- use product knowledge to market goods
- use public speaking techniques
- use quantitative research methods
- use relational database software
- use scientific research methodology
- use spreadsheet software
- use word processing or desktop publishing software
- work as a team member
- write business project or bid proposals

Technology - Examples

Analytical or scientific software

- AcaStat software
- Adaptive conjoint analysis ACA software
- AndersonBell Abstat
- Claritas software
- Cytel LogXact
- Data analysis software



- C++

## Office suite software

- Microsoft Office

## Presentation software

- Microsoft PowerPoint

## Project management software

- Microsoft Project
- Microsoft Team Foundation Server

## Spreadsheet software

- Microsoft Excel

## Word processing software

- Microsoft Word

## Tools - Examples

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

- Insightful S-PLUS

- Minitab software

- Palisade StatTools

- Provalis Research Simstat

- SAS software

- Sawtooth Choice-Base Conjoint CBS

- Sawtooth Composite Product Mapping CPM

- SPSS software

- StataCorp Stata

- StatPac software

- TNS MarketWhys

- TNS Miriad

- UNISTAT Statistical Package

- WinCross software

## Categorization or classification software

- MapMaker software

## Content workflow software

- ADXSTUDIO software

## Customer relationship management CRM software

- Epiphany software
- Galilee Enterprise TargetPro
- Insightful Corporation Confirmit
- Solucient software
- TechExcel software
- Vantage MCI F

## Data base user interface and query software

- Database software
- Geographic information system GIS marketing software
- GM NET-MR
- IBM IMS
- Intellimed software
- Microsoft Access
- Oracle software



- Structured query language SQL

- Survey software

#### Data mining software

- Cytel Software XLMiner

- IBM Intelligent Miner

- NCR Teradata Warehouse Miner

- Oracle Darwin

#### Desktop publishing software

- LogiXML Ad-HOC

- Sawtooth SSI Web

#### Development environment software

- Microsoft Visual Basic

#### Document management software

- INPUT analysis software

#### Electronic mail software

- Email software

#### Enterprise resource planning ERP software

- Aprimo Marketing

#### Expert system software

- Digivey software (expert system feature)

#### Financial analysis software

- Financial planning software

#### Graphics or photo imaging software

- Adobe Systems Adobe Illustrator

- Adobe Systems Adobe Photoshop software

- Graphics software

- Thomson Dialog

#### Information retrieval or search software

- Factiva

- FedBizOps

- LexisNexis software

- Medstat/INFORUM

- Mintel Reports

- Neoforma Healthcare Products Information Services HPIS Market Intelligence

- Thomson Financial Investext



- Verispan Patient Parameters

- Wal-mart Retail Link

#### Internet browser software

- Web browser software

#### Map creation software

- Mapping software

#### Network conferencing software

- Microsoft Sharepoint

#### Office suite software

- Microsoft Office

#### Point of sale POS software

- Digivey software (point of sale feature)

#### Presentation software

- Microsoft PowerPoint

- Presentation software

#### Project management software

- AndersonBell WebServ

- ClassApps SelectSurveyASP

- Focus software

- Key Survey software

- Microsoft Project

- Perseus SurveySolutions

#### Spreadsheet software

- Microsoft Excel

#### Web page creation and editing software

- Adobe Systems Adobe Fireworks

- Adobe Systems Adobe Flash Player

#### Web platform development software

- Cascading Style Sheets CSS

- Dynamic hypertext markup language DHTML

- Hypertext markup language HTML

- JavaScript

#### Word processing software

- Microsoft Word

- Word processing software

Tools - Examples



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

## Labor Market Comparison

Maine Department of Labor.

Description	Management Analysts	Market Research Analysts	Difference
Median Wage	\$ 61,830	\$ 49,960	\$( 11,870)
10th Percentile Wage	\$ 41,880	\$ 33,000	\$( 8,880)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 77,920	\$ 70,990	\$( 6,930)
90th Percentile Wage	\$ 99,630	\$ 88,170	\$( 11,460)
Mean Wage	\$ 70,240	\$ 55,370	\$( 14,870)
Total Employment - 2052	970	200	-770
Employment Base - 2006	2,193	202	-1,991
Projected Employment - 2061	2,261	209	-2,052
Projected Job Growth - 2006-2061	3.1 %	3.5 %	0.4 %
Projected Annual Openings - 2006-2061	44	2	-42
Special			

Special Occupations:

## National Job Posting Trends

Trend for Management Analysts and Market Research Analysts



Programs			
Related Programs			
<b>Agricultural Economics</b>			
<p>Agricultural Economics. A program that focuses on the application of economics to the analysis of resource allocation, productivity, investment, and trends in the agricultural sector, both domestically and internationally. Includes instruction in economics and related subfields as well as applicable agricultural fields.</p>			
Institution	Address	City	URL
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
<b>Applied and Resource Economics</b>			
<p>Applied Economics. A program that focuses on the application of economic principles and analytical techniques to the study of particular industries, activities, or the exploitation of particular resources. Includes instruction in economic theory; microeconomic analysis and modeling of specific industries, commodities; the economic consequences of resource allocation decisions; regulatory and consumer factors; and the technical aspects of specific subjects as they relate to economic analysis.</p>			
No information on schools for the program			
<b>Business/Managerial Economics</b>			
<p>Business/Managerial Economics. A program that focuses on the application of economics principles to the analysis of the organization and operation of business enterprises. Includes instruction in monetary theory, banking and financial systems, theory of competition, pricing theory, wage and salary/incentive theory, analysis of markets, and applications of econometrics and quantitative methods to the study of particular businesses and business problems.</p>			
No information on schools for the program			
<b>Development Economics and International Development</b>			

Development Economics and International Development. A program that focuses on the systematic study of the economic development process and its application to the problems of specific countries and regions. Includes instruction in economic development theory, industrialization, land reform, infrastructural development, investment policy, the role of governments and business in development, international development organizations, and the study of social, health, and environmental influences on economic development.

No information on schools for the program

Econometrics and Quantitative Economics

Econometrics and Quantitative Economics. A program that focuses on the systematic study of mathematical and statistical analysis of economic phenomena and problems. Includes instruction in economic statistics, optimization theory, cost/benefit analysis, price theory, economic modeling, and economic forecasting and evaluation.

Institution	Address	City	URL
Bowdoin College	5700 College Station - President's Office	Brunswick	<a href="http://www.bowdoin.edu">www.bowdoin.edu</a>
Bowdoin College	5700 College Station - President's Office	Brunswick	<a href="http://www.bowdoin.edu">www.bowdoin.edu</a>

Economics, General

Economics, General. A general program that focuses on the systematic study of the production, conservation and allocation of resources in conditions of scarcity, together with the organizational frameworks related to these processes. Includes instruction in economic theory, micro- and macroeconomics, comparative economic systems, money and banking systems, international economics, quantitative analytical methods, and applications to specific industries and public policy issues.

Institution	Address	City	URL
Bowdoin College	5700 College Station - President's Office	Brunswick	<a href="http://www.bowdoin.edu">www.bowdoin.edu</a>
Bowdoin College	5700 College Station - President's Office	Brunswick	<a href="http://www.bowdoin.edu">www.bowdoin.edu</a>
Bates College	2 Andrews Road, 2 Lane Hall	Lewiston	<a href="http://www.bates.edu/">www.bates.edu/</a>
Bates College	2 Andrews Road, 2 Lane Hall	Lewiston	<a href="http://www.bates.edu/">www.bates.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
Colby College	Mayflower Hill Drive	Waterville	<a href="http://www.colby.edu">www.colby.edu</a>
Colby College	Mayflower Hill Drive	Waterville	<a href="http://www.colby.edu">www.colby.edu</a>

Economics, Other

Economics, Other. Any instructional program in economics not listed above.

