related operations. Contract administrators may have worked as contract specialists, cost analysts, or procurement specialists. Managers of unclaimed property often have experience in insurance claims analysis and records management.

Persons interested in becoming administrative services or facility managers should have good communication skills and be able to establish effective working relationships with many different people, ranging from managers, supervisors, and professionals, to clerks and blue-collar workers. They should be analytical, detail-oriented, flexible, and decisive. They must also be able to coordinate several activities at once, quickly analyze and resolve specific problems, and cope with deadlines.

Most administrative services managers in small organizations advance by moving to other management positions or to a larger organization. Advancement is easier in large firms that employ several levels of administrative services managers. Attainment of the Certified Administrative Manager (CAM) designation offered by the Institute of Certified Professional Managers through work experience and successful completion of examinations can increase a manager’s advancement potential. In addition, a master’s degree in business administration or related field enhances a first-level manager’s opportunities to advance to a mid-level management position, such as director of administrative services, and eventually to a top-level management position, such as executive vice president for administrative services. Those with the required capital and experience can establish their own management consulting firm.

Advancement of facility managers is based on the practices and size of individual companies. Some facility managers transfer from other departments within the organization or work their way up from technical positions. Others advance through a progression of facility management positions that offer additional responsibilities. Completion of the competency-based professional certification program offered by the International Facility Management Association can give prospective candidates an advantage. In order to qualify for this Certified Facility Manager (CFM) designation, applicants must meet certain educational and experience requirements.

Job Outlook
Employment of administrative services managers is expected to grow about as fast as the average for all occupations through 2010. Like other managerial positions, there are more competent, experienced workers seeking jobs than there are positions available. However, demand should be strong for facility managers because businesses increasingly are realizing the importance of maintaining and efficiently operating their facilities, which are very large investments for most organizations. Administrative services managers employed in management services and management consulting also should be in demand, as public and private organizations continue to contract out and streamline their administrative services functions in an effort to cut costs. Many additional job openings will stem from the need to replace workers who transfer to other jobs, retire, or stop working for other reasons.

Continuing corporate restructuring and increasing utilization of office technology should result in a flatter organizational structure with fewer levels of management, reducing the need for some middle management positions. This should adversely affect administrative services managers who oversee first-line managers. Because many administrative managers have a variety of functions, however, the effects of these changes on employment should be less severe than for other middle managers who specialize in only certain functions.

Earnings
Earnings of administrative services managers vary greatly depending on the employer, the specialty, and the geographic area. In general, however, median annual earnings of administrative services managers in 2000 were $47,080. The middle 50 percent earned between $32,550 and $67,630. The lowest 10 percent earned less than $23,800, and the highest 10 percent earned more than $90,120. Median annual earnings in the industries employing the largest numbers of these workers in 2000 are shown below:

- Computer and data processing services .............................................. $54,700
- Colleges and universities .................................................................. $51,470
- Local government ............................................................................... $48,470
- Management and public relations .................................................... $44,420
- State government ............................................................................... $43,710

In the Federal Government, contract specialists in nonsupervisory, supervisory, and managerial positions earned an average of $60,310 a year in 2000. Corresponding averages were $58,050 for facilities managers, $57,360 for industrial property managers, $53,830 for property disposal specialists, $57,400 for administrative officers, and $48,410 for support services administrators.

Related Occupations
Administrative services managers direct and coordinate support services and oversee the purchase, use, and disposal of personal property. Occupations with similar functions include office and administrative support worker supervisors and managers; cost estimators; property, real estate, and community association managers; purchasing managers, buyers, and purchasing agents; and top executives.

Sources of Additional Information
For information about careers in facility management, facility management education and degree programs, and the Certified Facility Manager designation, contact:
- International Facility Management Association, 1 East Greenway Plaza, Suite 1100, Houston, TX 77046-0194. Internet: http://www.ifma.org
- General information regarding facility management and a list of facility management educational and degree programs may be obtained from:
- For information about the Certified Administrative Manager designation, contact:
- Institute of Certified Professional Managers, James Madison University, College of Business, Harrisonburg, VA 22807. Internet: http://cob.jmu.edu/icpm

Advertising, Marketing, Promotions, Public Relations, and Sales Managers (O*NET 11-2011.00, 11-2021.00, 11-2022.00, 11-2031.00)

Significant Points
- Employment is projected to increase rapidly, but competition for jobs is expected to be intense.
- College graduates with related experience, a high level of creativity, and strong communication skills should have the best job opportunities.
- High earnings, substantial travel, and long hours, including evenings and weekends, are common.
Nature of the Work
The objective of any firm is to market and sell its products or services profitably. In small firms, the owner or chief executive officer might assume all advertising, promotions, marketing, sales, and public relations responsibilities. In large firms, which may offer numerous products and services nationally or even worldwide, an executive vice president directs overall advertising, promotions, marketing, sales, and public relations policies. (Executive vice presidents are included in the Handbook statement on top executives.) Advertising, marketing, promotions, public relations, and sales managers coordinate the market research, marketing strategy, sales, advertising, promotion, pricing, product development, and public relations activities.

