



TORO Analysis of Purchasing Managers to Purchasing Agents, Except Wholesale, Retail, and Farm Products

INPUT SECTION:

| Transfer | Title | O*NET | Filters | | |
|--------------------|--|------------|------------|----------------------|-----------|
| From Title: | Purchasing Managers | 11-3061.00 | Abilities: | Importance Level: 50 | Weight: 1 |
| To Title: | Purchasing Agents, Except Wholesale, Retail, and Farm Products | 13-1023.00 | Skills: | Importance Level: 69 | Weight: 1 |
| Labor Market Area: | Maine Statewide | | Knowledge: | Importance Level: 69 | Weight: 1 |

OUTPUT SECTION:

Grand TORQ:



90

| Ability TORQ | | Skills TORQ | | Knowledge TORQ | |
|--------------|----|-------------|----|----------------|----|
| Level | 96 | Level | 87 | 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 |
| Deductive Reasoning | 69 | 10 | 72 | Active Listening | 61 | 5 | 75 | No Knowledge Upgrades Required! | | | |
| Oral Comprehension | 64 | 5 | 81 | Speaking | 66 | 4 | 76 | | | | |
| Written Comprehension | 60 | 3 | 72 | Judgment and Decision Making | 62 | 1 | 72 | | | | |
| Written Expression | 60 | 3 | 62 | | | | | | | | |
| Oral Expression | 66 | 2 | 84 | | | | | | | | |
| Inductive Reasoning | 57 | 2 | 78 | | | | | | | | |

LEVEL and IMPT (IMPORTANCE) refer to the Target Purchasing Agents, Except Wholesale, Retail, and Farm Products. GAP refers to level difference between Purchasing Managers and Purchasing Agents, Except Wholesale, Retail, and Farm Products.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

| Description | Purchasing Managers | Purchasing Agents, Except Wholesale, Retail, and Farm Products | Importance |
|---------------------|---------------------|--|------------|
| Oral Expression | 64 | 66 | 84 |
| Oral Comprehension | 59 | 64 | 81 |
| Inductive Reasoning | 55 | 57 | 78 |



| Written Comprehension | 57 | 60 | 72 |
|---|---------------------|--|------------|
| Problem Sensitivity | 57 | 51 | 72 |
| Deductive Reasoning | 59 | 69 | 72 |
| Speech Clarity | 53 | 42 | 72 |
| Speech Recognition | 60 | 50 | 68 |
| Written Expression | 57 | 60 | 62 |
| Near Vision | 64 | 60 | 62 |
| Information Ordering | 51 | 48 | 59 |
| Skill Level Comparison - Abilities with importance scores over 69 | | | |
| Description | Purchasing Managers | Purchasing Agents, Except Wholesale, Retail, and Farm Products | Importance |
| Speaking | 62 | 66 | 76 |
| Active Listening | 56 | 61 | 75 |
| Judgment and Decision Making | 61 | 62 | 72 |
| Critical Thinking | 70 | 64 | 71 |
| Knowledge Level Comparison - Knowledge with importance scores over 69 | | | |
| Description | Purchasing Managers | Purchasing Agents, Except Wholesale, Retail, and Farm Products | Importance |
| Mathematics | 66 | 55 | 69 |

| Experience & Education Comparison | | | |
|------------------------------------|---------------------|-------------------------------------|--|
| Related Work Experience Comparison | | Required Education Level Comparison | |
| Description | Purchasing Managers | Description | Purchasing Agents, Except Wholesale, Retail, and Farm Products |
| 10+ years | 3% | Doctoral | 0% |
| 8-10 years | 0% | Professional Degree | 0% |
| 6-8 years | 0% | Post-Masters Cert | 0% |
| 4-6 years | 75% | Master's Degree | 2% |
| 2-4 years | 11% | Post-Bachelor Cert | 0% |
| 1-2 years | 0% | Bachelors | 44% |
| 6-12 months | 0% | AA or Equiv | 46% |
| 3-6 months | 9% | Some College | 2% |
| | | Post-Secondary Certificate | 4% |

| | | | | | |
|------------|----|----|----------------------------|----|-----|
| 1-3 months | 0% | 0% | High School Diploma or GED | 0% | 11% |
| 0-1 month | 0% | 0% | No HSD or GED | 0% | 0% |
| None | 0% | 0% | | | |

| | |
|--|---|
| Purchasing Managers | Purchasing Agents, Except Wholesale, Retail, and Farm Products |
| Most Common Educational/Training Requirement: | |
| Bachelor's or higher degree, plus work experience | Work experience in a related occupation |
| 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>3 - Job Zone Three: Medium Preparation Needed</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> |

