



# TORO Analysis of Human Resources Managers to Training and Development Managers

## INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	Human Resources Managers	11-3040.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Training and Development Managers	11-3042.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

## OUTPUT SECTION:

Grand TORQ:



91

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	90	Level	88	Level	95

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Speech Clarity	76	5	93	Service Orientation	68	19	75	No Knowledge Upgrades Required!			
Inductive Reasoning	64	5	78	Instructing	72	11	90				
Time Sharing	44	5	53	Learning Strategies	79	11	74				
Oral Expression	71	2	93	Monitoring	74	11	73				
Fluency of Ideas	62	2	75	Reading Comprehension	74	8	90				
Selective Attention	41	2	62	Speaking	70	5	91				
Far Vision	55	2	56	Active Learning	68	6	72				
				Critical Thinking	68	4	80				
				Social Perceptiveness	71	4	73				
				Time Management	70	3	81				
				Persuasion	65	2	78				
				Judgment and Decision Making	62	1	75				

LEVEL and IMPT (IMPORTANCE) refer to the Target Training and Development Managers. GAP refers to level difference between Human Resources Managers and Training and Development Managers.

## ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	Human Resources Managers	Training and Development Managers	Importance



Oral Expression	69	71	93
Speech Clarity	71	76	93
Oral Comprehension	66	62	81
Speech Recognition	66	62	81
Originality	57	57	78
Deductive Reasoning	67	59	78
Inductive Reasoning	59	64	78
Written Comprehension	69	60	75
Written Expression	67	64	75
Fluency of Ideas	60	62	75
Problem Sensitivity	64	55	75
Information Ordering	55	55	75
Near Vision	69	62	68
Category Flexibility	62	57	62
Selective Attention	39	41	62
Memorization	57	53	59
Far Vision	53	55	56
Flexibility of Closure	48	46	53
Time Sharing	39	44	53
Mathematical Reasoning	59	48	50
Speed of Closure	59	48	50
Visualization	51	48	50

Skill Level Comparison - Abilities with importance scores over 69

Description	Human Resources Managers	Training and Development Managers	Importance
Speaking	65	70	91
Reading Comprehension	66	74	90
Instructing	61	72	90
Management of Personnel Resources	83	80	88
Active Listening	74	67	86



Time Management	67	70	81
Critical Thinking	64	68	80
Persuasion	63	65	78
Service Orientation	49	68	75
Judgment and Decision Making	61	62	75
Learning Strategies	68	79	74
Writing	68	64	73
Monitoring	63	74	73
Social Perceptiveness	67	71	73
Active Learning	62	68	72
Knowledge Level Comparison - Knowledge with importance scores over 69			
Description	Human Resources Managers	Training and Development Managers	Importance

Experience & Education Comparison					
Related Work Experience Comparison			Required Education Level Comparison		
Description	Human Resources Managers	Training and Development Managers	Description	Human Resources Managers	Training and Development Managers
10+ years	9%	18%	Doctoral	0%	0%
8-10 years	0%	0%	Professional Degree	9%	0%
6-8 years	10%	7%	Post-Masters Cert	0%	0%
4-6 years	9%	13%	Master's Degree	0%	16%
2-4 years	10%	35%	Post-Bachelor Cert	0%	0%
1-2 years	20%	11%	Bachelors	49%	0%
6-12 months	26%	7%	AA or Equiv	8%	3%
3-6 months	0%	0%	Some College	12%	21%
1-3 months	0%	0%	Post-Secondary Certificate	0%	7%
0-1 month	0%	0%	High School Diploma or GED	19%	43%
None	13%	7%	No HSD or GED	0%	7%
Human Resources Managers			Training and Development Managers		
Most Common Educational/Training Requirement:					
Bachelor's or higher degree, plus work experience					
Job Zone Comparison					
<p>4 - Job Zone Four: Considerable Preparation Needed</p> <p>A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.</p> <p>Most of these occupations require a four - year bachelor's degree, but some do not.</p>			<p>4 - Job Zone Four: Considerable Preparation Needed</p> <p>A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.</p> <p>Most of these occupations require a four - year bachelor's degree, but some do not.</p>		



