come from such diverse educational backgrounds, the pool of applicants from which employers can draw is quite large. Furthermore, the independent and challenging nature of the work, combined with high earnings potential, makes this occupation attractive to many. Job opportunities are expected to be best for those with a graduate degree, industry expertise, and a talent for salesmanship and public relations.

Employment of management analysts is expected to grow faster than the average for all occupations through 2010, as industry and government increasingly rely on outside expertise to improve the performance of their organizations. Job growth is projected in very large consulting firms with international expertise and in smaller consulting firms that specialize in specific areas, such as biotechnology, healthcare, information technology, human resources, engineering, and telecommunications. Growth in the number of individual practitioners may be hindered, however, by increasing use of consulting teams, which permits examination of a variety of different issues and problems within an organization.

Employment growth of management analysts and consultants has been driven by a number of changes in the business environment that have forced firms to take a closer look at their operations. These changes include developments in information technology and the growth of electronic commerce. Traditional companies hire analysts to help design intranets or company Web sites, or establish online businesses. New Internet start-up companies hire analysts not only to design Web sites, but also to advise them in more traditional business practices, such as pricing strategies, marketing, and inventory and human resource management. In order to offer clients better quality and a wider variety of services, consulting firms are partnering with traditional computer software and technology firms. Also, many computer firms are developing consulting practices of their own in order to take advantage of this expanding market. Although information technology consulting should remain one of the fastest growing consulting areas, the volatility of the computer and data processing services industry necessitates that the most successful management analysts have knowledge of traditional business practices in addition to computer applications, systems integration, and Web design and management skills.

The growth of international business also has contributed to an increase in demand for management analysts. As U.S. firms expand their business abroad, many will hire management analysts to help them form the right strategy for entering the market; advise on legal matters pertaining to a specific country; or help with organizational, administrative, and other issues, especially if the U.S. company is involved in a partnership or merger with a local firm. These trends provide management analysts with more opportunities to travel or work abroad, but also require that they have a more comprehensive knowledge of international business and foreign cultures and languages.

Furthermore, as international and domestic markets have become more competitive, firms have needed to use resources more efficiently. Management analysts increasingly are sought to help reduce costs, streamline operations, and develop marketing strategies. As this process continues and businesses downsize, even more opportunities will be created for analysts to perform duties that previously were handled internally. Finally, management analysts also will be in greater demand in the public sector, as Federal, State, and local government agencies seek ways to become more efficient.

### Earnings

Salaries for management analysts vary widely by experience, education, and employer. Median annual earnings of management analysts in 2000 were $55,040. The middle 50 percent earned between $41,970 and $72,630. The lowest 10 percent earned less than $32,860, and the highest 10 percent earned more than $98,210. Median annual earnings in the industries employing the largest numbers of management analysts and consultants in 2000 were:

- Accounting, auditing, and bookkeeping $62,230
- Management and public relations 61,290
- Federal government 59,780
- Computer and data processing services 56,070
- State government 43,470

According to a 2000 survey by the Association of Management Consulting Firms, earnings—including bonuses and profit sharing—for research associates in member firms averaged $39,200; for entry-level consultants, $58,000; for management consultants, $76,300; for senior consultants, $100,300; for junior partners, $133,500; and for senior partners, $259,500.

Salaried management analysts usually receive common benefits such as health and life insurance, a retirement plan, vacation, and sick leave, as well as less common benefits such as profit sharing and bonuses for outstanding work. In addition, all travel expenses usually are reimbursed by the employer. Self-employed consultants have to maintain their own office and provide their own benefits.

### Related Occupations

Management analysts collect, review, and analyze data; make recommendations; and implement their ideas. Others who use similar skills include systems analysts, computer scientists, and database administrators; operations research analysts; economists and market and survey researchers; and financial analysts and personal financial advisors.

