TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Financial Managers, Branch or Department

ANALYSIS INPUT

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	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: 94

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

Gaps To Narrow if Possible

Ability	Level	Gap	Impt
Deductive Reasoning	60	13	75
Inductive Reasoning	53	7	72
Originality	53	8	62
Problem Sensitivity	53	6	75
Category Flexibility	50	8	56
Oral Comprehension	64	4	84
Selective Attention	41	6	56
Speech Recognition	55	4	78
Number Facility	60	5	59
Fluency of Ideas	51	4	65
Speech Clarity	55	3	78
Mathematical Reasoning	53	2	62
Near Vision	60	1	75
Time Sharing	42	1	50

Upgrade These Skills

Skill	Level	Gap	Impt
Troubleshooting	63	25	70
Instructing	88	18	77
Service Orientation	85	18	76
Learning Strategies	79	19	71
Active Learning	83	14	80
Time Management	74	11	91
Monitoring	86	11	71
Active Listening	86	6	87
Mathematics	59	6	84
Management of Personnel Resources	73	5	88
Persuasion	66	6	71
Judgment and Decision Making	70	5	82
Social Perceptiveness	74	4	73
Writing	65	3	74

Knowledge to Add

Knowledge	Level	Gap	Impt
Mathematics	70	10	74
Personnel and Human Resources	65	8	80
Clerical	66	6	83

LEVEL and IMPT (IMPORTANCE) refer to the Target Financial Managers, Branch or Department. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Financial Managers, Branch or Department.

ASK ANALYSIS

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Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Importance
Oral Expression	64	62	87
Oral Comprehension	60	64	84
Written Comprehension	59	59	84
Written Expression	61	60	81
Speech Recognition	51	55	78
Speech Clarity	52	55	78
Problem Sensitivity	47	53	75
Deductive Reasoning	47	60	75
Near Vision	59	60	75
Inductive Reasoning	46	53	72
Fluency of Ideas	47	51	65
Originality	45	53	62
Information Ordering	51	51	62
Mathematical Reasoning	51	53	62
Number Facility	55	60	59
Category Flexibility	42	50	56
Selective Attention	35	41	56
Memorization	56	42	50
Perceptual Speed	44	37	50
Time Sharing	41	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Importance
Time Management	63	74	91
Management of Personnel Resources	68	73	88
Active Listening	80	86	87
Mathematics	53	59	84
Judgment and Decision Making	65	70	82
Active Learning	69	83	80
Instructing	70	88	77
Service Orientation	67	85	76

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Writing	62	65	74
Social Perceptiveness	70	74	73
Learning Strategies	60	79	71
Monitoring	75	86	71
Persuasion	60	66	71
Troubleshooting	38	63	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Importance
Clerical	60	66	83
Personnel and Human Resources	57	65	80
Mathematics	60	70	74

Experience & Education Comparison

Related Work Experience Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department
10+ years	14%	0%
8-10 years	1%	8%
6-8 years	14%	4%
4-6 years	12%	56%
2-4 years	21%	1%
1-2 years	17%	28%
6-12 months	12%	0%
3-6 months	1%	0%
1-3 months	1%	0%
0-1 month	0%	0%
None	2%	0%

Required Education Level Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department
Doctoral	0%	0%
Professional Degree	2%	0%
Post-Masters Cert	1%	0%
Master's Degree	9%	0%
Post-Bachelor Cert	0%	4%
Bachelors	26%	37%
AA or Equiv	11%	29%
Some College	15%	28%
Post-Secondary Certificate	4%	0%
High Scool Diploma or GED	27%	0%
No HSD or GED	0%	0%

First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department
Most Common Educational/Training Requirement:	
Work experience in a related occupation	Bachelor's or higher degree, plus work experience
Job Zone Comparison	
3 - Job Zone Three: Medium Preparation Needed	4 - Job Zone Four: Considerable Preparation Needed
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.	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 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.	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 one or two years of training involving both on-the-job experience and informal training with experienced workers.	Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

Tasks

First-Line Supervisors/Managers of Office and Administrative Support Workers

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.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and

Financial Managers, Branch or Department

Core Tasks

Generalized Work Activities:

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

Specific Tasks

Occupation Specific Tasks:

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

issues, and to work on resolving problems.

- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

financial control functions.

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

Detailed Tasks

Detailed Work Activities:

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

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports

Tools - Examples

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

- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials

Labor Market Comparison

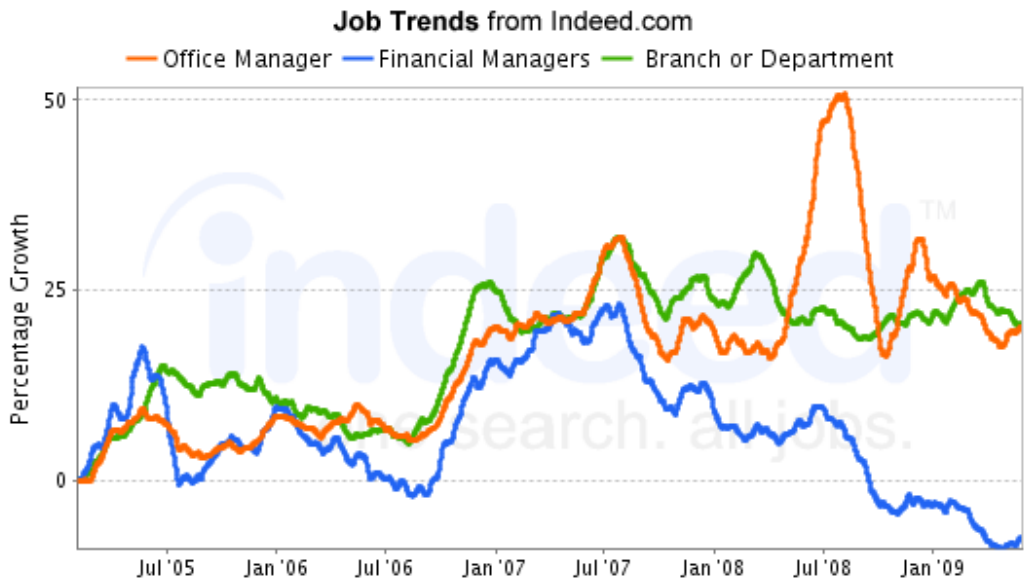
Maine Department of Labor.

