



TORO Analysis of First-Line Supervisors/Managers of Production and Operating Workers to Industrial Production Managers

INPUT SECTION:

Transfer	Title	O* NET	Filters		
From Title:	First-Line Supervisors/Managers of Production and Operating Workers	51-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Industrial Production Managers	11-3051.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:



90

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	93	Level	87	Level	89

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Problem Sensitivity	62	14	75	Judgment and Decision Making	68	9	81	Production and Processing	79	11	84
Mathematical Reasoning	53	16	56	Coordination	76	8	74	Administration and Management	61	3	77
Deductive Reasoning	64	11	72	Time Management	69	7	73				
Category Flexibility	53	11	59	Critical Thinking	66	6	79				
Inductive Reasoning	59	8	75	Complex Problem Solving	65	6	73				
Information Ordering	59	9	65	Reading Comprehension	67	4	79				
Visualization	57	11	50	Monitoring	76	4	74				
Oral Comprehension	62	7	78	Active Listening	68	3	83				
Oral Expression	64	7	78	Speaking	63	2	71				
Written Comprehension	60	7	75								
Near Vision	55	7	65								
Written Expression	59	6	59								
Perceptual Speed	48	6	59								
Originality	55	5	56								
Speech Recognition	50	4	65								
Far Vision	42	1	50								

LEVEL and IMPT (IMPORTANCE) refer to the Target Industrial Production Managers. GAP refers to level difference between First-Line Supervisors/Managers of Production and Operating Workers and Industrial Production Managers.



ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Production and Operating Workers	Industrial Production Managers	Importance
Oral Comprehension	55	62	78
Oral Expression	57	64	78
Written Comprehension	53	60	75
Problem Sensitivity	48	62	75
Inductive Reasoning	51	59	75
Deductive Reasoning	53	64	72
Speech Clarity	48	46	68
Information Ordering	50	59	65
Near Vision	48	55	65
Speech Recognition	46	50	65
Written Expression	53	59	59
Category Flexibility	42	53	59
Perceptual Speed	42	48	59
Originality	50	55	56
Mathematical Reasoning	37	53	56
Visualization	46	57	50
Selective Attention	50	41	50
Far Vision	41	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Production and Operating Workers	Industrial Production Managers	Importance
Active Listening	65	68	83
Judgment and Decision Making	59	68	81
Reading Comprehension	63	67	79
Critical Thinking	60	66	79
Monitoring	72	76	74
Coordination	68	76	74



Management of Personnel Resources	68	61	74
Complex Problem Solving	59	65	73
Time Management	62	69	73
Speaking	61	63	71
Instructing	63	59	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Production and Operating Workers	Industrial Production Managers	Importance
Production and Processing	68	79	84
Administration and Management	58	61	77

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Production and Operating Workers	Industrial Production Managers	Description	First-Line Supervisors/Managers of Production and Operating Workers	Industrial Production Managers
10+ years	2%	0%	Doctoral	0%	0%
8-10 years	5%	0%	Professional Degree	0%	0%
6-8 years	12%	28%	Post-Masters Cert	0%	0%
4-6 years	11%	18%	Master's Degree	0%	1%
2-4 years	33%	42%	Post-Bachelor Cert	1%	4%
1-2 years	21%	0%	Bachelors	13%	18%
6-12 months	3%	7%	AA or Equiv	17%	16%
3-6 months	2%	0%	Some College	17%	12%
1-3 months	3%	0%	Post-Secondary Certificate	20%	26%
0-1 month	0%	0%	High School Diploma or GED	26%	20%
None	4%	1%	No HSD or GED	3%	0%

First-Line Supervisors/Managers of Production and Operating Workers

Industrial Production 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
 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.

4 - Job Zone Four: Considerable Preparation Needed
 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 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 Production and Operating Workers

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.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

Specific Tasks

Occupation Specific Tasks:

- Calculate labor and equipment requirements and production specifications, using standard formulas.
- Confer with management or subordinates to resolve worker problems, complaints, or grievances.
- Confer with other supervisors to coordinate operations and activities within or between departments.
- Demonstrate equipment operations and work and safety procedures to new employees, or assign employees to experienced workers for training.
- Determine standards, budgets, production goals, and rates, based on company policies, equipment and labor availability, and workloads.
- Direct and coordinate the activities of employees engaged in the production or processing of goods, such as inspectors, machine setters, and fabricators.
- Enforce safety and sanitation regulations.
- Inspect materials, products, or equipment to detect defects or malfunctions.
- Interpret specifications, blueprints, job orders, and company policies and procedures for workers.