### Sources of Additional Information

Information about career opportunities in management consulting is available from:

- Information about the Certified Management Consultant designation can be obtained from:
  - The Institute of Management Consultants USA, Inc., 2025 M St. NW., Suite 800, Washington DC 20036. Internet: [http://www.imcusa.org](http://www.imcusa.org)

Information on obtaining a management analyst position with the Federal Government is available from the Office of Personnel Management (OPM) through a telephone-based system. Consult your telephone directory under U.S. Government for a local number or call (912) 757-3000; Federal Relay Service: (800) 877-8339. The first number is not tollfree, and charges may result. Information also is available from the OPM Internet site: [http://www.usajobs.opm.gov](http://www.usajobs.opm.gov).

### Medical and Health Services Managers

(O*NET 11-9111.00)

#### Significant Points

- Earnings of medical and health services managers are high, but long work hours are common.
- A master’s degree is the standard credential for most positions, although a bachelor’s degree is adequate for some entry-level positions in smaller facilities.
- Employment will grow fastest in residential care facilities and practitioners’ offices and clinics.
Nature of the Work
Healthcare is a business and, like every other business, it needs good management to keep it running smoothly. The term “medical and health services manager” encompasses all individuals who plan, direct, coordinate, and supervise the delivery of healthcare. Medical and health services managers include specialists and generalists. Specialists are in charge of specific clinical departments or services, while generalists manage or help to manage an entire facility or system.

The structure and financing of healthcare is changing rapidly. Future medical and health services managers must be prepared to deal with evolving integrated healthcare delivery systems, technological innovations, an increasingly complex regulatory environment, restructuring of work, and an increased focus on preventive care. They will be called upon to improve efficiency in healthcare facilities and the quality of the healthcare provided. Increasingly, medical and health services managers will work in organizations in which they must optimize efficiency of a variety of interrelated services, for example, those ranging from inpatient care to outpatient follow-up care.

Large facilities usually have several assistant administrators to aid the top administrator and to handle daily decisions. They may direct activities in clinical areas such as nursing, surgery, therapy, medical records, or health information. (Managers in nonhealth areas such as administrative services, computer and information systems, finance, and human resources, are not included in this statement. For information about them, see the statements on managerial occupations elsewhere in the Handbook.)

In smaller facilities, top administrators handle more of the details of daily operations. For example, many nursing home administrators manage personnel, finance, facility operations, and admissions, and have a larger role in resident care.

Clinical managers have more specific responsibilities than generalists, and have training or experience in a specific clinical area. For example, directors of physical therapy are experienced physical therapists, and most health information and medical record administrators have a bachelor’s degree in health information or medical record administration. These managers establish and implement policies, objectives, and procedures for their departments; evaluate personnel and work; develop reports and budgets; and coordinate activities with other managers.

In group practices, managers work closely with physicians. Whereas an office manager may handle business affairs in small medical groups, leaving policy decisions to the physicians themselves, larger groups usually employ a full-time administrator to advise on business strategies and coordinate day-to-day business.

A small group of 10 or 15 physicians might employ one administrator to oversee personnel matters, billing and collection, budgeting, planning, equipment outlays, and patient flow. A large practice of 40 or 50 physicians may have a chief administrator and several assistants, each responsible for different areas.

Medical and health services managers in managed care settings perform functions similar to those in large group practices, except their staffs may be larger. In addition, they may do more work in the areas of community outreach and preventive care than managers of a group practice.

Some medical and health services managers oversee the activities of a number of facilities in health systems. Such systems may contain both inpatient and outpatient facilities and offer a wide range of patient services.

Medical and health services managers are called upon to improve efficiency in healthcare facilities and the quality of the healthcare provided.

Working Conditions
Most medical and health services managers work long hours. Facilities such as nursing homes and hospitals operate around the clock, and administrators and managers may be called at all hours to deal with problems. They also may travel to attend meetings or inspect satellite facilities.

Some managers work in comfortable, private offices; others share space with other managers or staff. They may spend considerable time walking, to consult with coworkers.

Employment
Medical and health services managers held about 250,000 jobs in 2000. Almost 2 out of 5 jobs were in hospitals. About 1 in 5 were in nursing and personal care facilities or offices and clinics of physicians. The remainder worked mostly in home health agencies, ambulatory facilities run by state and local governments, offices of dentists and other health practitioners, medical and dental laboratories, residential care facilities, and other social service agencies.