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Difference
Median Wage	$ 38,420	$ 67,670	$ 29,250
10th Percentile Wage	$ 26,110	$ 41,820	$ 15,710
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	$ 47,860	$ 89,670	$ 41,810
90th Percentile Wage	$ 59,480	$119,660	$ 60,180
Mean Wage	$ 41,030	$ 74,780	$ 33,750
Total Employment - 2392	7,710	2,440	-5,270
Employment Base - 2006	7,720	2,692	-5,028
Projected Employment - 2401	7,979	2,881	-5,098
Projected Job Growth - 2006-2401	3.4 %	7.0 %	3.7 %
Projected Annual Openings - 2006-2401	185	58	-127

Special			
Special Occupations:			

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers and Financial Managers, Branch or Department



Data from Indeed

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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	www.usm.maine.edu

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	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu

Financial 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 First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	$38,420.00	$0.00	3%	185	☆
11-3031.02	Financial Managers, Branch or Department	94	4	2,440	$67,670.00	$29,250.00	7%	58	
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	$43,900.00	$5,480.00	8%	23	
11-9081.00	Lodging Managers	93	3	520	$43,350.00	$4,930.00	17%	62	☆

11-3041.00	Compensation and Benefits Managers	93	3	200	$68,560.00	$30,140.00	2%	5	
13-1071.02	Personnel Recruiters	93	4	610	$41,200.00	$2,780.00	10%	19	
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	$55,220.00	$16,800.00	-1%	19	
13-2053.00	Insurance Underwriters	92	3	460	$56,090.00	$17,670.00	-1%	12	
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	$38,830.00	$410.00	6%	76	
11-3011.00	Administrative Services Managers	92	4	1,090	$56,630.00	$18,210.00	5%	34	
11-3042.00	Training and Development Managers	92	4	140	$66,670.00	$28,250.00	7%	4	
13-1071.01	Employment Interviewers	92	3	610	$41,200.00	$2,780.00	10%	19	
19-3021.00	Market Research Analysts	91	4	200	$49,960.00	$11,540.00	3%	2	
11-9131.00	Postmasters and Mail Superintendents	91	3	420	$55,200.00	$16,780.00	-5%	10	
13-1031.01	Claims Examiners, Property and Casualty Insurance	91	3	1,570	$49,360.00	$10,940.00	3%	44	

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%

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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 First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%
Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%
Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%

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TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Compensation, Benefits, and Job Analysis Specialists

ANALYSIS INPUT

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance LeveL: 50	Weight: 1
To Title:	Compensation, Benefits, and Job Analysis Specialists	13-1072.00	Skills:	Importance LeveL: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS

Grand TORQ: 93

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	93	Level	95	Level	93

Gaps To Narrow if Possible

Ability	Level	Gap	Impt
Deductive Reasoning	62	15	68
Category Flexibility	55	13	62
Inductive Reasoning	57	11	68
Problem Sensitivity	55	8	75
Speech Clarity	59	7	75
Speech Recognition	55	4	68
Information Ordering	55	4	65
Written Comprehension	62	3	75
Selective Attention	39	4	53
Near Vision	62	3	65
Originality	48	3	53

Upgrade These Skills

Skill	Level	Gap	Impt
Writing	72	8	85

Knowledge to Add

Knowledge	Level	Gap	Impt
Sociology and Anthropology	27	2	73

LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation, Benefits, and Job Analysis Specialists. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Compensation, Benefits, and Job Analysis Specialists.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

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Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Importance
Oral Comprehension	60	60	78
Oral Expression	64	60	78
Written Comprehension	59	62	75
Problem Sensitivity	47	55	75
Speech Clarity	52	59	75
Deductive Reasoning	47	62	68
Inductive Reasoning	46	57	68
Speech Recognition	51	55	68
Written Expression	61	60	65
Information Ordering	51	55	65
Near Vision	59	62	65
Category Flexibility	42	55	62
Originality	45	48	53
Selective Attention	35	39	53
Mathematical Reasoning	51	48	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Importance
Writing	64	72	85

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Importance
Sociology and Anthropology	25	27	73

Experience & Education Comparison

Related Work Experience Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists
10+ years	14%	0%
8-10 years	1%	0%
6-8 years	14%	0%
4-6 years	12%	13%
2-4 years	21%	28%
1-2 years	17%	52%
6-12 months	12%	0%
3-6 months	1%	0%

Required Education Level Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists
Doctoral	0%	0%
Professional Degree	2%	0%
Post-Masters Cert	1%	0%
Master's Degree	9%	2%
Post-Bachelor Cert	0%	0%
Bachelors	26%	59%
AA or Equiv	11%	24%
Some College	15%	13%
Post-Secondary		

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1-3 months	1%	0%
0-1 month	0%	0%
None	2%	3%

Post-Secondary Certificate	4%	0%
High Scool Diploma or GED	27%	0%
No HSD or GED	0%	0%

First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists
Most Common Educational/Training Requirement:	
Work experience in a related occupation	Bachelor's degree
Job Zone Comparison	
3 - Job Zone Three: Medium Preparation Needed	4 - Job Zone Four: Considerable Preparation Needed
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.	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 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.	Most of these occupations require a four - year bachelor's degree, but some do not.
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.	Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

Tasks

First-Line Supervisors/Managers of Office and Administrative Support Workers

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.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel

Compensation, Benefits, and Job Analysis Specialists

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.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

Specific Tasks

Occupation Specific Tasks:

- Administer employee insurance, pension and savings plans, working with insurance brokers and plan carriers.
- Advise managers and employees on state and federal employment regulations, collective agreements, benefit and compensation policies, personnel procedures and classification programs.
- Advise staff of individuals' qualifications.
- Analyze organizational, occupational, and

to resolve problems in areas such as equipment performance, output quality, and work schedules.

- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or industrial data to facilitate organizational functions and provide technical information to business, industry, and government.
- Assess need for and develop job analysis instruments and materials.
- Assist in preparing and maintaining personnel records and handbooks.
- Consult with or serve as a technical liaison between business, industry, government, and union officials.
- Develop, implement, administer and evaluate personnel and labor relations programs, including performance appraisal, affirmative action and employment equity programs.
- Ensure company compliance with federal and state laws, including reporting requirements.
- Evaluate job positions, determining classification, exempt or non-exempt status, and salary.
- Negotiate collective agreements on behalf of employers or workers, and mediate labor disputes and grievances.
- Observe, interview, and survey employees and conduct focus group meetings to collect job, organizational, and occupational information.
- Perform multifactor data and cost analyses that may be used in areas such as support of collective bargaining agreements.
- Plan and develop curricula and materials for training programs and conduct training.
- Plan, develop, evaluate, improve, and communicate methods and techniques for selecting, promoting, compensating, evaluating, and training workers.
- Prepare occupational classifications, job descriptions and salary scales.
- Prepare reports, such as organization and flow charts, and career path reports, to summarize job analysis and evaluation and compensation analysis information.
- Prepare research results for publication in form of journals, books, manuals, and film.
- Provide advice on the resolution of classification and salary complaints.
- Research employee benefit and health and safety practices and recommend changes or modifications to existing policies.
- Research job and worker requirements, structural and functional relationships among jobs and occupations, and occupational trends.
- 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.

governmental agencies.

- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings

Detailed Tasks

Detailed Work Activities:

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

- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports
- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials

- use public speaking techniques
- write administrative procedures services manual
- write employee orientation or training materials

Labor Market Comparison

Maine Department of Labor.

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation, Benefits, and Job Analysis Specialists	Difference
Median Wage	$ 38,420	$ 43,900	$ 5,480
10th Percentile Wage	$ 26,110	$ 29,740	$ 3,630
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	$ 47,860	$ 55,780	$ 7,920

90th Percentile Wage	$ 59,480	$ 68,800	$ 9,320
Mean Wage	$ 41,030	$ 46,470	$ 5,440
Total Employment - 2392	7,710	770	-6,940
Employment Base - 2006	7,720	805	-6,915
Projected Employment - 2401	7,979	866	-7,113
Projected Job Growth - 2006-2401	3.4 %	7.6 %	4.2 %
Projected Annual Openings - 2006-2401	185	23	-162
Special			

Special Occupations:

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers and Compensation, Benefits, and Job Analysis Specialists

Data from Indeed

'

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	www.thomas.edu

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	WWW.UNE.EDU

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	$38,420.00	$0.00	3%	185	★
11-3031.02	Financial Managers, Branch or Department	94	4	2,440	$67,670.00	$29,250.00	7%	58	
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	$43,900.00	$5,480.00	8%	23	
11-9081.00	Lodging Managers	93	3	520	$43,350.00	$4,930.00	17%	62	★
11-3041.00	Compensation and Benefits Managers	93	3	200	$68,560.00	$30,140.00	2%	5	
13-1071.02	Personnel Recruiters	93	4	610	$41,200.00	$2,780.00	10%	19	
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	$55,220.00	$16,800.00	-1%	19	

13-2053.00	Insurance Underwriters	92	3	460	$56,090.00	$17,670.00	-1%	12	
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	$38,830.00	$410.00	6%	76	
11-3011.00	Administrative Services Managers	92	4	1,090	$56,630.00	$18,210.00	5%	34	
11-3042.00	Training and Development Managers	92	4	140	$66,670.00	$28,250.00	7%	4	
13-1071.01	Employment Interviewers	92	3	610	$41,200.00	$2,780.00	10%	19	
19-3021.00	Market Research Analysts	91	4	200	$49,960.00	$11,540.00	3%	2	
11-9131.00	Postmasters and Mail Superintendents	91	3	420	$55,200.00	$16,780.00	-5%	10	
13-1031.01	Claims Examiners, Property and Casualty Insurance	91	3	1,570	$49,360.00	$10,940.00	3%	44	

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%

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Labor unions and similar labor organizations	813930	1.40%	1,536	1,489	-3.03%

Top Industries for First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%
Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%
Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%

TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Bill and Account Collectors

ANALYSIS INPUT

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance LeveL: 50	Weight: 1
To Title:	Bill and Account Collectors	43-3011.00	Skills:	Importance LeveL: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS

Grand TORQ: 94

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	95	Level	93	Level	93

Gaps To Narrow if Possible

Ability	Level	Gap	Impt
Deductive Reasoning	48	1	56

Upgrade These Skills

Skill	Level	Gap	Impt
Writing	68	4	83
Mathematics	57	4	71

Knowledge to Add

Knowledge	Level	Gap	Impt
Clerical	71	7	69

LEVEL and IMPT (IMPORTANCE) refer to the Target Bill and Account Collectors. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Bill and Account Collectors.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Importance
Oral Expression	64	59	90
Oral Comprehension	60	55	78
Speech Clarity	52	37	78
Problem Sensitivity	47	42	68
Near Vision	59	53	68
Written Comprehension	59	53	65
Speech Recognition	51	46	65
Written Expression	61	53	62
Information Ordering	51	41	62
Deductive Reasoning	47	48	56
Inductive Reasoning	46	42	53

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Category Flexibility	42	39	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Importance
Writing	64	68	83
Mathematics	53	57	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Importance
Clerical	64	71	69

Experience & Education Comparison

Related Work Experience Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors
10+ years	14%	0%
8-10 years	1%	0%
6-8 years	14%	13%
4-6 years	12%	0%
2-4 years	21%	21%
1-2 years	17%	32%
6-12 months	12%	16%
3-6 months	1%	3%
1-3 months	1%	8%
0-1 month	0%	0%
None	2%	3%

Required Education Level Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors
Doctoral	0%	0%
Professional Degree	2%	0%
Post-Masters Cert	1%	0%
Master's Degree	9%	0%
Post-Bachelor Cert	0%	0%
Bachelors	26%	0%
AA or Equiv	11%	27%
Some College	15%	28%
Post-Secondary Certificate	4%	13%
High Scool Diploma or GED	27%	30%
No HSD or GED	0%	0%

First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors
Most Common Educational/Training Requirement:	
Work experience in a related occupation	Short-term on-the-job training
Job Zone Comparison	
3 - Job Zone Three: Medium Preparation Needed	3 - Job Zone Three: Medium Preparation Needed
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.	Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.	Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.	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

First-Line Supervisors/Managers of Office and Administrative Support Workers

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.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.