Managers oversee advertising and promotion staffs, which usually are small, except in the largest firms. In a small firm, managers may serve as a liaison between the firm and the advertising or promotion agency to which many advertising or promotional functions are contracted out. In larger firms, advertising managers oversee in-house account, creative, and media services departments. The account executive manages the account services department, assesses the need for advertising and, in advertising agencies, maintains the accounts of clients. The creative services department develops the subject matter and presentation of advertising. The creative director oversees the copy chief, art director, and their respective staffs. The media director oversees planning groups that select the communication media—for example, radio, television, newspapers, magazines, Internet, or outdoor signs—to disseminate the advertising.

Promotion managers supervise staffs of promotion specialists. They direct promotion programs combining advertising with purchase incentives to increase sales. In an effort to establish closer contact with purchasers—dealers, distributors, or consumers—promotion programs may involve direct mail, telemarketing, television or radio advertising, catalogs, exhibits, inserts in newspapers, Internet advertisements or Web sites, in-store displays or product endorsements, and special events. Purchase incentives may include discounts, samples, gifts, rebates, coupons, sweepstakes, and contests.

Marketing managers develop the firm’s detailed marketing strategy. With the help of subordinates, including product development managers and market research managers, they determine the demand for products and services offered by the firm and its competitors. In addition, they identify potential markets—for example, business firms, wholesalers, retailers, government, or the general public. Marketing managers develop pricing strategy with an eye towards maximizing the firm’s share of the market and its profits while ensuring that the firm’s customers are satisfied. In collaboration with sales, product development, and other managers, they monitor trends that indicate the need for new products and services and oversee product development. Marketing managers work with advertising and promotion managers to promote the firm’s products and services and to attract potential users.

Public relations managers supervise public relations specialists. (See the Handbook statement on public relations specialists.) These managers direct publicity programs to a targeted public. They often specialize in a specific area, such as crisis management—or in a specific industry, such as healthcare. They use every available communication medium in their effort to maintain the support of the specific group upon whom their organization’s success depends, such as consumers, stockholders, or the general public. For example, public relations managers may clarify or justify the firm’s point of view on health or environmental issues to community or special interest groups.

Public relations managers also evaluate advertising and promotion programs for compatibility with public relations efforts and serve as the eyes and ears of top management. They observe social, economic, and political trends that might ultimately affect the firm and make recommendations to enhance the firm’s image based on those trends.

Public relations managers may confer with labor relations managers to produce internal company communications—such as newsletters about employee-management relations—and with financial managers to produce company reports. They assist company executives in drafting speeches, arranging interviews, and maintaining other forms of public contact; oversee company archives; and respond to information requests. In addition, some handle special events such as sponsorship of races, parties introducing new products, or other activities the firm supports in order to gain public attention through the press without advertising directly.

Sales managers direct the firm’s sales program. They assign sales territories, set goals, and establish training programs for the sales representatives. (See the Handbook statement on sales representatives, wholesale and manufacturing.) Managers advise the sales representatives on ways to improve their sales performance. In large, multiproduct firms, they oversee regional and local sales managers and their staffs. Sales managers maintain contact with dealers and distributors. They analyze sales statistics gathered by their staffs to determine sales potential and inventory requirements and monitor the preferences of customers. Such information is vital to develop products and maximize profits.

Working Conditions
Advertising, marketing, promotions, public relations, and sales managers are provided with offices close to those of top managers. Long hours, including evenings and weekends, are common. Almost 38 percent of advertising, marketing, and public relations managers worked 50 hours or more a week in 2000. Working under pressure is unavoidable when schedules change and problems arise, but deadlines and goals must still be met.

Substantial travel may be involved. For example, attendance at meetings sponsored by associations or industries often is mandatory. Sales managers travel to national, regional, and local offices.
and to various dealers and distributors. Advertising and promotion managers may travel to meet with clients or representatives of communications media. At times, public relations managers travel to meet with special interest groups or government officials. Job transfers between headquarters and regional offices are common, particularly among sales managers.

**Employment**

Advertising, marketing, promotions, public relations, and sales managers held about 707,000 jobs in 2000. The following tabulation shows the distribution of jobs by occupational specialty.