Tasks

| Purchasing Managers | Purchasing Agents, Except Wholesale, Retail, and Farm Products |
|--|--|
| <p style="text-align: center;">Core Tasks</p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person. Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work. Judging the Qualities of Things, Services, or People - Assessing the value, importance, or quality of things or people. Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. <p style="text-align: center;">Specific Tasks</p> <p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> Administer online purchasing systems. Analyze market and delivery systems to assess present and future material availability. Arrange for disposal of surplus materials. | <p style="text-align: center;">Core Tasks</p> <p>Generalized Work Activities:</p> <ul style="list-style-type: none"> Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person. Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. Communicating with Persons Outside Organization - Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail. Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work. <p style="text-align: center;">Specific Tasks</p> |



- Arrange for disposal of surplus materials.
- Control purchasing department budgets.
- Develop and implement purchasing and contract management instructions, policies, and procedures.
- Direct and coordinate activities of personnel engaged in buying, selling, and distributing materials, equipment, machinery, and supplies.
- Interview and hire staff, and oversee staff training.
- Locate vendors of materials, equipment or supplies, and interview them to determine product availability and terms of sales.
- Maintain records of goods ordered and received.
- Participate in the development of specifications for equipment, products or substitute materials.
- Prepare and process requisitions and purchase orders for supplies and equipment.
- Prepare bid awards requiring board approval.
- Prepare reports regarding market conditions and merchandise costs.
- Represent companies in negotiating contracts and formulating policies with suppliers.
- Resolve vendor or contractor grievances, and claims against suppliers.
- Review purchase order claims and contracts for conformance to company policy.
- Review, evaluate, and approve specifications for issuing and awarding bids.

Detailed Tasks

Detailed Work Activities:

- analyze market conditions
- analyze market or delivery systems
- assign work to staff or employees
- communicate technical information
- conduct market research
- conduct or attend staff meetings
- develop purchasing policies or procedures
- develop records management system
- direct and coordinate activities of workers or staff
- fill out purchase requisitions
- inspect merchandise to determine value
- locate sources of supply for purchasing
- maintain administrative services procedures manual
- maintain records, reports, or files
- manage inventories or supplies
- monitor consumer or marketing trends

Occupation Specific Tasks:

- Analyze price proposals, financial reports, and other data and information to determine reasonable prices.
- Arrange the payment of duty and freight charges.
- Attend meetings, trade shows, conferences, conventions and seminars to network with people in other purchasing departments.
- Confer with staff, users, and vendors to discuss defective or unacceptable goods or services and determine corrective action.
- Evaluate and monitor contract performance to ensure compliance with contractual obligations and to determine need for changes.
- Formulate policies and procedures for bid proposals and procurement of goods and services.
- Hire, train and/or supervise purchasing clerks, buyers, and expeditors.
- Interview vendors and visit suppliers' plants and distribution centers to examine and learn about products, services and prices.
- Maintain and review computerized or manual records of items purchased, costs, delivery, product performance, and inventories.
- Monitor and follow applicable laws and regulations.
- Monitor changes affecting supply and demand, tracking market conditions, price trends, or futures markets.
- Monitor shipments to ensure that goods come in on time, and in the event of problems trace shipments and follow up undelivered goods.
- Negotiate, or renegotiate, and administer contracts with suppliers, vendors, and other representatives.
- Prepare purchase orders, solicit bid proposals and review requisitions for goods and services.
- Purchase the highest quality merchandise at the lowest possible price and in correct amounts.
- Research and evaluate suppliers based on price, quality, selection, service, support, availability, reliability, production and distribution capabilities, and the supplier's reputation and history.
- Review catalogs, industry periodicals, directories, trade journals, and Internet sites, and consult with other department personnel to locate necessary goods and services.
- Study sales records and inventory levels of current stock to develop strategic purchasing programs that facilitate employee access to supplies.
- Write and review product specifications,