Training, Other Qualifications, and Advancement
Medical and health services managers must be familiar with management principles and practices. A master’s degree in health services administration, long-term care administration, health sciences, public health, public administration, or business administration is the standard credential for most generalist positions in this field. However, a bachelor’s degree is adequate for some entry-level positions in smaller facilities and at the departmental level within healthcare organizations. Physicians’ offices and some other facilities may substitute on-the-job experience for formal education.

For clinical department heads, a degree in the appropriate field and work experience may be sufficient for entry. However, a master’s degree in health services administration or a related field may be required to advance. For example, nursing service administrators usually are chosen from among supervisory registered nurses with administrative abilities and a graduate degree in nursing or health services administration.

Bachelor’s, master’s, and doctoral degree programs in health administration are offered by colleges, universities, and schools of
opportunities.

and strong business and management skills should have the best

opportunities for managers will be closely related to growth in the

health services industry continues to expand and diversify. Opportunities will be es-

pecially good in home healthcare, long-term care, and nontraditional

industry in which they are employed. Opportunities will be es-

pecially as medical technologies improve. Demand in medical group

practice management will grow as medical group practices become

larger and more complex. Medical and health services managers

will need to deal with the pressures of cost containment and finan-

cial accountability, as well as with the increased focus on preven-

tive care. They also will become more involved in trying to improve

the health of their communities. Managers with specialized experi-

eince in a particular field, such as reimbursement, should have good

opportunities.

Medical and health services managers also will be employed by

healthcare management companies who provide management ser-

vices to hospitals and other organizations, as well as specific de-

partments such as emergency, information management systems,

managed care contract negotiations, and physician recruiting.

Earnings

Median annual earnings of medical and health services managers

were $56,370 in 2000. The middle 50 percent earned between

$44,460 and $72,550. The lowest 10 percent earned less than $35,210,

and the highest 10 percent earned more than $97,900. Median an-

nual earnings in the industries employing the largest numbers of

medical and health services managers in 2000 were as follows:

Hospitals .......................................................... $60,360
Local government .................................................. 56,800
Offices and clinics of medical doctors ................. 53,430
Health and allied services, not elsewhere classified .. 51,800
Nursing and personal care facilities ....................... 51,240

Earnings of medical and health services managers vary by type

and size of the facility, as well as by level of responsibility. For

example, the Medical Group Management Association reported that

median salaries in 2000 for administrators by group practice size

were $65,125 in practices with fewer than 7 physicians; $83,022 in

practices with 7 to 25 physicians; and $96,402 in practices with

more than 25 physicians.

According to a survey by Modern Healthcare magazine, median

annual compensation in 2001 for managers of the following clini-

cal departments was $67,200 in respiratory therapy, $69,900 in home

healthcare, $71,400 in physical therapy, $76,500 in radiology, $77,100 in clinical laboratory, $79,700 in rehabilitation services, $85,200 in ambulatory and outpatient services, and $113,800 in nursing services. Salaries also varied according to size of facility and geographic region.

Related Occupations

Medical and health services managers have training or experience in both health and management. Workers in other occupations requiring knowledge of both fields are insurance underwriters and social and community service managers.

Sources of Additional Information

Information about undergraduate and graduate academic programs in this field is available from:

- Association of University Programs in Health Administration, 730 11th St. NW., Washington, DC 20001-4510. Internet: http://www.aupha.org

Health Services Administration.
For a list of accredited graduate programs in medical and health services administration, contact:
- Accrediting Commission on Education for Health Services Administration, 730 11th St. NW, Washington, DC 20001-4510.
  Internet: http://www.achea.org
- For information about career opportunities in long-term care administration, contact:
  - Internet: http://www.achca.org
- For information about medical and healthcare office managers, contact:
  - Internet: http://www.pahcom.com

Property, Real Estate, and Community Association Managers
(O*NET 11-9141.00)

Significant Points

- Many enter the occupation as onsite managers of apartment buildings, office complexes, or community associations, or as employees of property management firms or community association management companies.
- Almost half of all property and real estate managers were self-employed, compared with only 8 percent of all workers combined.
- Opportunities should be best for those with college degrees in business administration or related fields, as well as professional designations.