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



## International Economics

International Economics. A program that focuses on the systematic study and analysis of international commercial behavior and trade policy. Includes instruction in international trade theory, tariffs and quotas, commercial policy, trade factor flows, international finance and investment, currency regulation and trade exchange rates and markets, international trade negotiation, and international payments and accounting policy.

No information on schools for the program

## Marketing Research

Marketing Research. A program that prepares individuals to provide analytical descriptions of consumer behavior patterns and market environments to marketing managers and other business decision-makers. Includes instruction in survey research methods, research design, new product test marketing, exploratory marketing, consumer needs and preferences analysis, geographic analysis, and applications to specific products and markets.

No information on schools for the program

## Maine Statewide Promotion Opportunities for Management Analysts

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
13-1111.00	Management Analysts	100	4	970	\$61,830.00	\$0.00	3%	44	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$5,840.00	7%	58	
11-2021.00	Marketing Managers	86	4	570	\$74,560.00	\$12,730.00	7%	17	
11-2031.00	Public Relations Managers	86	4	290	\$71,020.00	\$9,190.00	9%	10	
11-3041.00	Compensation and Benefits Managers	86	3	200	\$68,560.00	\$6,730.00	2%	5	
13-2052.00	Personal Financial Advisors	86	3	360	\$94,100.00	\$32,270.00	10%	13	
11-3071.02	Storage and Distribution Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
11-3071.01	Transportation Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
15-1051.00	Computer Systems Analysts	84	4	1,650	\$69,340.00	\$7,510.00	20%	78	
11-3031.01	Treasurers and Controllers	83	5	2,440	\$67,670.00	\$5,840.00	7%	58	
13-2051.00	Financial Analysts	83	4	210	\$71,380.00	\$9,550.00	10%	4	



11-3021.00	Computer and Information Systems Managers	83	5	870	\$83,130.00	\$21,300.00	8%	21
11-9032.00	Education Administrators, Elementary and Secondary School	82	5	1,530	\$66,870.00	\$5,040.00	-2%	41
11-1021.00	General and Operations Managers	82	4	8,490	\$77,050.00	\$15,220.00	-5%	209
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$4,840.00	7%	4
Special Occupations:								

### Top Industries for Market Research Analysts

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	8.32%	19,499	22,478	15.28%
Management, scientific, and technical consulting services	541600	8.07%	18,919	37,153	96.38%
Self-employed workers, primary job	000601	6.08%	14,250	15,182	6.54%
Computer systems design and related services	541500	3.72%	8,712	11,763	35.02%
Advertising and related services	541800	3.16%	7,398	9,182	24.11%
Software publishers	511200	2.27%	5,311	6,839	28.76%
Depository credit intermediation	522100	2.12%	4,965	5,062	1.95%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.92%	4,496	5,241	16.57%
Securities and commodity contracts, brokerages, and exchanges	5231-2	1.82%	4,259	6,304	48.00%
Wholesale electronic markets and agents and brokers	425100	1.41%	3,304	3,749	13.48%
Colleges, universities, and professional schools, public and private	611300	1.35%	3,152	3,526	11.87%
Research and development in the physical, engineering, and life sciences	541710	1.31%	3,082	3,288	6.69%
Computer and peripheral equipment manufacturing	334100	1.31%	3,079	2,015	-34.54%
Other financial investment activities	523900	1.29%	3,034	4,276	40.93%
Wired telecommunications carriers	517100	1.27%	2,973	2,334	-21.49%

### Top Industries for Management Analysts

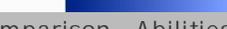
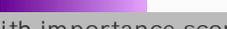
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	22.39%	151,840	161,766	6.54%
Management, scientific, and technical consulting services	541600	18.40%	124,782	222,765	78.52%
Federal government, excluding postal service	919999	6.59%	44,682	42,240	-5.47%
State government, excluding education and hospitals	929200	5.04%	34,149	33,510	-1.87%
Self-employed workers, secondary job	000602	4.57%	30,991	30,852	-0.45%
Management of companies and enterprises	551100	4.33%	29,342	33,825	15.28%
Computer systems design and related services	541500	4.08%	27,663	37,349	35.02%
Local government, excluding education and hospitals	939300	2.65%	17,981	20,199	12.34%
Colleges, universities, and professional schools, public and private	611300	1.75%	11,877	13,287	11.87%
Office administrative services	561100	1.60%	10,879	13,793	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.59%	10,755	12,755	18.60%
Aerospace product and parts manufacturing	336400	1.28%	8,692	8,852	1.84%
Depository credit intermediation	522100	1.19%	8,047	8,204	1.95%
Professional and commercial equipment and supplies merchant wholesalers	423400	0.97%	6,562	7,649	16.57%
Data processing, hosting, and related services	518200	0.84%	5,706	7,714	35.19%



# TORQ Analysis of Management Analysts to Computer Operators

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Management Analysts	13-1111.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Computer Operators	43-9011.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS														
Grand TORQ:				<b>89</b>										
Ability TORQ		Skills TORQ		Knowledge TORQ										
Level	 91	Level	 86	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			
No Critical Gaps Recorded!				No Skills Upgrade Required!				Fine Arts				14	10	<b>79</b>
<small>LEVEL and IMPT (IMPORTANCE) refer to the Target Computer Operators. GAP refers to level difference between Management Analysts and Computer Operators.</small>														

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Management Analysts	Computer Operators	Importance
Oral Comprehension	62 	59 	68 
Written Comprehension	62 	55 	68 
Problem Sensitivity	51 	42 	68 
Information Ordering	53 	51 	68 
Oral Expression	64 	59 	65 
Deductive Reasoning	60 	50 	65 
Written Expression	62 	46 	62 
Inductive Reasoning	60 	42 	62 
Near Vision	55 	55 	62 
Speech Recognition	46 	42 	59 
Speech Clarity	46 	41 	56 
Skill Level Comparison - Abilities with importance scores over 69			
Description	Management Analysts	Computer Operators	Importance
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	Management Analysts	Computer Operators	Importance

Fine Arts	4	14		79
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### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Management Analysts	Computer Operators	Description	Management Analysts	Computer Operators
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	5%	0%	Professional Degree	5%	0%
6-8 years	0%	19%	Post-Masters Cert	0%	0%
4-6 years	18%	9%	Master's Degree	19%	4%
2-4 years	51%	44%	Post-Bachelor Cert	0%	0%
1-2 years	15%	15%	Bachelors	50%	29%
6-12 months	8%	1%	AA or Equiv	8%	19%
3-6 months	0%	0%	Some College	7%	30%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	8%	15%
None	0%	9%	No HSD or GED	0%	0%

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

### Tasks

Management Analysts	Computer Operators
<b>Core Tasks</b>	<b>Core Tasks</b>
<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> </ul>	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.</li> <li>Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.</li> <li>Communicating with Supervisors, Peers, or Subordinates - Providing information to</li> </ul>



- Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

#### Specific Tasks

##### Occupation Specific Tasks:

- Analyze data gathered and develop solutions or alternative methods of proceeding.
- Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.
- Design, evaluate, recommend, and approve changes of forms and reports.
- Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.
- Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.
- Gather and organize information on problems or procedures.
- Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
- Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.
- Recommend purchase of storage equipment, and design area layout to locate equipment in space available.
- Review forms and reports, and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze workflow
- communicate technical information
- compile information through interviews
- conduct organizational studies
- conduct training for personnel
- confer with management or users
- 

supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

- Updating and Using Relevant Knowledge - Keeping up-to-date technically and applying new knowledge to your job.