- negotiate business contracts
- order or purchase supplies, materials, or equipment
- oversee execution of organizational or program policies
- purchase office equipment or furniture
- recommend purchase or repair of furnishings or equipment
- use appraisal techniques in purchasing
- use cost benefit analysis techniques
- use inventory control procedures
- use knowledge of sales contracts
- use negotiation techniques

Technology - Examples

Calendar and scheduling software

- Scheduling software

Charting software

- Microsoft Office Visio

Data base management system software

- Oracle DBMS

Data base reporting software

- Business Objects Crystal Reports

Data base user interface and query software

- Corel Paradox
- Database software
- Microsoft Access

Electronic mail software

- IBM Lotus Notes
- Microsoft Outlook

Enterprise resource planning ERP software

- Bowen & Groves MI ERP
- Enterprise resource planning ERP software
- Epicor Vantage ERP
- Lawson M3 Supply Chain Management software
- Oracle JD Edwards EnterpriseOne
- Oracle PeopleSoft
- SAP software

Financial analysis software

- Oracle PeopleSoft Enterprise Financial Management Solutions

Internet browser software

maintaining a working technical knowledge of the goods or services to be purchased.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze sales activities or trends
- communicate technical information
- compute financial data
- confer with sales or purchasing personnel
- confer with vendors
- determine reasonable prices
- develop purchasing policies or procedures
- direct and coordinate activities of workers or staff
- fill out purchase requisitions
- follow contract, property, or insurance laws
- hire, discharge, transfer, or promote workers
- identify supplier with best bid
- inspect merchandise to determine value
- locate sources of supply for purchasing
- maintain records, reports, or files
- make presentations
- manage contracts
- mediate or arbitrate disputes
- monitor consumer or marketing trends
- monitor contract performance
- negotiate business contracts
- obtain information from individuals
- order or purchase supplies, materials, or equipment
- process account invoices
- use appraisal techniques in purchasing
- use computers to enter, access or retrieve data
- use interpersonal communication techniques
- use spreadsheet software
- use word processing or desktop publishing software
- write business correspondence
- write business project or bid proposals

Technology - Examples



| |
|--|
| <ul style="list-style-type: none"> • Web browser software |
| Inventory management software |
| <ul style="list-style-type: none"> • Inventory management software |
| Materials requirements planning logistics and supply chain software |
| <ul style="list-style-type: none"> • Material requirement planning MRP software |
| Office suite software |
| <ul style="list-style-type: none"> • Microsoft Office |
| Point of sale POS software |
| <ul style="list-style-type: none"> • Point of sale POS software |
| Presentation software |
| <ul style="list-style-type: none"> • Microsoft PowerPoint |
| Procurement software |
| <ul style="list-style-type: none"> • Ariba Spend Management Suite |
| <ul style="list-style-type: none"> • Automated purchase order software |
| <ul style="list-style-type: none"> • Bottomline Technologies Bottomline Sprinter Purchasing Manager |
| <ul style="list-style-type: none"> • Purchasing software |
| <ul style="list-style-type: none"> • PurchasingNet eProcurement |
| Project management software |
| <ul style="list-style-type: none"> • Microsoft Project |
| <ul style="list-style-type: none"> • Primavera Systems SureTrak Project Manager |
| Spreadsheet software |
| <ul style="list-style-type: none"> • Microsoft Excel |
| <ul style="list-style-type: none"> • Spreadsheet software |
| Word processing software |
| <ul style="list-style-type: none"> • Microsoft Word |
| <ul style="list-style-type: none"> • Word processing software |
| Tools - Examples |
| <ul style="list-style-type: none"> • 10-key calculators |
| <ul style="list-style-type: none"> • Desktop computers |
| <ul style="list-style-type: none"> • Personal computers |

| Labor Market Comparison | | | |
|-------------------------|---------------------|--|------------|
| | | | |
| Description | Purchasing Managers | Purchasing Agents, Except Wholesale, Retail, and Farm Products | Difference |
| | | | |

