



# TORQ Analysis of Administrative Services Managers to Human Resources Assistants, Except Payroll and Timekeeping

## INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	Administrative Services Managers	11-3011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Human Resources Assistants, Except Payroll and Timekeeping	43-4161.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

## OUTPUT SECTION:

Grand TORQ:



93

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	94	Level	94	Level	89

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Flexibility of Closure	48	22	56	No Skills Upgrade Required!				Clerical	87	17	90
Category Flexibility	53	11	56					English Language	61	11	76
Written Comprehension	59	6	78					Customer and Personal Service	71	4	69
Information Ordering	50	4	65								
Finger Dexterity	35	5	50								
Selective Attention	37	3	62								
Deductive Reasoning	51	3	59								
Oral Comprehension	55	2	78								
Inductive Reasoning	48	2	59								
Perceptual Speed	35	1	53								

LEVEL and IMPT (IMPORTANCE) refer to the Target Human Resources Assistants, Except Payroll and Timekeeping. GAP refers to level difference between Administrative Services Managers and Human Resources Assistants, Except Payroll and Timekeeping.

## ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50



Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Importance
Oral Comprehension	53	55	78
Written Comprehension	53	59	78
Oral Expression	60	59	75
Written Expression	59	50	72
Near Vision	62	59	72
Speech Clarity	46	46	72
Problem Sensitivity	51	44	68
Speech Recognition	51	51	68
Information Ordering	46	50	65
Selective Attention	34	37	62
Deductive Reasoning	48	51	59
Inductive Reasoning	46	48	59
Category Flexibility	42	53	56
Flexibility of Closure	26	48	56
Perceptual Speed	34	35	53
Finger Dexterity	30	35	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Importance
Active Listening	67	65	86
Reading Comprehension	65	62	81
Speaking	68	58	72
Time Management	60	53	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Importance
Clerical	70	87	90
Personnel and Human Resources	65	63	84
English Language	50	61	76
Customer and Personal Service	67	71	69

**Experience & Education Comparison**

Related Work Experience Comparison

Required Education Level Comparison



Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping
10+ years	1%	0%	Doctoral	0%	0%
8-10 years	0%	0%	Professional Degree	0%	0%
6-8 years	0%	2%	Post-Masters Cert	0%	0%
4-6 years	35%	15%	Master's Degree	0%	8%
2-4 years	6%	25%	Post-Bachelor Cert	9%	0%
1-2 years	8%	33%	Bachelors	16%	22%
6-12 months	13%	10%	AA or Equiv	10%	11%
3-6 months	31%	0%	Some College	3%	23%
1-3 months	0%	11%	Post-Secondary Certificate	36%	1%
0-1 month	0%	0%	High School Diploma or GED	22%	32%
None	0%	0%	No HSD or GED	1%	0%

Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping
<b>Most Common Educational/Training Requirement:</b>	
Bachelor's or higher degree, plus work experience	Short-term on-the-job training
<b>Job Zone Comparison</b>	
<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>3 - Job Zone Three: Medium Preparation Needed</b></p> <p>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.</p> <p>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.</p> <p>Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.</p>

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



from external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

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

#### Specific Tasks

##### Occupation Specific Tasks:

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

#### Detailed Tasks

##### Detailed Work Activities:

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- analyze technical data, designs, or preliminary specifications
- assign work to staff or employees
- conduct or attend staff meetings
- consult with managerial or supervisory personnel

Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

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

#### Specific Tasks

##### Occupation Specific Tasks:

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



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

organizations, such as credit bureaus and finance companies.

- Select applicants meeting specified job requirements and refer them to hiring personnel.