#### Specific Tasks

##### Occupation Specific Tasks:

- Answer telephone calls to assist computer users encountering problems.
- Clear equipment at end of operating run and review schedule to determine next assignment.
- Enter commands, using computer terminal, and activate controls on computer and peripheral equipment to integrate and operate equipment.
- Help programmers and systems analysts test and debug new programs.
- Load peripheral equipment with selected materials for operating runs, or oversee loading of peripheral equipment by peripheral equipment operators.
- Monitor the system for equipment failure or errors in performance.
- Notify supervisor or computer maintenance technicians of equipment malfunctions.
- Operate spreadsheet programs and other types of software to load and manipulate data and to produce reports.
- Oversee the operation of computer hardware systems, including coordinating and scheduling the use of computer terminals and networks to ensure efficient use.
- Read job set-up instructions to determine equipment to be used, order of use, material such as disks and paper to be loaded, and control settings.
- Record information such as computer operating time, problems that occurred, and actions taken.
- Respond to program error messages by finding and correcting problems or terminating the program.
- Retrieve, separate and sort program output as needed, and send data to specified users.
- Supervise and train peripheral equipment operators and computer operator trainees.
- Type command on keyboard to transfer encoded data from memory unit to magnetic tape and assist in labeling, classifying, cataloging and maintaining tapes.

#### Detailed Tasks

##### Detailed Work Activities:

- communicate technical information
- ensure correct grammar, punctuation, or spelling
- follow data storage procedures



- design systems in cooperation with colleagues
- develop new office forms
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop records management system
- direct implementation of new procedures, policies, or programs
- evaluate office operations
- identify problems or improvements
- maintain records, reports, or files
- obtain information from individuals
- plan study of work problems or procedures
- prepare instruction manuals
- prepare reports
- prepare reports for management
- prepare workflow chart
- recommend improvements to work methods or procedures
- recommend purchase or repair of furnishings or equipment
- recommend solutions of administrative problems
- select software for clerical activities
- study time, motion, or work methods of workers
- understand technical operating, service or repair manuals
- use interviewing procedures
- use inventory control procedures
- use oral or written communication techniques
- work with management or employees to improve organizational system
- write administrative procedures services manual
- write employee orientation or training materials

Technology - Examples

Analytical or scientific software

- SAS software
- The Mathworks MATLAB

Charting software

- Microsoft Office Visio

Data base reporting software

- Business Objects Crystal Reports

Data base user interface and query software

- Microsoft Access
- Microsoft SQL Server

Development environment software

- load tapes, disks or paper into computers or peripherals
- maintain client-server database
- maintain or repair computers or related equipment
- maintain records, reports, or files
- monitor computer operation
- operate computer networks
- perform office equipment maintenance not requiring service call
- provide technical support to computer users
- read work order, instructions, formulas, or processing charts
- route computer output to specified users
- set computer controls or devices in data processing center
- test computer programs or systems
- use computers to enter, access or retrieve data
- use knowledge of mainframe computers
- use telephone communication techniques

Technology - Examples

Access software

- Citrix software

Application server software

- IBM WebSphere

Backup or archival software

- Data3 ENGWARD
- EMC Legato NetWorker
- Symantec Veritas NetBackup

Charting software

- Microsoft Office Visio

Data base management system software

- IBM DB2
- Oracle DBMS
- SPSS ShowCase Suite
- Sybase SQL Anywhere
- Teradata Enterprise Data Warehouse

Data base reporting software

- Business Objects Crystal Reports

Data base user interface and query software

- Microsoft Access
- Structured query language SQL

Development environment software



- Extensible markup language XML

- Microsoft Visual Basic

## Electronic mail software

- Microsoft Outlook
- Novell GroupWise

## Enterprise resource planning ERP software

- IBM Cognos ReportNet
- IBM Rational RequisitePro
- Information Builders WebFOCUS
- Microsoft Business Intelligence BI
- Oracle Agile Product Lifecycle Management PLM
- Oracle Business Intelligence Publisher
- Oracle JD Edwards EnterpriseOne
- Oracle PeopleSoft
- SAP software
- SAS Web Report Studio

## Internet browser software

- Web browser software

## Network conferencing software

- Microsoft Office SharePoint Portal Server

## Object or component oriented development software

- C++

## Office suite software

- Microsoft Office

## Presentation software

- Microsoft PowerPoint

## Project management software

- Microsoft Project
- Microsoft Team Foundation Server

## Spreadsheet software

- Microsoft Excel

## Word processing software

- Microsoft Word

## Tools - Examples

- Desktop computers

- Common business oriented language COBOL

## Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Exchange
- Microsoft Outlook

## Enterprise resource planning ERP software

- SAP software

## Filesystem software

- File transfer protocol FTP software
- IBM Tivoli NetView Distribution Manager

## Helpdesk or call center software

- BMC Remedy IT Service Management Suite
- Hewlett-Packard HP OpenView Service Center

## Internet browser software

- Web browser software

## LAN software

- Local area network LAN software

## Network conferencing software

- Microsoft SharePoint Server

## Network monitoring software

- BMC PATROL software
- Hewlett-Packard HP OpenView software
- IBM Tivoli OMEGAMON XE for CICS on z/OS
- Ipswitch WhatsUp Gold
- Novell NetWare

## Object or component oriented development software

- Practical extraction and reporting language Perl
- Python
- Tandem advanced command language TACL

## Object oriented data base management software

- IBM Informix

## Office suite software

- Microsoft Office

## Operating system software

- BMC CONTROL-M software



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

- BMC CONTROL-O
- CA 11 Workload Automation Restart and Tracking
- CA 7 Workload Automation
- CA Automation Point
- CA Unicenter TNG
- Disk operating system DOS software
- Hewlett-Packard HP OpenVMS
- IBM i
- IBM Tivoli Workload Scheduler
- Job control language JCL
- Linux
- Microsoft Windows
- MVS software
- Operating system monitoring software
- Solaris
- Sun Microsystems Java Enterprise System
- UNIX
- Windows Server
- Spreadsheet software
  - Microsoft Excel
- Storage networking software
  - EMC AlphaStor
  - Storage area network SAN software
- Transaction server software
  - Customer information control system CICS software
- WAN switching software and firmware
  - Wide area network WAN software
- Word processing software
  - Microsoft Word

#### Tools - Examples

- Check signers
- Computer servers
- High speed impact printers
- Backup drives



- Computer hard disk drives
- Computer printers
- Magnetic card readers
- Mainframe computers
- Computer terminals
- Modems
- Network routers
- Decollating equipment
- Personal computers
- Plotting printers
- Scanners
- Multi-line telephone systems
- Robotic tape libraries
- Computer tape drives

### Labor Market Comparison

Maine Department of Labor.

Description	Management Analysts	Computer Operators	Difference
Median Wage	\$ 61,830	\$ 33,120	\$( 28,710)
10th Percentile Wage	\$ 41,880	\$ 24,210	\$( 17,670)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 77,920	\$ 40,520	\$( 37,400)
90th Percentile Wage	\$ 99,630	\$ 46,810	\$( 52,820)
Mean Wage	\$ 70,240	\$ 34,180	\$( 36,060)
Total Employment - 2052	970	230	-740
Employment Base - 2006	2,193	252	-1,941
Projected Employment - 2061	2,261	176	-2,085
Projected Job Growth - 2006-2061	3.1 %	-30.1 %	-33.2 %
Projected Annual Openings - 2006-2061	44	4	-40
Special			

Special Occupations:

### National Job Posting Trends

Trend for Management Analysts and Computer Operators



## Programs

No information on programs or the occupation.