Bill and Account Collectors

Core Tasks

Generalized Work Activities:

- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- 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.

Specific Tasks

Occupation Specific Tasks:

- Advise customers of necessary actions and strategies for debt repayment.
- Arrange for debt repayment or establish repayment schedules, based on customers' financial situations.
- Confer with customers by telephone or in person to determine reasons for overdue payments and to review the terms of sales, service, or credit contracts.
- Drive vehicles to visit customers, return merchandise to creditors, or deliver bills.
- Locate and monitor overdue accounts, using computers and a variety of automated systems.
- Locate and notify customers of delinquent accounts by mail, telephone, or personal visits to solicit payment.
- Negotiate credit extensions when necessary.
- Notify credit departments, order merchandise repossession or service disconnection, and turn over account records to attorneys when customers fail to respond to collection attempts.
- Perform various administrative functions for assigned accounts, such as recording address changes and purging the records of deceased customers.
- Persuade customers to pay amounts due on credit accounts, damage claims, or nonpayable checks, or to return merchandise.
- Receive payments and post amounts paid to customer accounts.
- Record information about financial status of customers and status of collection efforts.

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appropriate personnel action.

- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- Sort and file correspondence, and perform miscellaneous clerical duties such as answering correspondence and writing reports.
- Trace delinquent customers to new addresses by inquiring at post offices, telephone companies, credit bureaus, or through the questioning of neighbors.

Detailed Tasks

Detailed Work Activities:

- advise clients or customers
- collect overdue bills
- collect payment
- confer with customer to review terms of credit or payment plan
- drive automobile, van, or light truck
- locate persons (skip tracing)
- maintain account records
- maintain records, reports, or files
- negotiate payment arrangements with customers
- obtain information from individuals
- type letters or correspondence
- use computers to enter, access or retrieve data
- use interviewing procedures

Tools - Examples

- Autodialers
- Laptop computers
- Personal digital assistants PDA
- Scanners

- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports
- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers

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- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials

Labor Market Comparison

Maine Department of Labor.

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Difference
Median Wage	$ 38,420	$ 29,770	$(8,650)
10th Percentile Wage	$ 26,110	$ 22,070	$(4,040)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	$ 47,860	$ 35,480	$(12,380)
90th Percentile Wage	$ 59,480	$ 42,380	$(17,100)
Mean Wage	$ 41,030	$ 31,400	$(9,630)
Total Employment - 2392	7,710	1,590	-6,120
Employment Base - 2006	7,720	1,596	-6,124
Projected Employment - 2401	7,979	1,769	-6,210
Projected Job Growth - 2006-2401	3.4 %	10.8 %	7.5 %
Projected Annual Openings - 2006-2401	185	41	-144
Special	☆		

Special Occupations:

National Job Posting Trends

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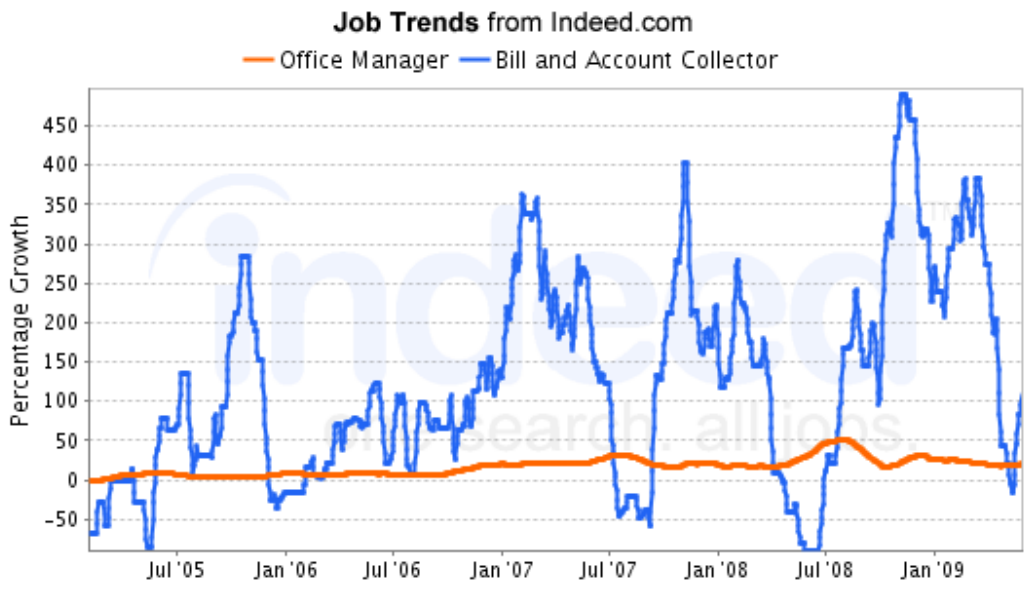
Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers and Bill and Account Collectors



Data from Indeed

Programs

Related Programs

Banking and Financial Support Services

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

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

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	$38,420.00	$0.00	3%	185	☆
11-3031.02	Financial Managers, Branch or Department	94	4	2,440	$67,670.00	$29,250.00	7%	58	