<table>
<thead>
<tr>
<th>Occupation</th>
<th>2000 Employment</th>
</tr>
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<tbody>
<tr>
<td>Sales managers</td>
<td>343,000</td>
</tr>
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<td>190,000</td>
</tr>
<tr>
<td>Advertising and promotions managers</td>
<td>100,000</td>
</tr>
<tr>
<td>Public relations managers</td>
<td>74,000</td>
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</table>

These managers were found in virtually every industry. Sales managers held almost half of the jobs; most were employed in wholesale and retail trade, manufacturing, and services industries. Marketing managers held more than one-fourth of the jobs; services and manufacturing industries employed about two-thirds of marketing managers. Half of advertising and promotions managers worked in services industries, including advertising, computer and data processing, and engineering and management services. More than two-thirds of public relations managers were found in services industries, such as educational services, management and public relations, and social services.

**Training, Advancement, and Other Qualifications**

A wide range of educational backgrounds are suitable for entry into advertising, marketing, promotions, public relations, and sales managerial jobs, but many employers prefer those with experience in related occupations plus a broad liberal arts background. A bachelor’s degree in sociology, psychology, literature, journalism, or philosophy, among other subjects, is acceptable. However, requirements vary, depending upon the particular job.

For marketing, sales, and promotion management positions, some employers prefer a bachelor’s or master’s degree in business administration with an emphasis on marketing. Courses in business law, economics, accounting, finance, mathematics, and statistics are advantageous. In highly technical industries, such as computer and electronics manufacturing, a bachelor’s degree in engineering or science, combined with a master’s degree in business administration, is preferred.

For advertising management positions, some employers prefer a bachelor’s degree in advertising or journalism. A course of study should include marketing, consumer behavior, market research, sales, communication methods and technology, and visual arts—for example, art history and photography.

For public relations management positions, some employers prefer a bachelor’s or master’s degree in public relations or journalism. The applicant’s curriculum should include courses in advertising, business administration, public affairs, public speaking, political science, and creative and technical writing.

For all these specialties, courses in management and completion of an internship while in school are highly recommended. Familiarity with word processing and database applications also is important for many positions. Computer skills are vital because interactive marketing, product promotion, and advertising on the Internet are increasingly common. The ability to communicate in a foreign language may open up employment opportunities in many rapidly growing niche markets around the country, especially in large cities and in areas with large Spanish-speaking populations.

Most advertising, marketing, promotions, public relations, and sales management positions are filled by promoting experienced staff or related professional or technical personnel. For example, many managers are former sales representatives, purchasing agents, buyers, product or brand specialists, advertising specialists, promotion specialists, and public relations specialists. In small firms, where the number of positions is limited, advancement to a management position usually comes slowly. In large firms, promotion may occur more quickly.

Although experience, ability, and leadership are emphasized for promotion, advancement can be accelerated by participation in management training programs conducted by many large firms. Many firms also provide their employees with continuing education opportunities, either in-house or at local colleges and universities, and encourage employee participation in seminars and conferences, often provided by professional societies. In collaboration with colleges and universities, numerous marketing and related associations sponsor national or local management training programs. Courses include brand and product management, international marketing, sales management evaluation, telemarketing and direct sales, interactive marketing, promotion, marketing communication, market research, organizational communication, and data processing systems procedures and management. Many firms pay all or part of the cost for those who successfully complete courses.

Some associations (listed under sources of additional information) offer certification programs for advertising, marketing, sales, and public relations managers. Certification—a sign of competence and achievement in this field—is particularly important in a competitive job market. While relatively few advertising, marketing, and public relations managers currently are certified, the number of managers who seek certification is expected to grow. For example, Sales and Marketing Executives International offers a management certification program based on education and job performance. The Public Relations Society of America offers an accreditation program for public relations practitioners based on years of experience and an examination.

Persons interested in becoming advertising, marketing, promotions, public relations, and sales managers should be mature, creative, highly motivated, resistant to stress, flexible, and decisive. The ability to communicate persuasively, both orally and in writing, with other managers, staff, and the public is vital. These managers also need tact, good judgment, and exceptional ability to establish and maintain effective personal relationships with supervisory and professional staff members and client firms.

Because of the importance and high visibility of their jobs, advertising, marketing, promotions, public relations, and sales managers often are prime candidates for advancement to the highest ranks. Well-trained, experienced, successful managers may be promoted to higher positions in their own, or other, firms. Some become top executives. Managers with extensive experience and sufficient capital may open their own businesses.

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consumers should require greater marketing, promotional, and public relations efforts by managers. The number of management and public relations firms may experience particularly rapid growth as businesses increasingly hire contractors for these services instead of additional full-time staff.