## Maine Statewide Promotion Opportunities for Management Analysts

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
13-1111.00	Management Analysts	100	4	970	\$61,830.00	\$0.00	3%	44	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$5,840.00	7%	58	
11-2021.00	Marketing Managers	86	4	570	\$74,560.00	\$12,730.00	7%	17	
11-2031.00	Public Relations Managers	86	4	290	\$71,020.00	\$9,190.00	9%	10	
11-3041.00	Compensation and Benefits Managers	86	3	200	\$68,560.00	\$6,730.00	2%	5	
13-2052.00	Personal Financial Advisors	86	3	360	\$94,100.00	\$32,270.00	10%	13	
11-3071.01	Transportation Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
11-3071.02	Storage and Distribution Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★



15-1051.00	Computer Systems Analysts	84	4	1,650	\$69,340.00	\$7,510.00	20%	78
11-3021.00	Computer and Information Systems Managers	83	5	870	\$83,130.00	\$21,300.00	8%	21
11-3031.01	Treasurers and Controllers	83	5	2,440	\$67,670.00	\$5,840.00	7%	58
13-2051.00	Financial Analysts	83	4	210	\$71,380.00	\$9,550.00	10%	4
11-1021.00	General and Operations Managers	82	4	8,490	\$77,050.00	\$15,220.00	-5%	209
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$4,840.00	7%	4
11-9032.00	Education Administrators, Elementary and Secondary School	82	5	1,530	\$66,870.00	\$5,040.00	-2%	41

Special Occupations:

### Top Industries for Computer Operators

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Computer systems design and related services	541500	6.16%	8,013	7,032	-12.24%
Depository credit intermediation	522100	5.62%	7,303	4,840	-33.73%
Employment services	561300	5.51%	7,157	5,888	-17.73%
Management of companies and enterprises	551100	5.29%	6,880	5,155	-25.07%
Colleges, universities, and professional schools, public and private	611300	4.83%	6,285	4,570	-27.28%
General medical and surgical hospitals, public and private	622100	4.27%	5,550	3,994	-28.04%
Local government, excluding education and hospitals	939300	4.09%	5,318	3,883	-26.98%
State government, excluding education and hospitals	929200	3.33%	4,328	2,761	-36.22%
Grocery stores	445100	2.15%	2,790	1,979	-29.08%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.90%	2,466	1,901	-22.91%
Management, scientific, and technical consulting services	541600	1.53%	1,984	2,302	16.04%



Professional and commercial equipment and supplies merchant wholesalers	423400	1.53%	1,990	1,508	-24.23%
Office administrative services	561100	1.33%	1,733	1,428	-17.59%
Direct insurance (except life, health, and medical) carriers	524120	1.29%	1,672	1,136	-32.06%
Postal service	491100	1.26%	1,636	1,083	-33.83%

### Top Industries for Management Analysts

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	22.39%	151,840	161,766	6.54%
Management, scientific, and technical consulting services	541600	18.40%	124,782	222,765	78.52%
Federal government, excluding postal service	919999	6.59%	44,682	42,240	-5.47%
State government, excluding education and hospitals	929200	5.04%	34,149	33,510	-1.87%
Self-employed workers, secondary job	000602	4.57%	30,991	30,852	-0.45%
Management of companies and enterprises	551100	4.33%	29,342	33,825	15.28%
Computer systems design and related services	541500	4.08%	27,663	37,349	35.02%
Local government, excluding education and hospitals	939300	2.65%	17,981	20,199	12.34%
Colleges, universities, and professional schools, public and private	611300	1.75%	11,877	13,287	11.87%
Office administrative services	561100	1.60%	10,879	13,793	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.59%	10,755	12,755	18.60%
Aerospace product and parts manufacturing	336400	1.28%	8,692	8,852	1.84%
Depository credit intermediation	522100	1.19%	8,047	8,204	1.95%
Professional and commercial equipment and supplies merchant wholesalers	423400	0.97%	6,562	7,649	16.57%
Data processing, hosting, and related services	518200	0.84%	5,706	7,714	35.19%



# TORQ Analysis of Management Analysts to Financial Managers, Branch or Department

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Management Analysts	13-1111.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Financial Managers, Branch or Department	11-3031.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS					
Grand TORQ:					<b>89</b>
Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	95	Level	79	Level	92

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Number Facility	60	18	59	Speaking	79	17	87	Mathematics	70	28	74
Speech Recognition	55	9	78	Management of Personnel Resources	73	16	88	Production and Processing	40	11	89
Speech Clarity	55	9	78	Social Perceptiveness	74	16	86	Economics and Accounting	62	11	73
Mathematical Reasoning	53	11	62	Service Orientation	85	13	76	Sales and Marketing	65	7	72
Perceptual Speed	37	9	50	Learning Strategies	71	6	83	Clerical	66	5	83
Memorization	42	8	50	Time Management	74	4	91				
Near Vision	60	5	75	Mathematics	59	4	84				
Time Sharing	42	7	50	Instructing	88	4	77				
Originality	53	5	62								
Oral Comprehension	64	2	84								
Problem Sensitivity	53	2	75								
Category Flexibility	50	2	56								
Fluency of Ideas	51	1	65								

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

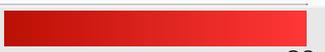
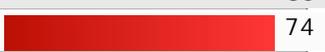
ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Management Analysts	Financial Managers, Branch or Department	Importance

Oral Expression	64	62	87
Oral Comprehension	62	64	84
Written Comprehension	62	59	84
Written Expression	62	60	81
Speech Recognition	46	55	78
Speech Clarity	46	55	78
Problem Sensitivity	51	53	75
Deductive Reasoning	60	60	75
Near Vision	55	60	75
Inductive Reasoning	60	53	72
Fluency of Ideas	50	51	65
Originality	48	53	62
Information Ordering	53	51	62
Mathematical Reasoning	42	53	62
Number Facility	42	60	59
Category Flexibility	48	50	56
Selective Attention	41	41	56
Memorization	34	42	50
Perceptual Speed	28	37	50
Time Sharing	35	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Management Analysts	Financial Managers, Branch or Department	Importance
Time Management	70	74	91
Management of Personnel Resources	57	73	88
Speaking	62	79	87
Social Perceptiveness	58	74	86
Mathematics	55	59	84
Learning Strategies	65	71	83
Instructing	84	88	77
Service Orientation	72	85	76

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Management Analysts	Financial Managers, Branch or Department	Importance
Production and Processing	29 	40 	89 
Clerical	61 	66 	83 
Mathematics	42 	70 	74 
Economics and Accounting	51 	62 	73 
Sales and Marketing	58 	65 	72 

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Management Analysts	Financial Managers, Branch or Department	Description	Management Analysts	Financial Managers, Branch or Department
10+ years	0%	0%	Doctoral	0%	0%
8-10 years	5% 	8% 	Professional Degree	5% 	0%
6-8 years	0%	4% 	Post-Masters Cert	0%	0%
4-6 years	18% 	56% 	Master's Degree	19% 	0%
2-4 years	51% 	1% 	Post-Bachelor Cert	0%	4% 
1-2 years	15% 	28% 	Bachelors	50% 	37% 
6-12 months	8% 	0%	AA or Equiv	8% 	29% 
3-6 months	0%	0%	Some College	7% 	28% 
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	8% 	0%
None	0%	0%	No HSD or GED	0%	0%

Management Analysts

Financial Managers, Branch or Department

#### Most Common Educational/Training Requirement:

Bachelor's or higher degree, plus work experience

Bachelor's or higher degree, plus work experience

#### Job Zone Comparison

4 - Job Zone Four: Considerable Preparation Needed

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

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

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

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### Tasks

Management Analysts

Financial Managers, Branch or Department

Core Tasks

Core Tasks

Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

Specific Tasks

Occupation Specific Tasks:

- Analyze data gathered and develop solutions or alternative methods of proceeding.
- Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.
- Design, evaluate, recommend, and approve changes of forms and reports.
- Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.
- Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.
- Gather and organize information on problems or procedures.
- Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
- Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.
- Recommend purchase of storage equipment, and design area layout to locate equipment in space available.
- Review forms and reports, and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.