#### Detailed Tasks

##### Detailed Work Activities:

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

#### Technology - Examples



## Technology - Examples

## Accounting software

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

## Charting software

- Microsoft Office Visio

## Data base reporting software

- Business Objects Crystal Reports

## Data base user interface and query software

- Microsoft Access

## Desk top publishing software

- Adobe Systems Adobe PageMaker
- Microsoft Publisher

## Document management software

- Adobe Systems Adobe Acrobat software

## Electronic mail software

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

## Enterprise resource planning ERP software

- Oracle PeopleSoft

## Human resources software

- ADP Enterprise HRMS

## Internet browser software

- Microsoft Internet Explorer
- Web browser software

## Office suite software

- Microsoft Office

## Presentation software

- Microsoft PowerPoint

## Project management software

- Microsoft Project

## Spreadsheet software

- Microsoft Excel

## Word processing software



- Microsoft Word

#### Tools - Examples

- 10-key calculators
- Desktop computers
- Laptop computers
- Personal computers
- Personal digital assistants PDA
- Photocopying equipment
- Scanners
- Multi-line telephone systems
- Tablet computers

### Labor Market Comparison

Description	Administrative Services Managers	Human Resources Assistants, Except Payroll and Timekeeping	Difference
Median Wage	\$ 56,630	\$ 30,330	\$(26,300)
10th Percentile Wage	\$ 35,200	\$ 22,350	\$(12,850)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 73,310	\$ 35,550	\$(37,760)
90th Percentile Wage	\$ 93,540	\$ 39,540	\$(54,000)
Mean Wage	\$ 60,800	\$ 30,620	\$(30,180)
Total Employment - 2007	1,090	510	-580
Employment Base - 2006	1,097	538	-559
Projected Employment - 2016	1,151	601	-550
Projected Job Growth - 2006-2016	4.9%	11.7%	6.8%
Projected Annual Openings - 2006-2016	34	10	-24

### National Job Posting Trends



Trend for Administrative Services Managers

Trend for Human Resources Assistants, Except Payroll and Timekeeping



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

**Recommended Programs**

General Office/Clerical and Typing Services

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

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

**Maine Statewide Promotion Opportunities for Administrative Services Managers**

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



41-3031.02	Sales Agents, Financial Services	89	4	0	\$65,230.00	\$8,600.00	5%	33
11-3042.00	Training and Development Managers	89	4	140	\$66,670.00	\$10,040.00	7%	4
41-3031.01	Sales Agents, Securities and Commodities	88	4	0	\$65,230.00	\$8,600.00	5%	33
11-3071.01	Transportation Managers	87	3	710	\$62,270.00	\$5,640.00	5%	25
11-2031.00	Public Relations Managers	87	4	290	\$71,020.00	\$14,390.00	9%	10
13-2052.00	Personal Financial Advisors	87	3	360	\$94,100.00	\$37,470.00	10%	13
11-2022.00	Sales Managers	86	4	1,310	\$72,720.00	\$16,090.00	3%	32
11-3071.02	Storage and Distribution Managers	86	3	710	\$62,270.00	\$5,640.00	5%	25
41-9021.00	Real Estate Brokers	86	3	320	\$61,300.00	\$4,670.00	-1%	22
11-3031.01	Treasurers and Controllers	85	5	2,440	\$67,670.00	\$11,040.00	7%	58
11-9033.00	Education Administrators, Postsecondary	85	5	600	\$58,090.00	\$1,460.00	7%	21
13-2031.00	Budget Analysts	85	4	170	\$57,290.00	\$660.00	3%	5

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

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Federal government, excluding postal service	919999	8.17%	13,743	12,992	-5.47%
Management of companies and enterprises	551100	6.83%	11,489	13,244	15.28%
Colleges, universities, and professional schools, public and private	611300	5.79%	9,738	10,894	11.87%
Local government, excluding education and hospitals	939300	5.31%	8,935	10,037	12.34%
General medical and surgical hospitals, public and private	622100	4.54%	7,629	8,446	10.71%
Employment services	561300	4.46%	7,507	9,501	26.56%
Elementary and secondary schools, public and private	611100	3.95%	6,644	7,001	5.38%
State government, excluding education and hospitals	929200	3.88%	6,532	6,410	-1.87%
Depository credit intermediation	522100	2.27%	3,826	3,900	1.95%
Management, scientific, and technical consulting services	541600	1.74%	2,932	5,234	78.52%



Department stores	452100	1.71%	2,872	2,826	-1.59%
Nursing care facilities	623100	1.56%	2,623	2,850	8.68%
Junior colleges, public and private	611200	1.05%	1,762	1,947	10.49%
Legal services	541100	0.95%	1,600	1,757	9.84%
Grocery stores	445100	0.93%	1,557	1,699	9.11%

### Top Industries for Administrative Services Managers

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