Industrial Production Managers

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.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Coordinating the Work and Activities of Others- Getting members of a group to work together to accomplish tasks.

Specific Tasks

Occupation Specific Tasks:

- Coordinate and recommend procedures for facility and equipment maintenance or modification, including the replacement of machines.
- Develop and implement production tracking and quality control systems, analyzing production, quality control, maintenance, and other operational reports, to detect production problems.
- Develop budgets and approve expenditures for supplies, materials, and human resources, ensuring that materials, labor and equipment are used efficiently to meet production targets.
- Direct and coordinate production, processing, distribution, and marketing activities of industrial organization.
- Hire, train, evaluate, and discharge staff, and resolve personnel grievances.
- Initiate and coordinate inventory and cost control programs.
- Institute employee suggestion or involvement programs.
- Maintain current knowledge of the quality control field, relying on current literature pertaining to materials use, technological advances, and statistical studies.
- Negotiate materials prices with suppliers.



- Maintain operations data such as time, production, and cost records, and prepare management reports of production results.
- Observe work, and monitor gauges, dials, and other indicators to ensure that operators conform to production or processing standards.
- Plan and develop new products and production processes.
- Plan and establish work schedules, assignments, and production sequences to meet production goals.
- Read and analyze charts, work orders, production schedules, and other records and reports, in order to determine production requirements and to evaluate current production estimates and outputs.
- Recommend or implement measures to motivate employees and to improve production methods, equipment performance, product quality, or efficiency.
- Recommend personnel actions such as hirings and promotions.
- Requisition materials, supplies, equipment parts, or repair services.
- Set up and adjust machines and equipment.

Detailed Tasks

Detailed Work Activities:

- adjust production equipment/machinery setup
- analyze operational or management reports or records
- assign work to staff or employees
- communicate technical information
- compute production, construction, or installation specifications
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate production materials, activities or processes
- demonstrate or explain assembly or use of equipment
- determine factors affecting production processes
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- examine products or work to verify conformance to specifications
- explain rules, policies or regulations
- explain work orders, specifications, or work techniques to workers

- Prepare and maintain production reports and personnel records.
- Review operations and confer with technical or administrative staff to resolve production or processing problems.
- Review plans and confer with research and support staff to develop new products and processes.
- Review processing schedules and production orders to make decisions concerning inventory requirements, staffing requirements, work procedures, and duty assignments, considering budgetary limitations and time constraints.
- Set and monitor product standards, examining samples of raw products or directing testing during processing, to ensure finished products are of prescribed quality.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze operational or management reports or records
- assign work to staff or employees
- communicate technical information
- compute product or materials test results
- conduct meetings with staff to ensure production objectives are met
- conduct or attend staff meetings
- conduct research on work-related topics
- coordinate production maintenance activities
- coordinate production materials, activities or processes
- design manufacturing processes or methods
- determine factors affecting production processes
- develop budgets
- develop maintenance schedules
- develop management control systems
- develop plans for programs or projects
- develop policies, procedures, methods, or standards
- develop staffing plan
- direct and coordinate activities of workers or staff
- establish production schedule
- estimate time or cost for installation, repair, or construction projects
- evaluate manufacturing or processing systems
- follow manufacturing methods or techniques
- hire, discharge, transfer, or promote workers



- maintain title or job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor production machinery/equipment operation to detect problems
- monitor worker performance
- motivate workers to achieve work goals
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- read work order, instructions, formulas, or processing charts
- recommend improvements to work methods or procedures
- requisition stock, materials, supplies or equipment
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule activities, classes, or events
- schedule employee work hours
- set up production equipment or machinery
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques

Technology - Examples

Data base user interface and query software

- Database software
- Oracle software

Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Outlook

Enterprise resource planning ERP software

- Bowen & Groves M1 ERP
- Capterra Enterprise Resource Planning
- Encompix ERP

- inspect or test materials to verify safety standards or ensure meeting of specifications
- maintain or repair industrial or related equipment/machinery
- maintain records, reports, or files
- maintain safe work environment
- make decisions
- manage industrial projects
- negotiate business contracts
- oversee execution of organizational or program policies
- perform safety inspections in industrial, manufacturing or repair setting
- perform safety inspections in manufacturing or industrial setting
- plan or organize work
- read technical drawings
- resolve personnel problems or grievances
- schedule work to meet deadlines
- supervise production workers
- supervise quality control workers
- understand technical operating, service or repair manuals
- use inventory control procedures
- use long or short term production planning techniques
- use negotiation techniques
- use oral or written communication techniques
- use technical information in manufacturing or industrial activities