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.



Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze workflow
- communicate technical information
- compile information through interviews
- conduct organizational studies
- conduct training for personnel
- confer with management or users
- design office layout
- design systems in cooperation with colleagues
- develop new office forms
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop records management system
- direct implementation of new procedures, policies, or programs
- evaluate office operations
- identify problems or improvements
- maintain records, reports, or files
- obtain information from individuals
- plan study of work problems or procedures
- prepare instruction manuals
- prepare reports
- prepare reports for management
- prepare workflow chart
- recommend improvements to work methods or procedures
- recommend purchase or repair of furnishings or equipment
- recommend solutions of administrative problems
- select software for clerical activities
- study time, motion, or work methods of workers
- understand technical operating, service or repair manuals
- use interviewing procedures
- use inventory control procedures
- use oral or written communication techniques
- work with management or employees to improve organizational system
- write administrative procedures services manual
- write employee orientation or training materials

Technology - Examples

- 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



## Analytical or scientific software

- SAS software
- The Mathworks MATLAB

## Charting software

- Microsoft Office Visio

## Data base reporting software

- Business Objects Crystal Reports

## Data base user interface and query software

- Microsoft Access
- Microsoft SQL Server

## Development environment software

- Extensible markup language XML
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## Electronic mail software

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- Oracle Business Intelligence Publisher
- Oracle JD Edwards EnterpriseOne
- Oracle PeopleSoft
- SAP software
- SAS Web Report Studio

## Internet browser software

- Web browser software

## Network conferencing software

- Microsoft Office SharePoint Portal Server

## Object or component oriented development software

- C++

## Office suite software

- Microsoft Office

## Presentation 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
- Moody's KMM FAMAS
- Spreadsheet software

## Word processing software

- Word processing software

## Tools - Examples

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



- Microsoft PowerPoint
- Project management software
- Microsoft Project
  - Microsoft Team Foundation Server
- Spreadsheet software
- Microsoft Excel
- Word processing software
- Microsoft Word

#### Tools - Examples

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

## Labor Market Comparison

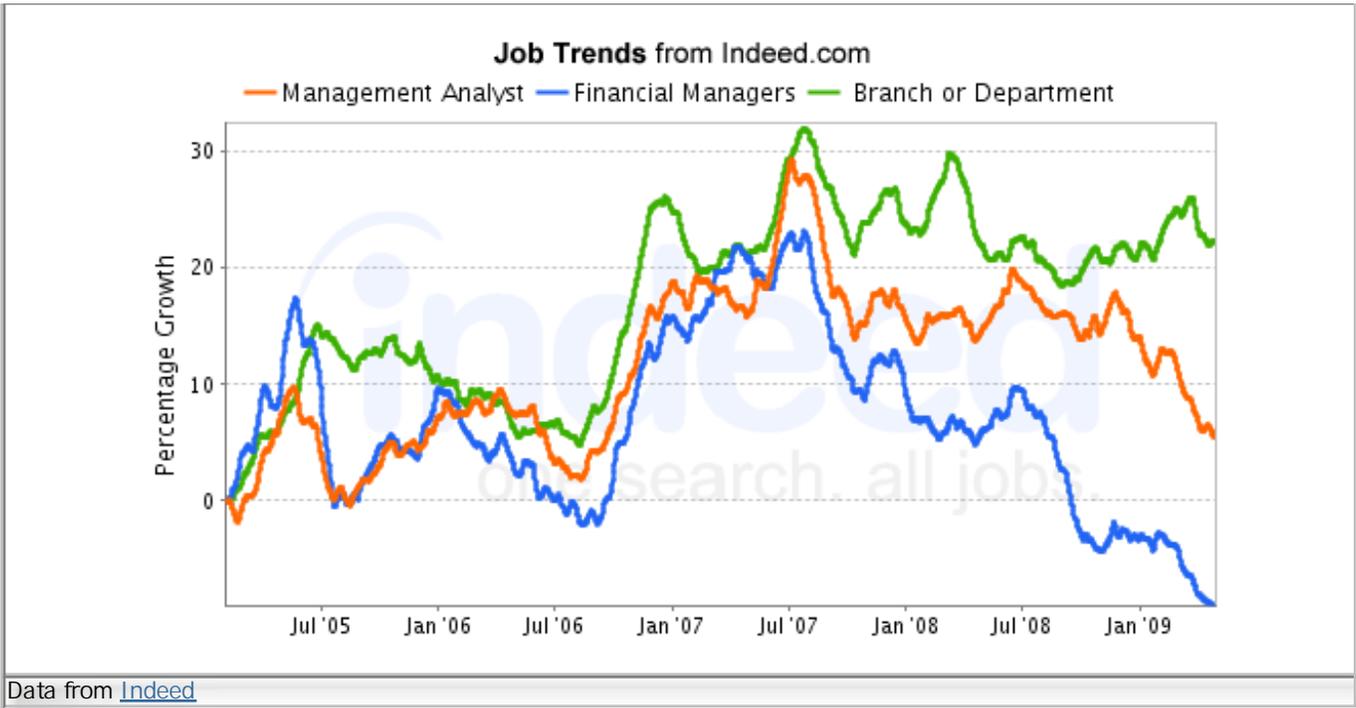
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Projected Job Growth - 2006-2061	3.1 %	7.0 %	3.9 %
Projected Annual Openings - 2006-2061	44	58	14
Special			

Special Occupations:

## National Job Posting Trends

Trend for Management Analysts and Financial Managers, Branch or Department



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



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

#### Financial Management and Services, Other

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

No information on schools for the program

#### International Finance

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

No information on schools for the program

#### Investments and Securities

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

No information on schools for the program

#### Public Finance

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

No information on schools for the program

### Maine Statewide Promotion Opportunities for Management Analysts

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
13-1111.00	Management Analysts	100	4	970	\$61,830.00	\$0.00	3%	44	
11-3031.02	Financial Managers, Branch or Department	89	4	2,440	\$67,670.00	\$5,840.00	7%	58	
11-2021.00	Marketing Managers	86	4	570	\$74,560.00	\$12,730.00	7%	17	
11-2031.00	Public Relations Managers	86	4	290	\$71,020.00	\$9,190.00	9%	10	
11-3041.00	Compensation and Benefits Managers	86	3	200	\$68,560.00	\$6,730.00	2%	5	