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

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## Tasks

### Human Resources Managers

#### Core Tasks

#### Specific Tasks

#### Detailed Tasks

#### Technology - Examples

#### Charting software

- AASoftTech Web Organization Chart

#### Compliance software

- Stratitec TimeIPS

#### Computer based training software

- Training software

#### Data base user interface and query software

- Automation Centre Personnel Tracker

- Microsoft Access

#### Document management software

- Atlas Business Solutions Staff Files

- WinOcular software

#### Electronic mail software

- Email software

- Microsoft Outlook

#### Enterprise resource planning ERP software

- Deltek Vision

- Oracle PeopleSoft

- SAP software

#### Human resources software

- ADP HR/Benefits Solution

- ADP HR/Profile

- AllNetic Working Time Tracker

- Applicant Tracking Systems ATS software

- Arrow Electronics N/Compass

- Authoria Adviser

- Ceridian software

### Training and Development Managers

#### Core Tasks

#### Generalized Work Activities:

- Training and Teaching Others - Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Coaching and Developing Others - Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

#### Specific Tasks

#### Occupation Specific Tasks:

- Analyze training needs to develop new training programs or modify and improve existing programs.
- Conduct or arrange for ongoing technical training and personal development classes for staff members.
- Conduct orientation sessions and arrange on-the-job training for new hires.
- Confer with management and conduct surveys to identify training needs based on projected production processes, changes, and other factors.
- Coordinate established courses with technical and professional courses provided by community schools and designate training procedures.
- Develop and organize training manuals, multimedia visual aids, and other educational materials.
- Develop testing and evaluation procedures.
- Evaluate instructor performance and the effectiveness of training programs, providing recommendations for improvement.



- Focus software
- Halogen e360
- Halogen ePraisal
- Human resource information system HRIS software
- Inception Technologies InfiniTime
- Infor SSA Human Capital Management
- Lawson Human Resources Suite
- Midrange Software XpertHire
- Oracle HRIS
- Personnel management software
- QuestionMark software
- Qwiz software
- Sage Software Abra HRMS
- Savitr RecruitX
- Tesseract Benefits Manager
- Tesseract Human Resources Manager
- Ultimate Software UltiPro
- UniFocus Watson Human Resources Manager
- WhizLabs software
- Internet browser software
  - Web browser software
- Presentation software
  - Microsoft PowerPoint
- Spreadsheet software
  - Microsoft Excel
- Time accounting software
  - ADP ezLaborManager
  - ADP Pay eXpert
  - Data Management TimeClock Plus software
  - Exact Software Macola ES Labor Performance
  - Kronos Workforce Timekeeper
  - Norchard Solutions Succession Wizard
- Word processing software
  - Microsoft Word

improvement.

- Plan, develop, and provide training and staff development programs, using knowledge of the effectiveness of methods such as classroom training, demonstrations, on-the-job training, meetings, conferences, and workshops.
- Prepare training budget for department or organization.
- Review and evaluate training and apprenticeship programs for compliance with government standards.
- Train instructors and supervisors in techniques and skills for training and dealing with employees.

#### Detailed Tasks

##### Detailed Work Activities:

- assess staff or applicant skill levels
- assign work to staff or employees
- conduct or attend staff meetings
- conduct training for personnel
- coordinate employee continuing education programs
- determine customer needs
- develop budgets
- develop course or training objectives
- develop policies, procedures, methods, or standards
- develop training evaluation procedures
- develop training programs
- direct and coordinate human resource programs
- edit written material
- ensure compliance with government regulations
- evaluate training materials
- evaluate training programs or instructors
- explain government laws or regulations
- explain rules, policies or regulations
- identify training needs
- monitor training costs
- orient new employees
- oversee execution of organizational or program policies
- plan meetings or conferences
- plan training procedures
- prepare audio-visual teaching aids
- schedule or contract meeting facilities
- schedule training
- train instructors in training techniques
- understand government labor or employment regulations
- use government regulations
- write employee orientation or training materials