Technology - Examples

Accounting software

- Intuit QuickBooks Manufacturing & Wholesale software

Calendar and scheduling software

- Computer integrated manufacturing CIM software
- WorkSchedule software

Data base user interface and query software

- Database software

Document management software

- QUMAS software

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP software

Facilities management software

- ABB Optimize software



• Epicor Vantage ERP
• Epicor Vista ERP
• Giraffe Production Systems software
• Intacct ERP software
• Made2Manage software
• Microsoft Axapta
• NetSuite NetERP
• Resource planning software
• Retain Resource Planning
• SAP Business One
• SAP software
• SYSPRO software
• Technology Group International Enterprise 21 ERP
Human resources software
• GHG electronic employee management suite eEMS software
Internet browser software
• Netscape software
Inventory management software
• Inventory management software
Materials requirements planning logistics and supply chain software
• Integrated materials management systems
• Materials management software
• QA Software QMS Materials Management
Office suite software
• Microsoft Office
Presentation software
• Microsoft PowerPoint
Project management software
• Microsoft Total Quality Control Management
• Total quality management TQM software
Spreadsheet software
• Microsoft Excel
• Spreadsheet software
Time accounting software

• Plant management software
Financial analysis software
• Financial planning software
Human resources software
• Clockware software
• Computer integrated manufacturing CIM time manager software
• Employee performance management software
Industrial control software
• Citect IIM
• CitectSCADA Reports
• CitectSCADA software
• Industrial production manager and stock control software
• Marel production system MPS software
• Prosys software
• Statistical process control software
• Wonderware DT Analyst Plant Productivity Improvement Software
Inventory management software
• Computer integrated manufacturing CIM warehouse shipping manager software
• SAP inventory software
Office suite software
• interBiz BizWorks
• Microsoft Office
Presentation software
• Microsoft PowerPoint
Project management software
• Scadex timecard20
Spreadsheet software
• Microsoft Excel
Word processing software
• CorVu software
• IBM Rational ClearQuest
• Microsoft Word
Tools - Examples



<ul style="list-style-type: none"> • Kronos Workforce Timekeeper 	<ul style="list-style-type: none"> • Desktop computers
<ul style="list-style-type: none"> • Timekeeping software 	<ul style="list-style-type: none"> • Notebook computers
<ul style="list-style-type: none"> • Work Technology WorkTech Time 	<ul style="list-style-type: none"> • Personal computers
Word processing software	<ul style="list-style-type: none"> • Personal digital assistants PDA
<ul style="list-style-type: none"> • Microsoft Word 	<ul style="list-style-type: none"> • Scanners
<ul style="list-style-type: none"> • Word processing software 	<ul style="list-style-type: none"> • Tablet computers
Tools - Examples	
<ul style="list-style-type: none"> • Desktop computers 	
<ul style="list-style-type: none"> • Personal protective clothing 	
<ul style="list-style-type: none"> • Laser printers 	
<ul style="list-style-type: none"> • Notebook computers 	
<ul style="list-style-type: none"> • Personal computers 	
<ul style="list-style-type: none"> • Respirators 	
<ul style="list-style-type: none"> • Safety glasses 	
<ul style="list-style-type: none"> • Protective shoes 	
<ul style="list-style-type: none"> • Laser scanners 	
<ul style="list-style-type: none"> • Operator terminals 	

Labor Market Comparison

Description	First-Line Supervisors/Managers of Production and Operating Workers	Industrial Production Managers	Difference
Median Wage	\$ 45,510	\$ 72,560	\$ 27,050
10th Percentile Wage	\$ 28,000	\$ 44,130	\$ 16,130
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 58,890	\$ 93,880	\$ 34,990
90th Percentile Wage	\$ 73,810	\$118,880	\$ 45,070
Mean Wage	\$ 48,010	\$ 77,130	\$ 29,120
Total Employment - 2007	3,750	690	-3,060
Employment Base - 2006	3,893	695	-3,198
Projected Employment - 2016	3,745	614	-3,131
Projected Job Growth - 2006-2016	-3.8 %	-11.7 %	-7.9 %
Projected Annual Openings - 2006-2016	65	24	-41