13-2052.00	Personal Financial Advisors	86	3	360	\$94,100.00	\$32,270.00	10%	13	
11-3071.02	Storage and Distribution Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
11-3071.01	Transportation Managers	85	3	710	\$62,270.00	\$440.00	5%	25	★
15-1051.00	Computer Systems Analysts	84	4	1,650	\$69,340.00	\$7,510.00	20%	78	
11-3031.01	Treasurers and Controllers	83	5	2,440	\$67,670.00	\$5,840.00	7%	58	
13-2051.00	Financial Analysts	83	4	210	\$71,380.00	\$9,550.00	10%	4	
11-3021.00	Computer and Information Systems Managers	83	5	870	\$83,130.00	\$21,300.00	8%	21	
11-9032.00	Education Administrators, Elementary and Secondary School	82	5	1,530	\$66,870.00	\$5,040.00	-2%	41	
11-1021.00	General and Operations Managers	82	4	8,490	\$77,050.00	\$15,220.00	-5%	209	
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$4,840.00	7%	4	

Special Occupations:

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



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

### Top Industries for Management Analysts

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	22.39%	151,840	161,766	6.54%
Management, scientific, and technical consulting services	541600	18.40%	124,782	222,765	78.52%
Federal government, excluding postal service	919999	6.59%	44,682	42,240	-5.47%
State government, excluding education and hospitals	929200	5.04%	34,149	33,510	-1.87%
Self-employed workers, secondary job	000602	4.57%	30,991	30,852	-0.45%
Management of companies and enterprises	551100	4.33%	29,342	33,825	15.28%
Computer systems design and related services	541500	4.08%	27,663	37,349	35.02%
Local government, excluding education and hospitals	939300	2.65%	17,981	20,199	12.34%
Colleges, universities, and professional schools, public and private	611300	1.75%	11,877	13,287	11.87%
Office administrative services	561100	1.60%	10,879	13,793	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.59%	10,755	12,755	18.60%
Aerospace product and parts manufacturing	336400	1.28%	8,692	8,852	1.84%
Depository credit intermediation	522100	1.19%	8,047	8,204	1.95%
Professional and commercial equipment and supplies merchant wholesalers	423400	0.97%	6,562	7,649	16.57%
Data processing, hosting, and related services	518200	0.84%	5,706	7,714	35.19%



# TORQ Analysis of Management Analysts to Financial Examiners

ANALYSIS INPUT					
Transfer	Title	O*NET	Filters		
From Title:	Management Analysts	13-1111.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Financial Examiners	13-2061.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS	
Grand TORQ:	88

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	94	Level	85	Level	84

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Imp	Skill	Level	Gap	Imp	Knowledge	Level	Gap	Imp
Number Facility	60	18	62	Speaking	64	2	89	Law and Government	61	20	74
Problem Sensitivity	64	13	81					Economics and Accounting	68	17	75
Perceptual Speed	42	14	59					English Language	66	5	80
Flexibility of Closure	48	14	56								
Mathematical Reasoning	53	11	62								
Speed of Closure	48	11	59								
Deductive Reasoning	67	7	81								
Near Vision	62	7	75								
Speech Recognition	53	7	75								
Information Ordering	57	4	75								
Fluency of Ideas	55	5	59								
Speech Clarity	50	4	68								
Written Comprehension	64	2	81								
Inductive Reasoning	62	2	78								
Oral Comprehension	64	2	75								
Oral Expression	66	2	75								
Category Flexibility	50	2	65								
Originality	50	2	62								

LEVEL and IMPT (IMPORTANCE) refer to the Target Financial Examiners. GAP refers to level difference between Management Analysts and Financial Examiners.

ASK ANALYSIS			
Ability Level Comparison - Abilities with importance scores over 50			
Description	Management Analysts	Financial Examiners	Importance
Written Comprehension	62	64	81
Problem Sensitivity	51	64	81
Deductive Reasoning	60	67	81
Inductive Reasoning	60	62	78
Oral Comprehension	62	64	75
Oral Expression	64	66	75
Information Ordering	53	57	75
Near Vision	55	62	75
Speech Recognition	46	53	75
Written Expression	62	60	68
Speech Clarity	46	50	68
Category Flexibility	48	50	65
Originality	48	50	62
Mathematical Reasoning	42	53	62
Number Facility	42	60	62
Fluency of Ideas	50	55	59
Speed of Closure	37	48	59
Perceptual Speed	28	42	59
Selective Attention	41	41	59
Flexibility of Closure	34	48	56
Skill Level Comparison - Abilities with importance scores over 69			
Description	Management Analysts	Financial Examiners	Importance
Speaking	62	64	89
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	Management Analysts	Financial Examiners	Importance
English Language	61	66	80
Economics and Accounting	51	68	75
Law and Government	41	61	74

### Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Management Analysts	Financial Examiners	Description	Management Analysts	Financial Examiners
10+ years	0%	2%	Doctoral	0%	0%
8-10 years	5%	0%	Professional Degree	5%	2%
6-8 years	0%	0%	Post-Masters Cert	0%	0%
4-6 years	18%	29%	Master's Degree	19%	0%
2-4 years	51%	47%	Post-Bachelor Cert	0%	10%
1-2 years	15%	13%	Bachelors	50%	81%
6-12 months	8%	6%	AA or Equiv	8%	0%
3-6 months	0%	0%	Some College	7%	2%
1-3 months	0%	0%	Post-Secondary Certificate	0%	0%
0-1 month	0%	0%	High School Diploma or GED	8%	2%
None	0%	0%	No HSD or GED	0%	0%

Management Analysts	Financial Examiners
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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

Management Analysts	Financial Examiners
<p><b>Core Tasks</b></p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.</li> <li>• Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.</li> <li>• Analyzing Data or Information - Identifying the underlying principles, reasons, or facts of information by breaking down</li> </ul>	<p><b>Core Tasks</b></p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> <li>• Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.</li> <li>• Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.</li> <li>• Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.</li> <li>• Analyzing Data or Information - Identifying the underlying principles, reasons, or facts</li> </ul>



information or data into separate parts.

- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

#### Specific Tasks

##### Occupation Specific Tasks:

- Analyze data gathered and develop solutions or alternative methods of proceeding.
- Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.
- Design, evaluate, recommend, and approve changes of forms and reports.
- Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.
- Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.
- Gather and organize information on problems or procedures.
- Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
- Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.
- Recommend purchase of storage equipment, and design area layout to locate equipment in space available.
- Review forms and reports, and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.

#### Detailed Tasks

##### Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze workflow
- communicate technical information
- compile information through interviews
- conduct organizational studies
- conduct training for personnel
- confer with management or users
- design office layout

of information by breaking down information or data into separate parts.

- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

#### Specific Tasks

##### Occupation Specific Tasks:

- Confer with officials of real estate, securities, or financial institution industries in order to exchange views and discuss issues or pending cases.
- Direct and participate in formal and informal meetings with bank directors, trustees, senior management, counsels, outside accountants and consultants in order to gather information and discuss findings.
- Establish guidelines for procedures and policies that comply with new and revised regulations, and direct their implementation.
- Evaluate data processing applications for institutions under examination in order to develop recommendations for coordinating existing systems with examination procedures.
- Examine the minutes of meetings of directors, stockholders and committees in order to investigate the specific authority extended at various levels of management.
- Investigate activities of institutions in order to enforce laws and regulations and to ensure legality of transactions and operations or financial solvency.
- Plan, supervise, and review work of assigned subordinates.
- Prepare reports, exhibits and other supporting schedules that detail an institution's safety and soundness, compliance with laws and regulations, and recommended solutions to questionable financial conditions.
- Recommend actions to ensure compliance with laws and regulations, or to protect solvency of institutions.
- Resolve problems concerning the overall financial integrity of banking institutions including loan investment portfolios, capital, earnings, and specific or large troubled accounts.
- Review and analyze new, proposed, or revised laws, regulations, policies, and procedures in order to interpret their meaning and determine their impact.
- Review applications for mergers, acquisitions, establishment of new institutions, acceptance in Federal Reserve System, or registration of securities sales in order to determine their public interest value and conformance to regulations, and recommend acceptance or rejection.
- Review audit reports of internal and external auditors in order to monitor adequacy of scope of reports or to discover specific weaknesses in internal routines.