Nature of the Work

Buildings can be homes, stores, or offices to those who use them. To businesses and investors, properly managed real estate is a potential source of income and profits, and to homeowners, it is a way to preserve and enhance resale values. Property, real estate, and community association managers maintain and increase the value of real estate investments. Property and real estate managers oversee the performance of income-producing commercial or residential properties, and ensure that real estate investments achieve their expected revenues. Community association managers manage the common properties and services of condominiums, cooperatives, and planned communities through their homeowners’ or community associations.

When owners of apartments, office buildings, or retail or industrial properties lack the time or expertise needed for day-to-day management of their real estate investments or homeowners’ associations, they often hire a property or real estate manager, or community association manager. The manager is employed either directly by the owner or indirectly through a contract with a property management firm.

Generally, property and real estate managers handle the financial operations of the property, ensuring that mortgages, taxes, insurance premiums, payroll, and maintenance bills are paid on time. In community associations, however, homeowners pay their own real estate taxes and mortgages. Some property managers, called asset property managers, supervise the preparation of financial statements and periodically report to the owners on the status of the property, occupancy rates, dates of lease expirations, and other matters.

Often, property managers negotiate contracts for janitorial, security, groundskeeping, trash removal, and other services. When contracts are awarded competitively, managers solicit bids from several contractors and recommend to the owners which bid to accept. They monitor the performance of contractors and investigate and resolve complaints from residents and tenants when services are not properly provided. Managers also purchase supplies and equipment for the property and make arrangements with specialists for repairs that cannot be handled by regular property maintenance staff.

In addition to these duties, property managers must understand and comply with provisions of legislation, such as the Americans with Disabilities Act and the Federal Fair Housing Amendment Act, as well as local fair housing laws. They must ensure that their renting and advertising practices are not discriminatory and that the property itself complies with all of the local, State, and Federal regulations and building codes.

Onsite property managers are responsible for day-to-day operations for one piece of property, such as an office building, shopping center, community association, or apartment complex. To ensure that the property is safe and properly maintained, onsite managers routinely inspect the grounds, facilities, and equipment to determine if repairs or maintenance are needed. They meet not only with current residents when handling requests for repairs or trying to resolve complaints, but also with prospective residents or tenants to show vacant apartments or office space. Onsite managers are also responsible for enforcing the terms of rental or lease agreements, such as rent collection, parking and pet restrictions, and termination-of-lease procedures. Other important duties of onsite managers include keeping accurate, up-to-date records of income and expenditures from property operations and submitting regular expense reports to the asset property manager or owners.

Property managers who do not work onsite act as a liaison between the onsite manager and the owner. They also market vacant space to prospective tenants through the use of a leasing agent, advertising, or by other means, and establish rental rates in accordance with prevailing local economic conditions.

Some property and real estate managers, often called real estate asset managers, act as the property owners’ agent and adviser for the property. They plan and direct the purchase, development, and disposition of real estate on behalf of the business and investors. These managers focus on long-term strategic financial planning rather than on day-to-day operations of the property.

When deciding to acquire property, real estate asset managers take several factors into consideration, such as property values, taxes, zoning, population growth, transportation, and traffic volume and patterns. Once a site is selected, they negotiate contracts for the purchase or sale of the property, securing the most beneficial terms. Real estate asset managers periodically review their company’s real estate holdings and identify properties that are no longer financially profitable. They then negotiate the sale or termination of the lease of such properties. (For more information, see the statement on real estate brokers and sales agents, located elsewhere in the Handbook.)

Property and real estate managers who work for homebuilders, real estate developers, and land development companies acquire land and plan construction of shopping centers, houses, apartments, office buildings, or industrial parks. They negotiate with representatives of local governments, other businesses, community and public