13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	$43,900.00	$5,480.00	8%	23	
11-3041.00	Compensation and Benefits Managers	93	3	200	$68,560.00	$30,140.00	2%	5	
13-1071.02	Personnel Recruiters	93	4	610	$41,200.00	$2,780.00	10%	19	
11-9081.00	Lodging Managers	93	3	520	$43,350.00	$4,930.00	17%	62	
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13-1071.01	Employment Interviewers	92	3	610	$41,200.00	$2,780.00	10%	19	
19-3021.00	Market Research Analysts	91	4	200	$49,960.00	$11,540.00	3%	2	
13-2041.00	Credit Analysts	91	4	230	$38,740.00	$320.00	-9%	9	
41-3021.00	Insurance Sales Agents	91	3	1,620	$43,290.00	$4,870.00	4%	80	

Special Occupations:

Top Industries for Bill and Account Collectors

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Offices of physicians	621100	7.92%	34,407	43,347	25.98%
Depository credit intermediation	522100	5.22%	22,656	23,099	1.95%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	5.06%	21,982	26,361	19.92%
Accounting, tax preparation, bookkeeping, and payroll services	541200	4.72%	20,509	24,323	18.60%
General medical and surgical hospitals, public and private	622100	4.62%	20,056	22,204	10.71%
Management of companies and enterprises	551100	2.57%	11,150	12,854	15.28%
Legal services	541100	2.22%	9,640	10,588	9.84%
Activities related to credit intermediation	522300	2.10%	9,113	11,799	29.48%
Employment services	561300	2.06%	8,925	11,295	26.56%

Office administrative services	561100	1.35%	5,879	7,454	26.79%
Automobile dealers	441100	1.21%	5,265	5,973	13.44%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.02%	4,425	5,158	16.57%
Consumer goods rental	532200	0.97%	4,203	4,572	8.76%
Local government, excluding education and hospitals	939300	0.89%	3,870	4,348	12.34%
Self-employed workers, primary job	000601	0.73%	3,173	3,381	6.54%

Top Industries for First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%
Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%
Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%

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TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Lodging Managers

ANALYSIS INPUT

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance LeveL: 50	Weight: 1
To Title:	Lodging Managers	11-9081.00	Skills:	Importance LeveL: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS

Grand TORQ: 93

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	93	Level	96	Level	89

Gaps To Narrow if Possible

Ability	Level	Gap	Impt
Problem Sensitivity	53	6	72
Deductive Reasoning	53	6	68
Speech Recognition	53	2	72

Upgrade These Skills

Skill	Level	Gap	Impt
Social Perceptiveness	90	20	74
Active Learning	82	13	88
Coordination	76	14	71
Active Listening	91	11	85
Writing	71	7	73
Time Management	82	6	77
Technology Design	37	4	82

Knowledge to Add

Knowledge	Level	Gap	Impt
Economics and Accounting	65	14	78
Personnel and Human Resources	71	14	75
Foreign Language	24	10	75
Clerical	69	9	78

LEVEL and IMPT (IMPORTANCE) refer to the Target Lodging Managers. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Lodging Managers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers	Importance
Oral Expression	64	57	90
Oral Comprehension	60	59	87
Speech Clarity	52	42	75
Problem Sensitivity	47	53	72
Speech Recognition	51	53	72
Deductive Reasoning	47	53	68

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Written Comprehension	59	53	62
Written Expression	61	53	62
Inductive Reasoning	46	46	62
Information Ordering	51	48	62
Near Vision	59	48	59
Category Flexibility	42	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers	Importance
Active Learning	69	82	88
Active Listening	80	91	85
Technology Design	33	37	82
Time Management	76	82	77
Social Perceptiveness	70	90	74
Writing	64	71	73
Coordination	62	76	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers	Importance
Clerical	60	69	78
Economics and Accounting	51	65	78
Personnel and Human Resources	57	71	75
Foreign Language	14	24	75

Experience & Education Comparison

Related Work Experience Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers
10+ years	14%	0%
8-10 years	1%	0%
6-8 years	14%	0%
4-6 years	12%	8%
2-4 years	21%	16%
1-2 years	17%	28%
6-12 months	12%	18%
3-6 months	1%	0%

Required Education Level Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers
Doctoral	0%	0%
Professional Degree	2%	0%
Post-Masters Cert	1%	0%
Master's Degree	9%	0%
Post-Bachelor Cert	0%	7%
Bachelors	26%	6%
AA or Equiv	11%	53%
Some College	15%	11%
Post-Secondary		

1-3 months	1%	0%
0-1 month	0%	1%
None	2%	25%

Post-Secondary Certificate	4%	0%
High Scool Diploma or GED	27%	17%
No HSD or GED	0%	2%

First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers
Most Common Educational/Training Requirement:	
Work experience in a related occupation	Work experience in a related occupation
Job Zone Comparison	
3 - Job Zone Three: Medium Preparation Needed	3 - Job Zone Three: Medium Preparation Needed
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.	Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.	Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.	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

First-Line Supervisors/Managers of Office and Administrative Support Workers

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.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel

Lodging Managers

Core Tasks

Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- 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.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

Specific Tasks

Occupation Specific Tasks:

- Answer inquiries pertaining to hotel policies and services, and resolve occupants' complaints.
- Arrange telephone answering services, deliver mail and packages, or answer questions regarding locations for eating and entertainment.
- Assign duties to workers, and schedule shifts.
- Book tickets for guests for local tours and attractions.

to resolve problems in areas such as equipment performance, output quality, and work schedules.

- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
-

- Collect payments, and record data pertaining to funds and expenditures.
- Confer and cooperate with other managers to ensure coordination of hotel activities.
- Coordinate front-office activities of hotels or motels, and resolve problems.
- Develop and implement policies and procedures for the operation of a department or establishment.
- Greet and register guests.
- Inspect guest rooms, public areas, and grounds for cleanliness and appearance.
- Interview and hire applicants.
- Manage and maintain temporary or permanent lodging facilities.
- Meet with clients to schedule and plan details of conventions, banquets, receptions and other functions.
- Observe and monitor staff performance to ensure efficient operations and adherence to facility's policies and procedures.
- Organize and coordinate the work of staff and convention personnel for meetings to be held at a particular facility.
- Participate in financial activities such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
- Perform marketing and public relations activities.
- Prepare required paperwork pertaining to departmental functions.
- Provide assistance to staff members by inspecting rooms, setting tables or doing laundry.
- Purchase supplies, and arrange for outside services, such as deliveries, laundry, maintenance and repair, and trash collection.
- Receive and process advance registration payments, mail letters of confirmation, or return checks when registrations cannot be accepted.
- Show, rent, or assign accommodations.
- Train staff members.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- answer customer or public inquiries
- assign work to staff or employees
- collect payment
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- direct and coordinate activities of workers or staff
- evaluate information from employment interviews
- evaluate premises for cleanliness

Resolve customer complaints, and answer customers' questions regarding policies and procedures.

- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- explain rules, policies or regulations
- greet customers, guests, visitors, or passengers
- hire, discharge, transfer, or promote workers
- inspect property
- interview job applicants
- investigate customer complaints
- maintain account records
- maintain records, reports, or files
- monitor lodging or dining facility operations to ensure regulation
- monitor operations to verify conformance to standards
- negotiate business contracts
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee execution of organizational or program policies
- prepare or maintain employee records
- provide customer service
- receive customer orders
- receive or disburse cash related to payments received
- resolve customer or public complaints
- resolve personnel problems or grievances
- schedule employee work hours
- supply guests with information or services
- understand government health, hotel or food service regulations
- use computers to enter, access or retrieve data
- write business correspondence

Tools - Examples

- 10-key calculators
- Cash registers
- Desktop computers
- Laptop computers
- Personal computers
- Handheld computers
- Credit card machines
- Private automatic branch exchange PABX systems
- Multi-line telephone systems
- Voice mail systems

manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
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- maintain records, reports, or files
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Projected Job Growth - 2006-2401	3.4 %	16.8 %	13.4 %
Projected Annual Openings - 2006-2401	185	62	-123
Special	☆	☆	
Special Occupations:			

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers and Lodging Managers

Data from Indeed

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Programs

Related Programs

Franchise Operation

Franchising and Franchise Operations. A program that prepares individuals to manage and operate franchises. Includes instruction in legal requirements, set-up costs and capitalization requirements, financing, and applications to specific franchise opportunities.

No information on schools for the program

Hospitality and Recreation Marketing Operations

Hospitality and Recreation Marketing Operations. A program that prepares individuals to provide marketing services in the hospitality and leisure fields. Includes instruction in hospitality operations, customer sales and assistance operations and techniques, telephone operations, basic office management, retail sports, recreation equipment, food and beverage .

No information on schools for the program

Hospitality/Administration Management

Hospitality Administration/Management, General. A program that prepares individuals to serve as general managers and directors of hospitality operations on a system-wide basis, including both travel arrangements and promotion and the provision of traveler facilities. Includes instruction in principles of operations in the travel and tourism, hotel and lodging facilities, food services, and recreation facilities industries; hospitality marketing strategies; hospitality planning; management and coordination of franchise and unit operations; business management; accounting and financial management; hospitality transportation and logistics; and hospitality industry policies and regulations.

Institution	Address	City	URL
York County Community College	112 College Drive	Wells	www.yccc.edu

Hotel/Motel Administration/Management

Hotel/Motel Administration/Management. A program that prepares individuals to manage operations and facilities that provide lodging services to the traveling public. Includes instruction in hospitality industry principles; supplies purchasing, storage and control; hotel facilities design and planning; hospitality industry law; personnel management and labor relations; financial management; marketing and sales promotion; convention and event management; front desk operations; and applications to specific types of hotels and motel operations.

Institution	Address	City	URL
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu

Resort Management

Resort Management. A program that prepares individuals to plan, manage, and market comprehensive vacation facilities and services and related products. Includes instruction in hospitality administration, hotel/motel management, restaurant and food services management, facilities planning, leisure studies, recreation administration, marketing, recreation equipment and grounds operations and maintenance, business finance, insurance and taxation, event management and guest services, personnel management, travel and logistics management, safety and health services, professional standards and ethics, and applications to specific vacation types and locations.

No information on schools for the program

Selling Skills and Sales Operations

Selling Skills and Sales Operations. A program that prepares individuals to possess the skills associated with direct promotion of products and services to potential customers and to function as independent sales representatives and managers. Includes instruction in consumer psychology, image projection, public speaking and interpersonal communications, sales organization and operations, customer relations, professional standards and ethics, and applicable technical skills.

No information on schools for the program

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
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13-2072.00	Loan Officers	91	3	1,450	$49,380.00	$10,960.00	9%	29	
13-2041.00	Credit Analysts	91	4	230	$38,740.00	$320.00	-9%	9	

Special Occupations:

Top Industries for Lodging Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	46.31%	32,875	33,429	1.69%
Self-employed workers, secondary job	000602	6.65%	4,723	4,702	-0.45%
RV (recreational vehicle) parks and recreational camps	721200	1.58%	1,123	1,284	14.32%
Unpaid family workers, primary job	000701	1.30%	922	730	-20.89%
Colleges, universities, and professional schools, public and private	611300	0.66%	469	525	11.87%
Casino hotels	721120	0.57%	402	477	18.78%
Office administrative services	561100	0.51%	361	458	26.79%
Lessors of real estate	531100	0.39%	274	302	10.18%

Private households, primary jobs	814100	0.33%	233	243	3.99%
Local government, excluding education and hospitals	939300	0.32%	227	254	12.34%
Management of companies and enterprises	551100	0.32%	224	258	15.28%
Activities related to real estate	531300	0.26%	184	234	27.44%
Full-service restaurants	722100	0.23%	160	176	9.99%
State government, excluding education and hospitals	929200	0.13%	94	93	-1.86%
Community care facilities for the elderly	623300	0.12%	82	125	52.78%

Top Industries for First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%
Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%
Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%

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TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Compensation and Benefits Managers

ANALYSIS INPUT

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance LeveL: 50	Weight: 1
To Title:	Compensation and Benefits Managers	11-3041.00	Skills:	Importance LeveL: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