- Nuvosoft Rwiz

#### Tools - Examples

- Desktop computers
- Notebook computers
- Personal computers
- Scanners

#### Technology - Examples

##### Charting software

- Microsoft Office Visio

##### Computer based training software

- Adobe Systems Adobe Captivate
- AgileView Software SmartView
- Alchemy Systems SISTEM
- Articulate Rapid E-Learning Studio
- Beeline Learning Management System LMS
- Blatant Media Absorb LMS
- Brainshark Rapid Learning
- Cobent Learning and Compliance Suite LCS
- Computer Generated Solutions Learning Management System
- dominKnow Learning Center
- Eedo KnowMedgeware Eedo Force Ten
- ElearningForce JoomlaLMS
- EZ LCMS
- FlexTraining Total e-Learning Solution
- FunEducation Outstart Trainer
- G-Cube Solutions Wizdom Web LMS
- GeoMetrix Data Systems Training Partner
- HunterStone THESIS
- ICS Learning Group Inquisiq EX
- Ikonami AT-Learning Tool
- iLinc Communications LearnLinc
- Inspired eLearning iLMS
- Intelladon Enterprise Knowledge Platform EKP
- Intelligent Information Conversion Technologies MeritScholar
- Intellum Rollbook
- Kookaburra Studios Knowledge Presenter
- LeanForward LearnPoint
- Learn HQ Activate LMS



- Learn.com CourseMaker Studio
- Medworxx Learning Management System
- Moodle
- Mzinga On-Demand Learning Suite
- NetDimensions Enterprise Knowledge Platform EKP
- OnPoint Digital OnPoint Learning & Performance Suite
- Open e-LMS
- Operitel LearnFlex
- Pathlore LMS
- Plateau Learning Management System LMS
- PRO-ductivity Systems Compliance Training Manager Web
- Rapid Intake Unison
- Right Reason Technologies RightTrack
- RISC Virtual Training Assistant
- Saba Centra
- SkillSoft SkillPort
- SumTotal Systems ToolBook
- SumTotal Systems TotalLMS
- SyberWorks Training Center
- techniques.org knowledgeWorks LMS
- Telania eLeaP Learning Management System LMS/LCMS
- The Human Equation InSite LMS
- TrainCaster LMS
- TrainOnTrack Learning Management System LMS
- Trivantis Lectora
- Upside Learning UpsideLMS
- Xerceo Learn
- Xyleme Learning Content Management System LCMS
- Ziiva Prosperity LMS

Desktop publishing software



- Microsoft Publisher

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Cornerstone OnDemand

- Learn.com LearnCenter Talent Management Suite

- Oracle PeopleSoft

Graphics or photo imaging software

- Adobe Systems Adobe Illustrator

- Adobe Systems Adobe Photoshop software

Internet browser software

- Web browser software

Office suite software

- Microsoft Office

Presentation software

- Adobe Systems Adobe Presenter

- Caliban Mindwear HyperGASP

- Dazzlersoft DazzlerMax

- Flying PopCorn

- Freeze.com Ovation Studio Pro

- Magenta MultiMedia Tools Magenta II

- MediaChance Multimedia Builder

- Microsoft PowerPoint

Project management software

- Microsoft Project

Spreadsheet software

- Microsoft Excel

Video conferencing software

- Cisco WebEx

- WBT Systems TopClass

Web page creation and editing software

- Adobe Systems Adobe Dreamweaver

- Adobe Systems Adobe Fireworks

- Adobe Systems Adobe Flash Player

- eXe



• Linspire Nvu
• Microsoft FrontPage
• SAFARI Video Networks eZediaQTI
Web platform development software
• JavaScript
Word processing software
• Microsoft Word
<b>Tools - Examples</b>
• Desktop computers
• Universal serial bus USB flash drives
• Liquid crystal display LCD video projectors
• MP3 players
• Laptop computers
• Personal computers
• Videoconferencing equipment

### Labor Market Comparison

Description	Human Resources Managers	Training and Development Managers	Difference
Median Wage	N/A	\$ 66,670	N/A
10th Percentile Wage	N/A	\$ 45,910	N/A
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	N/A	\$ 97,640	N/A
90th Percentile Wage	N/A	\$117,300	N/A
Mean Wage	N/A	\$ 76,090	N/A
Total Employment - 2007	N/A	140	N/A
Employment Base - 2016	N/A	155	N/A
Projected Employment - 2016	N/A	166	N/A
Projected Job Growth - 2006-2016	N/A	7.1 %	N/A
Projected Annual Openings - 2006-2016	N/A	4	N/A

### National Job Posting Trends



Trend for Human Resources Managers

Trend for  
Training and  
Development  
ManagersData from [Indeed](http://Indeed.com)

### Recommended Programs

No program data for the occupation.