- design systems in cooperation with colleagues
- develop new office forms
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop records management system
- direct implementation of new procedures, policies, or programs
- evaluate office operations
- identify problems or improvements
- maintain records, reports, or files
- obtain information from individuals
- plan study of work problems or procedures
- prepare instruction manuals
- prepare reports
- prepare reports for management
- prepare workflow chart
- recommend improvements to work methods or procedures
- recommend purchase or repair of furnishings or equipment
- recommend solutions of administrative problems
- select software for clerical activities
- study time, motion, or work methods of workers
- understand technical operating, service or repair manuals
- use interviewing procedures
- use inventory control procedures
- use oral or written communication techniques
- work with management or employees to improve organizational system
- write administrative procedures services manual
- write employee orientation or training materials

Technology - Examples

Analytical or scientific software

- SAS software
- The Mathworks MATLAB

Charting software

- Microsoft Office Visio

Data base reporting software

- Business Objects Crystal Reports

Data base user interface and query software

- Microsoft Access
- Microsoft SQL Server

- Review balance sheets, operating income and expense accounts, and loan documentation in order to confirm institution assets and liabilities.
- Train other examiners in the financial examination process.
- Verify and inspect cash reserves, assigned collateral, and bank-owned securities in order to check internal control procedures.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- approve or disallow application or license
- conduct financial investigations
- conduct training for personnel
- confer with authorities or community groups
- confer with management or users
- confer with other departmental heads to coordinate activities
- coordinate employee continuing education programs
- develop policies, procedures, methods, or standards
- direct and coordinate activities of workers or staff
- direct and coordinate financial activities
- direct implementation of new procedures, policies, or programs
- enforce laws, ordinances, or regulations
- examine documents for completeness, accuracy, or conformance to standards
- explain government laws or regulations
- gather relevant financial data
- interpret laws or legislation
- make presentations
- note discrepancies in financial records
- oversee execution of organizational or program policies
- perform general financial analysis
- plan scientific research or investigative studies
- prepare audit reports or recommendations
- prepare correspondence relating to financial discrepancies
- prepare financial reports
- prepare instruction manuals
- recommend action to ensure compliance
- review laws
- use computers to enter, access and retrieve financial data
- use government regulations
- use knowledge of investigation techniques
- use knowledge of relevant laws
- use oral or written communication



Development environment software

- Extensible markup language XML
- Microsoft Visual Basic

Electronic mail software

- Microsoft Outlook
- Novell GroupWise

Enterprise resource planning ERP software

- IBM Cognos ReportNet
- IBM Rational RequisitePro
- Information Builders WebFOCUS
- Microsoft Business Intelligence BI
- Oracle Agile Product Lifecycle Management PLM
- Oracle Business Intelligence Publisher
- Oracle JD Edwards EnterpriseOne
- Oracle PeopleSoft
- SAP software
- SAS Web Report Studio

Internet browser software

- Web browser software

Network conferencing software

- Microsoft Office SharePoint Portal Server

Object or component oriented development software

- C++

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Project
- Microsoft Team Foundation Server

Spreadsheet software

- Microsoft Excel

Word processing software

- Microsoft Word

Tools - Examples

- Desktop computers

Use of written communication techniques

- verify investigative information

Technology - Examples

Compliance software

- Financial compliance software
- NILES INSource
- ODEN Insurance Services State Rules & Regulations
- Oversight Systems software
- System for Electronic Rate and Form Filing SERFF

Data base user interface and query software

- Microsoft Access

Financial analysis software

- ACL Business Assurance Analytics software
- Auditing software
- Financial transaction analysis software
- General Examination System GENESYS
- PricewaterhouseCoopers TeamMate

Information retrieval or search software

- LexisNexis software
- Westlaw

Internet browser software

- Web browser software

Presentation software

- Presentation software

Project management software

- Investigation management software
- Microsoft Project

Spreadsheet software

- Microsoft Excel
- Spreadsheet software

Word processing software

- Microsoft Word
- Word processing software

Tools - Examples

- Adding machines
- Desktop computers



- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Universal serial bus USB flash drives</li> <li>• Liquid crystal display LCD video projectors</li> <li>• Laptop computers</li> <li>• Personal computers</li> </ul> | <ul style="list-style-type: none"> <li>• Notebook computers</li> <li>• Personal computers</li> </ul> |
|--|--|

## Labor Market Comparison

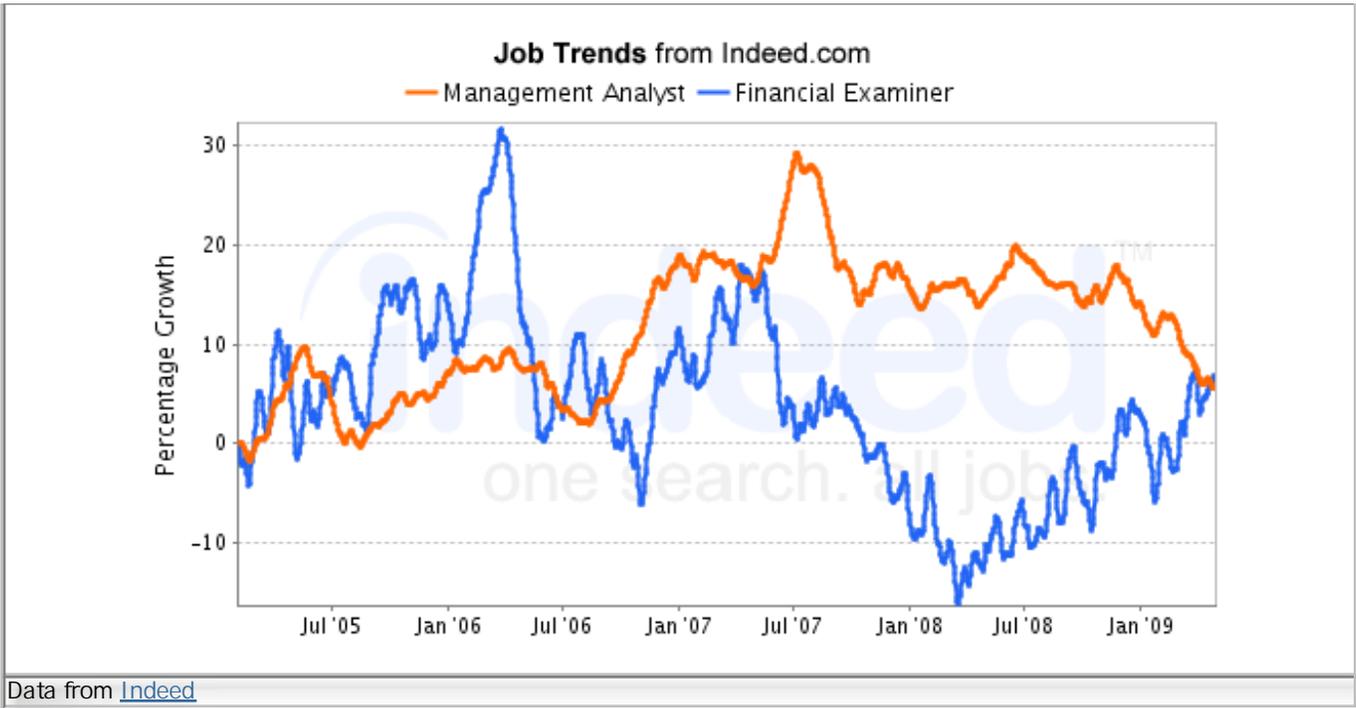
Maine Department of Labor.