TORQ RESULTS

Grand TORQ: 93

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	93	Level	97	Level	89

Gaps To Narrow if Possible

Ability	Level	Gap	Impt
Deductive Reasoning	62	15	68
Problem Sensitivity	59	12	75
Category Flexibility	55	13	59
Speech Clarity	60	8	72
Speech Recognition	59	8	68
Inductive Reasoning	53	7	65
Selective Attention	42	7	59
Originality	51	6	50
Written Comprehension	62	3	75
Oral Comprehension	62	2	72
Information Ordering	53	2	68
Near Vision	60	1	62

Upgrade These Skills

Skill	Level	Gap	Impt
Writing	70	6	82

Knowledge to Add

Knowledge	Level	Gap	Impt
Personnel and Human Resources	83	30	93
Law and Government	59	20	72
English Language	65	7	84
Administration and Management	70	5	85

LEVEL and IMPT (IMPORTANCE) refer to the Target Compensation and Benefits Managers. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Compensation and Benefits Managers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

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Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers	Importance
Written Comprehension	59	62	75
Problem Sensitivity	47	59	75
Oral Comprehension	60	62	72
Oral Expression	64	62	72
Speech Clarity	52	60	72
Written Expression	61	60	68
Deductive Reasoning	47	62	68
Information Ordering	51	53	68
Speech Recognition	51	59	68
Inductive Reasoning	46	53	65
Near Vision	59	60	62
Category Flexibility	42	55	59
Selective Attention	35	42	59
Mathematical Reasoning	51	51	56
Originality	45	51	50
Number Facility	55	51	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers	Importance
Writing	64	70	82

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers	Importance
Personnel and Human Resources	53	83	93
Administration and Management	65	70	85
English Language	58	65	84
Law and Government	39	59	72

Experience & Education Comparison

Related Work Experience Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers
10+ years	14%	7%
8-10 years	1%	14%
6-8 years	14%	15%
4-6 years	12%	19%

Required Education Level Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers
Doctoral	0%	0%
Professional Degree	2%	0%
Post-Masters Cert	1%	13%
Master's Degree	9%	5%

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2-4 years	21%	34%
1-2 years	17%	5%
6-12 months	12%	0%
3-6 months	1%	0%
1-3 months	1%	0%
0-1 month	0%	0%
None	2%	3%

Post-Bachelor Cert	0%	0%
Bachelors	26%	29%
AA or Equiv	11%	44%
Some College	15%	7%
Post-Secondary Certificate	4%	0%
High Scool Diploma or GED	27%	0%
No HSD or GED	0%	0%

First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers
Most Common Educational/Training Requirement:	
Work experience in a related occupation	Bachelor's or higher degree, plus work experience
Job Zone Comparison	
3 - Job Zone Three: Medium Preparation Needed	3 - Job Zone Three: Medium Preparation Needed
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.	Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.	Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.	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

First-Line Supervisors/Managers of Office and Administrative Support Workers

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.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Compensation and Benefits Managers

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.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.

Specific Tasks

Occupation Specific Tasks:

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines,

- Administer, direct, and review employee benefit programs, including the integration of benefit programs following mergers and acquisitions.
- Advise management on such matters as equal employment opportunity, sexual harassment and discrimination.
- Analyze compensation policies, government regulations, and prevailing wage rates to develop competitive compensation plan.
- Analyze statistical data and reports to identify and determine causes of personnel problems and develop recommendations for improvement of organization's personnel policies and practices.
- Conduct exit interviews to identify reasons for employee termination.
- Contract with vendors to provide employee services, such as food services, transportation, or relocation service.
- Design, evaluate and modify benefits policies to ensure that programs are current, competitive and in compliance with legal requirements.
- Develop methods to improve employment policies, processes, and practices, and recommend changes to management.
- Direct preparation and distribution of written and verbal information to inform employees of benefits, compensation, and personnel policies.
- Formulate policies, procedures and programs for recruitment, testing, placement, classification, orientation, benefits and compensation, and labor and industrial relations.
- Fulfill all reporting requirements of all relevant government rules and regulations, including the Employee Retirement Income Security Act (ERISA).
- Identify and implement benefits to increase the quality of life for employees, by working with brokers and researching benefits issues.
- Investigate and report on industrial accidents for insurance carriers.
- Maintain records and compile statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates.
- Manage the design and development of tools to assist employees in benefits selection, and to guide managers through compensation decisions.
- Mediate between benefits providers and employees, such as by assisting in handling employees' benefits-related questions or taking suggestions.
- Negotiate bargaining agreements.
- Plan and conduct new employee orientations to foster positive attitude toward organizational objectives.
- Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations,

and duty assignments of office or administrative staff.

- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or

and employee relations.

- Prepare budgets for personnel operations.
- Prepare detailed job descriptions and classification systems and define job levels and families, in partnership with other managers.
- Prepare personnel forecasts to project employment needs.
- Represent organization at personnel-related hearings and investigations.
- Resolve labor disputes and grievances.
- Study legislation, arbitration decisions, and collective bargaining contracts to assess industry trends.

Detailed Tasks

Detailed Work Activities:

- advise department managers in personnel matters
- advise management or labor union officials on labor relation issues
- analyze budgets
- analyze data to identify personnel problems
- answer customer or public inquiries
- assign work to staff or employees
- categorize occupational, educational, or employment information
- compile information on findings from investigation of accidents
- compile numerical or statistical data
- conduct or attend staff meetings
- conduct research on work-related topics
- confer with other departmental heads to coordinate activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop records management system
- develop wage systems for workers
- direct and coordinate activities of workers or staff
- direct and coordinate human resource programs
- evaluate personnel benefits policies
- execute employee bargaining agreements
- fill out insurance forms
- forecast departmental personnel requirements
- implement employee bargaining agreements
- implement employee benefit plans
- implement employee compensation plans
- maintain awareness of social trends
- manage contracts
- monitor operational budget
- negotiate labor agreements
- obtain information from individuals
- orient new employees

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contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports
- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials
- oversee execution of organizational or program policies
- prepare reports for management
- present information on human resource management issues
- recommend improvements to work methods or procedures
- resolve personnel problems or grievances
- resolve worker or management conflicts
- use conflict resolution techniques
- use government regulations
- use interviewing procedures
- use knowledge of employee classification system
- write employee orientation or training materials

Tools - Examples

- Desktop computers
- Universal serial bus USB flash drives
- Liquid crystal display LCD video projectors
- Laptop computers
- Personal computers
- Personal digital assistants PDA
- Optical disk drives
- Scanners
- Tablet computers

Labor Market Comparison

Maine Department of Labor.