### Maine Statewide Promotion Opportunities for Human Resources Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
11-3041.00	Compensation and Benefits Managers	93	3	200	\$68,560.00	\$68,560.00	2%	5
13-1071.02	Personnel Recruiters	93	4	610	\$41,200.00	\$41,200.00	10%	19
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	92	4	770	\$43,900.00	\$43,900.00	8%	23
43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	91	3	510	\$30,330.00	\$30,330.00	12%	10
11-3031.02	Financial Managers, Branch or Department	91	4	2,440	\$67,670.00	\$67,670.00	7%	58
11-3042.00	Training and Development Managers	91	4	140	\$66,670.00	\$66,670.00	7%	4
13-2053.00	Insurance Underwriters	90	3	460	\$56,090.00	\$56,090.00	-1%	12



41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	90	4	930	\$55,220.00	\$55,220.00	-1%	19
13-1031.01	Claims Examiners, Property and Casualty Insurance	90	3	1,570	\$49,360.00	\$49,360.00	3%	44
11-9151.00	Social and Community Service Managers	89	4	970	\$47,760.00	\$47,760.00	12%	33
13-2071.00	Loan Counselors	89	4	60	\$35,110.00	\$35,110.00	-3%	1
23-1022.00	Arbitrators, Mediators, and Conciliators	89	5	40	\$46,160.00	\$46,160.00	2%	1
11-9131.00	Postmasters and Mail Superintendents	89	3	420	\$55,200.00	\$55,200.00	-5%	10
43-4031.02	Municipal Clerks	89	3	1,190	\$27,650.00	\$27,650.00	9%	37
41-3031.02	Sales Agents, Financial Services	89	4	0	\$65,230.00	\$65,230.00	5%	33

### Top Industries for Training and Development Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	15.71%	4,536	5,229	15.28%
Local government, excluding education and hospitals	939300	5.80%	1,675	1,882	12.34%
General medical and surgical hospitals, public and private	622100	5.74%	1,658	1,836	10.71%
Depository credit intermediation	522100	4.39%	1,269	1,294	1.95%
Colleges, universities, and professional schools, public and private	611300	3.62%	1,045	1,169	11.87%
Securities and commodity contracts, brokerages, and exchanges	5231-2	2.86%	825	1,224	48.43%
Management, scientific, and technical consulting services	541600	2.79%	805	1,437	78.52%
Employment services	561300	2.42%	698	884	26.56%
Office administrative services	561100	2.02%	583	739	26.79%
Direct insurance (except life, health, and medical) carriers	524120	1.98%	573	599	4.52%
State government, excluding education and hospitals	929200	1.80%	520	510	-1.87%
Computer systems design and related services	541500	1.71%	495	668	35.02%
Elementary and secondary schools, public and private	611100	1.60%	462	487	5.38%
Self-employed workers, primary job	000601	1.55%	448	477	6.54%



Telephone call centers	561420	1.30%	375	391	4.29%
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Top Industries for Human Resources Managers					
Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Management of companies and enterprises	551100	13.04%	17,765	20,480	15.28%
Local government, excluding education and hospitals	939300	6.34%	8,637	9,702	12.34%
General medical and surgical hospitals, public and private	622100	4.34%	5,911	6,544	10.71%
Depository credit intermediation	522100	3.22%	4,391	4,476	1.95%
Colleges, universities, and professional schools, public and private	611300	3.21%	4,374	4,893	11.87%
State government, excluding education and hospitals	929200	2.33%	3,167	3,107	-1.87%
Employment services	561300	2.03%	2,759	3,491	26.56%
Computer systems design and related services	541500	2.03%	2,759	3,726	35.02%
Management, scientific, and technical consulting services	541600	1.96%	2,674	4,774	78.52%
Office administrative services	561100	1.47%	2,004	2,541	26.79%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.46%	1,984	2,353	18.60%
Elementary and secondary schools, public and private	611100	1.41%	1,927	2,031	5.38%
Self-employed workers, primary job	000601	1.38%	1,879	2,002	6.54%
Research and development in the physical, engineering, and life sciences	541710	1.26%	1,717	1,832	6.69%
Securities and commodity contracts, brokerages, and exchanges	5231-2	1.22%	1,664	2,458	47.66%