| | | | |
|---------------------------------------|-----------|-----------|-------------|
| Median Wage | \$ 72,560 | \$ 45,210 | \$(27,350) |
| 10th Percentile Wage | \$ 46,340 | \$ 31,440 | \$(14,900) |
| 25th Percentile Wage | N/A | N/A | N/A |
| 75th Percentile Wage | \$ 88,750 | \$ 57,570 | \$(31,180) |
| 90th Percentile Wage | \$105,800 | \$ 72,070 | \$(33,730) |
| Mean Wage | \$ 74,700 | \$ 48,120 | \$(26,580) |
| Total Employment - 2007 | 330 | 920 | 590 |
| Employment Base - 2006 | 343 | 995 | 652 |
| Projected Employment - 2016 | 349 | 974 | 625 |
| Projected Job Growth - 2006-2016 | 1.8 % | -2.1 % | -3.9 % |
| Projected Annual Openings - 2006-2016 | 11 | 21 | 10 |

National Job Posting Trends

Trend for Purchasing Managers

Trend for Purchasing Agents, Except Wholesale, Retail, and Farm Products

Job Trends from Indeed.com

— Purchasing Manager — Purchasing Agent



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

Recommended Programs



Purchasing, Procurement and Contracts Management

Purchasing, Procurement/Acquisitions and Contracts Management. A program that prepares individuals to manage and/or administer the processes by which a firm or organization contracts for goods and services to support its operations, as well as contracts it to sell to other firms or organizations. Includes instruction in contract law, negotiations, buying procedures, government contracting, cost and price analysis, vendor relations, contract administration, auditing and inspection, relations with other firm departments, and applications to special areas such as high-technology systems, international purchasing, and construction.

No schools available for the program

Sales, Distribution, and Marketing Operations, General

Sales, Distribution, and Marketing Operations, General. A program that focuses on the general process and techniques of direct wholesale and retail buying and selling operations and introduces individuals to related careers. Includes instruction in the principles of entrepreneurial economics, basic sales skills, the distribution channels for goods and services, and supervised practical application experiences.

No schools available for the program

Maine Statewide Promotion Opportunities for Purchasing Managers

| O* NET Code | Title | Grand TORQ | Job Zone | Employment | Median Wage | Difference | Growth | Annual Job Openings |
|-------------|--|------------|----------|------------|--------------|-------------|--------|---------------------|
| 11-3061.00 | Purchasing Managers | 100 | 4 | 330 | \$72,560.00 | \$0.00 | 2% | 11 |
| 11-3051.00 | Industrial Production Managers | 88 | 4 | 690 | \$72,560.00 | \$0.00 | -12% | 24 |
| 11-1021.00 | General and Operations Managers | 88 | 4 | 8,490 | \$77,050.00 | \$4,490.00 | -5% | 209 |
| 13-2052.00 | Personal Financial Advisors | 86 | 3 | 360 | \$94,100.00 | \$21,540.00 | 10% | 13 |
| 11-2022.00 | Sales Managers | 86 | 4 | 1,310 | \$72,720.00 | \$160.00 | 3% | 32 |
| 11-3021.00 | Computer and Information Systems Managers | 85 | 5 | 870 | \$83,130.00 | \$10,570.00 | 8% | 21 |
| 11-1011.00 | Chief Executives | 83 | 5 | 750 | \$102,290.00 | \$29,730.00 | -6% | 25 |
| 11-2021.00 | Marketing Managers | 81 | 4 | 570 | \$74,560.00 | \$2,000.00 | 7% | 17 |
| 25-1063.00 | Economics Teachers, Postsecondary | 81 | 5 | 80 | \$73,830.00 | \$1,270.00 | 11% | 2 |
| 23-1011.00 | Lawyers | 81 | 5 | 1,910 | \$80,120.00 | \$7,560.00 | 6% | 73 |
| 11-9041.00 | Engineering Managers | 79 | 5 | 720 | \$91,030.00 | \$18,470.00 | -2% | 14 |
| 11-9121.00 | Natural Sciences Managers | 78 | 5 | 180 | \$79,810.00 | \$7,250.00 | 8% | 5 |
| 23-1023.00 | Judges, Magistrate Judges, and Magistrates | 77 | 5 | 80 | \$115,160.00 | \$42,600.00 | 1% | 2 |



| | | | | | | | | |
|------------|--|----|---|-------|--------------|-------------|------|----|
| 29-1051.00 | Pharmacists | 76 | 5 | 1,190 | \$112,550.00 | \$39,990.00 | 22% | 46 |
| 17-2072.00 | Electronics Engineers, Except Computer | 75 | 4 | 210 | \$76,420.00 | \$3,860.00 | -26% | 4 |