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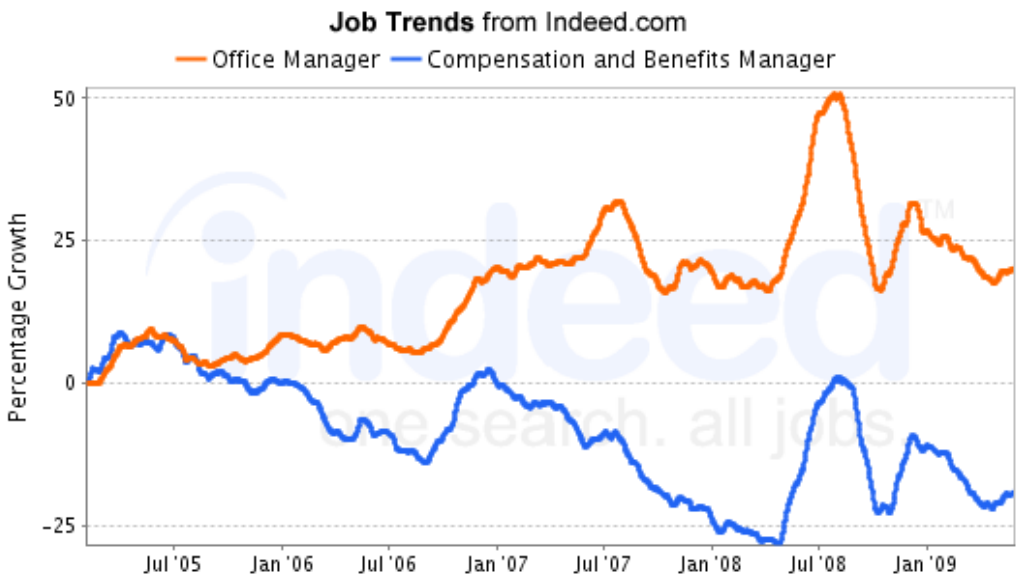
Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Compensation and Benefits Managers	Difference
Median Wage	$ 38,420	$ 68,560	$ 30,140
10th Percentile Wage	$ 26,110	$ 46,170	$ 20,060
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	$ 47,860	$ 84,930	$ 37,070
90th Percentile Wage	$ 59,480	$112,350	$ 52,870
Mean Wage	$ 41,030	$ 72,940	$ 31,910
Total Employment - 2392	7,710	200	-7,510
Employment Base - 2006	7,720	228	-7,492
Projected Employment - 2401	7,979	233	-7,746
Projected Job Growth - 2006-2401	3.4 %	2.2 %	-1.2 %
Projected Annual Openings - 2006-2401	185	5	-180
Special			

Special Occupations:

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers and Compensation and Benefits Managers



Data from Indeed

Programs

No information on programs or the occupation.

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings	Special
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	$38,420.00	$0.00	3%	185	★
11-3031.02	Financial Managers, Branch or Department	94	4	2,440	$67,670.00	$29,250.00	7%	58	
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	$43,900.00	$5,480.00	8%	23	
11-9081.00	Lodging Managers	93	3	520	$43,350.00	$4,930.00	17%	62	★
11-3041.00	Compensation and Benefits Managers	93	3	200	$68,560.00	$30,140.00	2%	5	
13-1071.02	Personnel Recruiters	93	4	610	$41,200.00	$2,780.00	10%	19	
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	$55,220.00	$16,800.00	-1%	19	
13-2053.00	Insurance Underwriters	92	3	460	$56,090.00	$17,670.00	-1%	12	
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	$38,830.00	$410.00	6%	76	
11-3011.00	Administrative Services Managers	92	4	1,090	$56,630.00	$18,210.00	5%	34	
11-3042.00	Training and Development Managers	92	4	140	$66,670.00	$28,250.00	7%	4	
13-1071.01	Employment Interviewers	92	3	610	$41,200.00	$2,780.00	10%	19	
19-3021.00	Market Research Analysts	91	4	200	$49,960.00	$11,540.00	3%	2	
11-9131.00	Postmasters and Mail Superintendents	91	3	420	$55,200.00	$16,780.00	-5%	10	
13-1031.01	Claims Examiners, Property and Casualty Insurance	91	3	1,570	$49,360.00	$10,940.00	3%	44	★

Special Occupations:

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Top Industries for Compensation and Benefits Managers

Industry	NAICS	% of Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	12.31%	6,041	6,964	15.28%
Local government, excluding education and hospitals	939300	4.98%	2,447	2,748	12.34%
Depository credit intermediation	522100	3.59%	1,763	1,797	1.95%
General medical and surgical hospitals, public and private	622100	2.81%	1,378	1,526	10.71%
Colleges, universities, and professional schools, public and private	611300	2.38%	1,168	1,307	11.87%
Computer systems design and related services	541500	1.93%	950	1,282	35.02%
Management, scientific, and technical consulting services	541600	1.78%	876	1,563	78.52%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.60%	783	929	18.60%
Research and development in the physical, engineering, and life sciences	541710	1.44%	707	755	6.69%
Self-employed workers, primary job	000601	1.40%	689	734	6.54%
Employment services	561300	1.37%	671	849	26.56%
Office administrative services	561100	1.30%	639	810	26.79%
State government, excluding education and hospitals	929200	1.13%	553	543	-1.87%
Legal services	541100	1.05%	514	564	9.84%
Offices of physicians	621100	1.03%	507	639	25.98%

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Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%

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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)

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