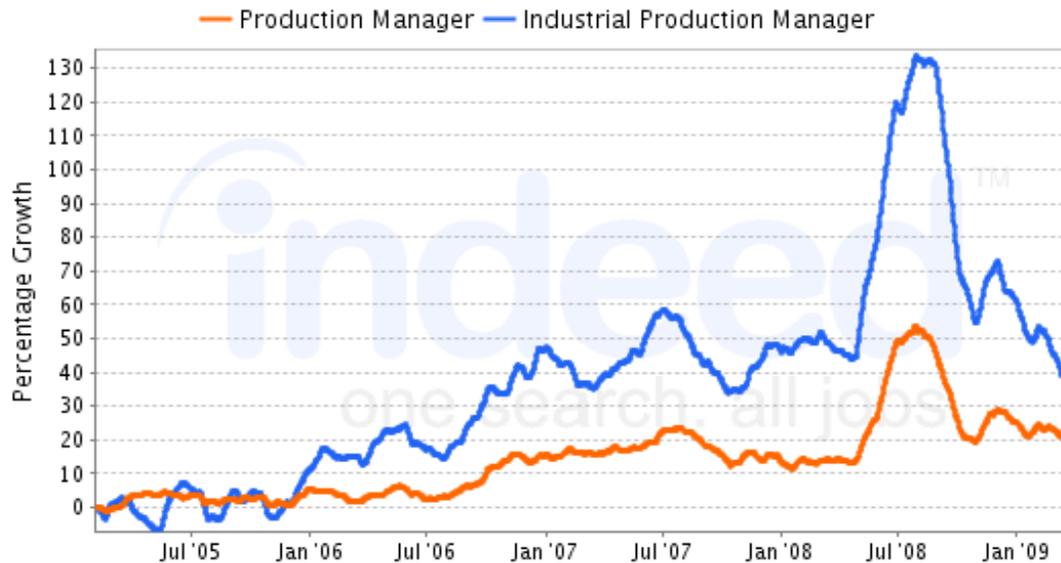


National Job Posting Trends

Trend for First-Line Supervisors/Managers of Production and Operating Workers

Trend for Industrial Production Managers

Job Trends from Indeed.com



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

Recommended Programs

Business/Commerce, General

Business/Commerce, General. A program that focuses on the general study of business, including the processes of interchanging goods and services (buying, selling and producing), business organization, and accounting as used in profit-making and nonprofit public and private institutions and agencies. The programs may prepare individuals to apply business principles and techniques in various occupational settings.

Institution	Address	City	URL
Beal College	99 Farm Road	Bangor	bealcollege.edu
University of Maine at Farmington	224 Main St	Farmington	www.umf.maine.edu
University of Maine at Fort Kent	23 University Drive	Fort Kent	www.umfk.maine.edu
University of Maine at Presque Isle	181 Main St	Presque Isle	www.umpi.maine.edu
University of Maine at Presque Isle	181 Main St	Presque Isle	www.umpi.maine.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu

Business Administration and Management, General

Business Administration and Management, General. A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

Institution	Address	City	URL
Central Maine Community College	1250 Turner St	Auburn	www.cmcc.edu



Central Maine Community College	1250 Turner St	Auburn	www.cmcc.edu
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
Eastern Maine Community College	354 Hogan Rd	Bangor	www.emcc.edu
Husson College	One College Circle	Bangor	www.husson.edu
Husson College	One College Circle	Bangor	www.husson.edu
Husson College	One College Circle	Bangor	www.husson.edu
Beal College	99 Farm Road	Bangor	bealcollege.edu
University of New England	11 Hills Beach Rd	Biddeford	WWW.UNE.EDU
Washington County Community College	One College Drive	Calais	www.wccc.me.edu
University of Maine at Machias	9 O'Brien Ave	Machias	www.umm.maine.edu
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
Andover College	901 Washington Ave	Portland	WWW.ANDOVERCOLLEGE.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
Northern Maine Community College	33 Edgemont Dr	Presque Isle	www.nmcc.edu
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
York County Community College	112 College Drive	Wells	www.yccc.edu

Operations Management and Supervision

Operations Management and Supervision. A program that prepares individuals to manage and direct the physical and/or technical functions of a firm or organization, particularly those relating to development, production, and manufacturing. Includes instruction in principles of general management, manufacturing and production systems, plant management, equipment maintenance management, production control, industrial labor relations and skilled trades supervision, strategic manufacturing policy, systems analysis, productivity analysis and cost control, and materials planning.

