



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

INPUT SECTION:

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

OUTPUT SECTION:

Grand TORQ:



93

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

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Problem Sensitivity	53	6	72	Social Perceptiveness	71	8	90	Sales and Marketing	67	24	75
Deductive Reasoning	53	6	68	Management of Material Resources	58	8	71	Clerical	78	14	69
Speech Recognition	53	2	72	Coordination	66	7	76	Personnel and Human Resources	62	9	71
				Management of Financial Resources	65	6	79	Customer and Personal Service	75	4	94
				Active Learning	67	5	82				
				Active Listening	73	4	91				
				Time Management	67	4	82				
				Learning Strategies	67	4	77				
				Monitoring	74	3	83				
				Writing	65	3	71				
				Speaking	69	1	90				

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
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 Listening	69	73	91
Speaking	68	69	90
Social Perceptiveness	63	71	90
Critical Thinking	68	68	88
Reading Comprehension	67	63	85
Monitoring	71	74	83
Active Learning	62	67	82
Service Orientation	62	58	82
Time Management	63	67	82
Instructing	65	58	81



Management of Financial Resources	59	65	79
Learning Strategies	63	67	77
Judgment and Decision Making	65	51	77
Management of Personnel Resources	68	56	77
Coordination	59	66	76
Writing	62	65	71
Management of Material Resources	50	58	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers	Importance
Customer and Personal Service	71	75	94
Administration and Management	65	61	78
Sales and Marketing	43	67	75
English Language	58	52	75
Personnel and Human Resources	53	62	71
Clerical	64	78	69

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers	Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers
10+ years	14%	0%	Doctoral	0%	0%
8-10 years	1%	0%	Professional Degree	2%	0%
6-8 years	14%	0%	Post-Masters Cert	1%	0%
4-6 years	12%	8%	Master's Degree	9%	0%
2-4 years	21%	16%	Post-Bachelor Cert	0%	7%
1-2 years	17%	28%	Bachelors	26%	6%
6-12 months	12%	18%	AA or Equiv	11%	53%
3-6 months	1%	0%	Some College	15%	11%
1-3 months	1%	0%	Post-Secondary Certificate	4%	0%
0-1 month	0%	1%	High School Diploma or GED	27%	17%
None	2%	25%	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	Lodging Managers
Core Tasks	Core Tasks
<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> 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. 	<p>Generalized Work Activities:</p> <ul style="list-style-type: none"> 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	Specific Tasks
<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> 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 	<p>Occupation Specific Tasks:</p> <ul style="list-style-type: none"> 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. Collect payments, and record data



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, 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,

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



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 contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants

- evaluate premises for cleanliness
- 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



- 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

Labor Market Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Lodging Managers	Difference
Median Wage	\$ 38,420	\$ 43,350	\$ 4,930



10th Percentile Wage	\$ 26,110	\$ 29,110	\$ 3,000
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 47,860	\$ 59,780	\$ 11,920
90th Percentile Wage	\$ 59,480	\$ 89,950	\$ 30,470
Mean Wage	\$ 41,030	\$ 50,680	\$ 9,650
Total Employment - 2007	7,710	520	-7,190
Employment Base - 2006	7,720	1,606	-6,114
Projected Employment - 2016	7,979	1,875	-6,104
Projected Job Growth - 2006-2016	3.4 %	16.8 %	13.4 %
Projected Annual Openings - 2006-2016	185	62	-123

National Job Posting Trends

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

Trend for Lodging Managers



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

Recommended 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 schools available 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 schools available 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 schools available 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 schools available 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
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
11-9081.00	Lodging Managers	93	3	520	\$43,350.00	\$4,930.00	17%	62



13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	\$43,900.00	\$5,480.00	8%	23
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	\$55,220.00	\$16,800.00	-1%	19
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
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	\$38,830.00	\$410.00	6%	76
41-3031.01	Sales Agents, Securities and Commodities	92	4	0	\$65,230.00	\$26,810.00	5%	33
13-2053.00	Insurance Underwriters	92	3	460	\$56,090.00	\$17,670.00	-1%	12
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
41-3031.02	Sales Agents, Financial Services	92	4	0	\$65,230.00	\$26,810.00	5%	33
19-3021.00	Market Research Analysts	91	4	200	\$49,960.00	\$11,540.00	3%	2

Top Industries for Lodging Managers

Industry	NAICS	% in 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	% in 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%