Description	Management Analysts	Financial Examiners	Difference
Median Wage	\$ 61,830	\$ 55,110	\$( 6,720)
10th Percentile Wage	\$ 41,880	\$ 36,750	\$( 5,130)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 77,920	\$ 71,670	\$( 6,250)
90th Percentile Wage	\$ 99,630	\$ 82,820	\$( 16,810)
Mean Wage	\$ 70,240	\$ 58,060	\$( 12,180)
Total Employment - 2052	970	120	-850
Employment Base - 2006	2,193	116	-2,077
Projected Employment - 2061	2,261	120	-2,141
Projected Job Growth - 2006-2061	3.1 %	3.5 %	0.4 %
Projected Annual Openings - 2006-2061	44	2	-42
Special			

Special Occupations:

## National Job Posting Trends

Trend for Management Analysts and Financial Examiners



Programs			
Related Programs			
Accounting			
Accounting. A program that prepares individuals to practice the profession of accounting and to perform related business functions. Includes instruction in accounting principles and theory, financial accounting, managerial accounting, cost accounting, budget control, tax accounting, legal aspects of accounting, auditing, reporting procedures, statement analysis, planning and consulting, business information systems, accounting research methods, professional standards and ethics, and applications to specific for-profit, public, and non-profit organizations.			
Institution	Address	City	URL
University of Maine at Augusta	46 University Dr	Augusta	<a href="http://www.uma.maine.edu/">www.uma.maine.edu/</a>
Beal College	99 Farm Road	Bangor	<a href="http://bealcollege.edu">bealcollege.edu</a>
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
Husson College	One College Circle	Bangor	<a href="http://www.husson.edu">www.husson.edu</a>
University of Maine at Machias	9 O'Brien Ave	Machias	<a href="http://www.um.maine.edu">www.um.maine.edu</a>
University of Maine		Orono	<a href="http://www.umaine.edu/">www.umaine.edu/</a>
Andover College	901 Washington Ave	Portland	<a href="http://WWW.ANDOVERCOLLEGE.edu">WWW.ANDOVERCOLLEGE.edu</a>
Andover College	901 Washington Ave	Portland	<a href="http://WWW.ANDOVERCOLLEGE.edu">WWW.ANDOVERCOLLEGE.edu</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
University of Southern Maine	96 Falmouth St	Portland	<a href="http://www.usm.maine.edu">www.usm.maine.edu</a>
University of Maine at Presque Isle	181 Main St	Presque Isle	<a href="http://www.umpi.maine.edu">www.umpi.maine.edu</a>
Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>

Saint Josephs College	278 Whites Bridge Rd	Standish	<a href="http://www.sjcme.edu">www.sjcme.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>
York County Community College	112 College Drive	Wells	<a href="http://www.yccc.edu">www.yccc.edu</a>

**Occupational Safety and Health Tech./Technician**

Occupational Safety and Health Technology/Technician. A program that prepares individuals to apply basic engineering principles and technical skills in support of engineers and other professionals engaged in maintaining job-related health and safety standards. Includes instruction in safety engineering principles, inspection and monitoring procedures, testing and sampling procedures, laboratory techniques, applications to specific work environments, and report preparation.

Institution	Address	City	URL
Central Maine Community College	1250 Turner St	Auburn	<a href="http://www.cmcc.edu">www.cmcc.edu</a>
Central Maine Community College	1250 Turner St	Auburn	<a href="http://www.cmcc.edu">www.cmcc.edu</a>

**Taxation**

Taxation. A program that prepares individuals to provide tax advice and management services to individuals and corporations. Includes instruction in tax law and regulations, tax record systems, individual and corporate income taxation, tax planning, partnerships and fiduciary relationships, estates and trusts, property depreciation, capital gains and losses, dispositions, transfers, liquidity, valuation, and applications to specific tax problems.

Institution	Address	City	URL
Thomas College	180 W River Rd	Waterville	<a href="http://www.thomas.edu">www.thomas.edu</a>

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15-1051.00	Computer Systems Analysts	84	4	1,650	\$69,340.00	\$7,510.00	20%	78	
11-3031.01	Treasurers and Controllers	83	5	2,440	\$67,670.00	\$5,840.00	7%	58	
13-2051.00	Financial Analysts	83	4	210	\$71,380.00	\$9,550.00	10%	4	
11-3021.00	Computer and Information Systems Managers	83	5	870	\$83,130.00	\$21,300.00	8%	21	
11-9032.00	Education Administrators, Elementary and Secondary School	82	5	1,530	\$66,870.00	\$5,040.00	-2%	41	
11-1021.00	General and Operations Managers	82	4	8,490	\$77,050.00	\$15,220.00	-5%	209	
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$4,840.00	7%	4	

Special Occupations:

Top Industries for Financial Examiners					
Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Federal government, excluding postal service	919999	22.55%	5,771	5,455	-5.47%
State government, excluding education and hospitals	929200	13.89%	3,554	3,488	-1.87%
Depository credit intermediation	522100	13.59%	3,476	3,544	1.95%
Securities and commodity contracts, brokerages, and exchanges	5231-2	7.56%	1,934	2,772	43.28%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	6.44%	1,647	1,975	19.92%
Other financial investment activities	523900	5.74%	1,469	2,070	40.93%
Monetary authorities - central bank	521100	5.58%	1,429	1,508	5.55%



Management of companies and enterprises	551100	5.20%	1,332	1,535	15.28%
Activities related to credit intermediation	522300	1.82%	466	603	29.48%
Direct insurance (except life, health, and medical) carriers	524120	1.68%	431	451	4.52%
Management, scientific, and technical consulting services	541600	1.56%	399	712	78.52%
Local government, excluding education and hospitals	939300	1.08%	277	312	12.34%
Other insurance related activities	524290	0.72%	186	222	19.53%
Data processing, hosting, and related services	518200	0.49%	126	170	35.19%
Colleges, universities, and professional schools, public and private	611300	0.46%	118	132	11.87%

### Top Industries for Management Analysts

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	22.39%	151,840	161,766	6.54%
Management, scientific, and technical consulting services	541600	18.40%	124,782	222,765	78.52%
Federal government, excluding postal service	919999	6.59%	44,682	42,240	-5.47%
State government, excluding education and hospitals	929200	5.04%	34,149	33,510	-1.87%
Self-employed workers, secondary job	000602	4.57%	30,991	30,852	-0.45%
Management of companies and enterprises	551100	4.33%	29,342	33,825	15.28%
Computer systems design and related services	541500	4.08%	27,663	37,349	35.02%
Local government, excluding education and hospitals	939300	2.65%	17,981	20,199	12.34%
Colleges, universities, and professional schools, public and private	611300	1.75%	11,877	13,287	11.87%
Office administrative services	561100	1.60%	10,879	13,793	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.59%	10,755	12,755	18.60%
Aerospace product and parts manufacturing	336400	1.28%	8,692	8,852	1.84%
Depository credit intermediation	522100	1.19%	8,047	8,204	1.95%
Professional and commercial equipment and supplies merchant wholesalers	423400	0.97%	6,562	7,649	16.57%
Data processing, hosting, and related services	518200	0.84%	5,706	7,714	35.19%

## 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)