No schools available for the program



Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Production and Operating Workers

O* NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	100	3	3,750	\$45,510.00	\$0.00	-4%	65
11-3051.00	Industrial Production Managers	90	4	690	\$72,560.00	\$27,050.00	-12%	24
11-3071.02	Storage and Distribution Managers	89	3	710	\$62,270.00	\$16,760.00	5%	25
17-3026.00	Industrial Engineering Technicians	88	3	370	\$51,700.00	\$6,190.00	6%	9
11-9131.00	Postmasters and Mail Superintendents	87	3	420	\$55,200.00	\$9,690.00	-5%	10
11-3061.00	Purchasing Managers	83	4	330	\$72,560.00	\$27,050.00	2%	11
47-1011.00	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	83	3	3,190	\$46,630.00	\$1,120.00	3%	77
11-3071.01	Transportation Managers	83	3	710	\$62,270.00	\$16,760.00	5%	25
25-1194.00	Vocational Education Teachers, Postsecondary	83	4	0	\$47,550.00	\$2,040.00	51%	20
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$21,160.00	7%	4
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	82	4	930	\$55,220.00	\$9,710.00	-1%	19
11-9011.01	Nursery and Greenhouse Managers	82	4	30	\$60,610.00	\$15,100.00	20%	15
11-3011.00	Administrative Services Managers	82	4	1,090	\$56,630.00	\$11,120.00	5%	34
51-8012.00	Power Distributors and Dispatchers	82	4	0	\$47,720.00	\$2,210.00	0%	0
49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	82	4	2,490	\$46,810.00	\$1,300.00	0%	60



Top Industries for Industrial Production Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Plastics product manufacturing	326100	4.29%	6,750	7,155	6.00%
Management of companies and enterprises	551100	3.66%	5,764	6,644	15.28%
Motor vehicle parts manufacturing	336300	3.37%	5,300	4,220	-20.39%
Printing and related support activities	323100	3.31%	5,207	4,126	-20.77%
Aerospace product and parts manufacturing	336400	3.05%	4,798	4,887	1.84%
Semiconductor and other electronic component manufacturing	334400	3.05%	4,802	4,197	-12.59%
Navigational, measuring, electromedical, and control instruments manufacturing	334500	2.76%	4,338	4,153	-4.26%
Architectural and structural metals manufacturing	332300	2.69%	4,230	4,518	6.80%
Pharmaceutical and medicine manufacturing	325400	2.47%	3,879	4,888	26.03%
Converted paper product manufacturing	322200	2.19%	3,451	2,896	-16.08%
Self-employed workers, primary job	000601	2.01%	3,162	3,369	6.54%
Other general purpose machinery manufacturing	333900	1.92%	3,019	2,725	-9.73%
Machine shops	332710	1.86%	2,924	2,419	-17.28%
Medical equipment and supplies manufacturing	339100	1.85%	2,908	2,974	2.29%
Other fabricated metal product manufacturing	332900	1.69%	2,656	2,354	-11.39%

Top Industries for First-Line Supervisors/Managers of Production and Operating Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Plastics product manufacturing	326100	4.03%	28,154	29,844	6.00%
Printing and related support activities	323100	3.61%	25,224	19,985	-20.77%
Motor vehicle parts manufacturing	336300	3.08%	21,518	17,131	-20.39%
Architectural and structural metals manufacturing	332300	2.52%	17,595	18,792	6.80%
Self-employed workers, primary job	000601	2.40%	16,779	17,876	6.54%
Grocery stores	445100	2.37%	16,559	18,067	9.11%
Animal slaughtering and processing	311600	2.24%	15,642	17,851	14.13%
Local government, excluding education and hospitals	939300	2.07%	14,471	16,257	12.34%
Machine shops	332710	1.99%	13,948	11,538	-17.28%
Converted paper product manufacturing	322200	1.89%	13,212	11,088	-16.08%



Semiconductor and other electronic component manufacturing	334400	1.88%	13,126	11,473	-12.59%
Drycleaning and laundry services	812300	1.75%	12,216	12,217	0.01%
Other wood product manufacturing	321900	1.64%	11,463	10,802	-5.77%
Other fabricated metal product manufacturing	332900	1.57%	10,950	9,702	-11.39%
Other general purpose machinery manufacturing	333900	1.41%	9,879	8,918	-9.73%