Top Industries for Purchasing Agents, Except Wholesale, Retail, and Farm Products

| Industry | NAICS | % in Industry | Employment | Projected Employment | % Change |
|--|--------|---------------|------------|----------------------|----------|
| Federal government, excluding postal service | 919999 | 10.28% | 29,560 | 25,150 | -14.92% |
| Management of companies and enterprises | 551100 | 5.53% | 15,900 | 18,329 | 15.28% |
| Local government, excluding education and hospitals | 939300 | 3.35% | 9,635 | 9,742 | 1.10% |
| Aerospace product and parts manufacturing | 336400 | 3.31% | 9,512 | 9,688 | 1.84% |
| Navigational, measuring, electromedical, and control instruments manufacturing | 334500 | 2.84% | 8,165 | 7,817 | -4.26% |
| General medical and surgical hospitals, public and private | 622100 | 2.53% | 7,263 | 8,041 | 10.71% |
| Semiconductor and other electronic component manufacturing | 334400 | 2.09% | 6,016 | 5,258 | -12.59% |
| State government, excluding education and hospitals | 929200 | 1.78% | 5,122 | 4,524 | -11.68% |
| Advertising and related services | 541800 | 1.59% | 4,581 | 5,169 | 12.83% |
| Research and development in the physical, engineering, and life sciences | 541710 | 1.56% | 4,481 | 4,781 | 6.69% |
| Computer systems design and related services | 541500 | 1.54% | 4,441 | 5,396 | 21.51% |
| Colleges, universities, and professional schools, public and private | 611300 | 1.53% | 4,385 | 4,906 | 11.87% |
| Residential building construction | 236100 | 1.52% | 4,362 | 4,421 | 1.35% |
| Motor vehicle parts manufacturing | 336300 | 1.47% | 4,234 | 3,034 | -28.35% |
| Other general purpose machinery manufacturing | 333900 | 1.41% | 4,052 | 3,292 | -18.76% |

Top Industries for Purchasing Managers

| Industry | NAICS | % in Industry | Employment | Projected Employment | % Change |
|--|--------|---------------|------------|----------------------|----------|
| Management of companies and enterprises | 551100 | 11.78% | 8,188 | 9,439 | 15.28% |
| Federal government, excluding postal service | 919999 | 4.94% | 3,433 | 2,921 | -14.92% |
| Local government, excluding education and hospitals | 939300 | 3.37% | 2,346 | 2,372 | 1.10% |
| Self-employed workers, primary job | 000601 | 2.75% | 1,910 | 2,034 | 6.54% |
| Navigational, measuring, electromedical, and control instruments manufacturing | 334500 | 2.55% | 1,773 | 1,697 | -4.26% |



| | | | | | |
|--|--------|-------|-------|-------|---------|
| Aerospace product and parts manufacturing | 336400 | 2.50% | 1,739 | 1,772 | 1.84% |
| General medical and surgical hospitals, public and private | 622100 | 2.12% | 1,471 | 1,628 | 10.71% |
| Research and development in the physical, engineering, and life sciences | 541710 | 1.92% | 1,333 | 1,423 | 6.69% |
| Grocery and related product wholesalers | 424400 | 1.92% | 1,336 | 1,460 | 9.35% |
| Semiconductor and other electronic component manufacturing | 334400 | 1.91% | 1,328 | 1,161 | -12.59% |
| Motor vehicle parts manufacturing | 336300 | 1.58% | 1,095 | 785 | -28.35% |
| Professional and commercial equipment and supplies merchant wholesalers | 423400 | 1.45% | 1,009 | 1,059 | 4.91% |
| Residential building construction | 236100 | 1.32% | 916 | 1,031 | 12.61% |
| Plastics product manufacturing | 326100 | 1.22% | 849 | 900 | 6.00% |
| Electrical and electronic goods merchant wholesalers | 423600 | 1.20% | 837 | 986 | 17.90% |