Projected employment growth varies by industry. For example, employment of advertising, marketing, promotions, public relations, and sales managers is expected to grow much faster than average in most business services industries, such as computer and data processing, and in management and public relations firms, while little or no change is projected in manufacturing industries.

## Earnings

Median annual earnings in 2000 for advertising and promotions managers were $53,360; marketing managers, $71,240; sales managers, $68,520; and public relations managers, $54,540. Earnings ranged from less than $27,840 for the lowest 10 percent of advertising and promotions managers, to more than $137,780 for the highest 10 percent of sales managers.

Median annual earnings in the industries employing the largest numbers of advertising and promotions managers in 2000 were as follows:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Median Annual Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer and data processing services</td>
<td>$79,970</td>
</tr>
<tr>
<td>Advertising</td>
<td>$58,890</td>
</tr>
</tbody>
</table>

Median annual earnings in the industries employing the largest numbers of marketing managers in 2000 were as follows:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Median Annual Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer and data processing services</td>
<td>$85,750</td>
</tr>
<tr>
<td>Advertising</td>
<td>$72,590</td>
</tr>
<tr>
<td>Management and public relations</td>
<td>$70,170</td>
</tr>
</tbody>
</table>

Median annual earnings in the industries employing the largest numbers of sales managers in 2000 were as follows:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Median Annual Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer and data processing services</td>
<td>$86,690</td>
</tr>
<tr>
<td>Professional and commercial equipment</td>
<td>$84,770</td>
</tr>
<tr>
<td>New and used car dealers</td>
<td>$80,680</td>
</tr>
<tr>
<td>Hotels and motels</td>
<td>$42,210</td>
</tr>
</tbody>
</table>

Median annual earnings in the industries employing the largest numbers of public relations managers in 2000 were as follows:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Median Annual Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and public relations</td>
<td>$57,380</td>
</tr>
<tr>
<td>Colleges and universities</td>
<td>$50,260</td>
</tr>
</tbody>
</table>

According to a National Association of Colleges and Employers survey, starting salaries for marketing majors graduating in 2001 averaged $35,000; those for advertising majors averaged $29,700.

Salary levels vary substantially, depending upon the level of managerial responsibility, length of service, education, firm size, location, and industry. For example, manufacturing firms usually pay these managers higher salaries than nonmanufacturing firms do. For sales managers, the size of their sales territory is another important determinant of salary. Many managers earn bonuses equal to 10 percent or more of their salaries.

## Sources of Additional Information

For information about careers and certification in sales and marketing management, contact:


For information about careers in advertising management, contact:


Information about careers and certification in public relations management is available from:

- Public Relations Society of America, 33 Irving Place, New York, NY 10003-2376. Internet: [http://www.prsa.org](http://www.prsa.org)

## Budget Analysts

(O*NET 13-2031.00)

### Significant Points

- Two out of five budget analysts work in Federal, State, and local governments.
- A bachelor’s degree generally is the minimum educational requirement; however, some employers require a master’s degree.
- Competition for jobs should remain keen due to the substantial number of qualified applicants; those with a master’s degree should have the best prospects.

### Nature of the Work

Deciding how to efficiently distribute limited financial resources is an important challenge in all organizations. In most large and complex organizations, this task would be nearly impossible were it not for budget analysts. These professionals play the primary role in the development, analysis, and execution of budgets, which are used to allocate current resources and estimate future financial requirements. Without effective analysis of and feedback about budgetary problems, many private and public organizations could become bankrupt.

Budget analysts can be found in private industry, nonprofit organizations, and the public sector. In private sector firms, a budget analyst examines, analyzes, and seeks new ways to improve efficiency and increase profits. Although analysts working in nonprofit and governmental organizations usually are not concerned with profits, they still try to find the most efficient distribution of funds and other resources among various departments and programs.

Budget analysts have many responsibilities in these organizations, but their primary task is providing advice and technical assistance in the preparation of annual budgets. At the beginning of each budget cycle, managers and department heads submit proposed operational and financial plans to budget analysts for review. These plans outline expected programs, including proposed monetary increases and new initiatives, estimated costs and expenses, and capital expenditures needed to finance these programs.

Analysts examine the budget estimates or proposals for completeness, accuracy, and conformance with established procedures, regulations, and organizational objectives. Sometimes, they employ cost-benefit analysis to review financial requests, assess program trade-offs, and explore alternative funding methods. They also examine past and current budgets and research economic and financial developments that affect the organization’s spending. This process enables analysts to evaluate proposals in terms of the organization’s priorities and financial resources.

### Related Occupations

Advertising, marketing, promotions, public relations, and sales managers direct the sale of products and services offered by their firms and the communication of information about their firms’ activities. Other workers involved with advertising, marketing, promotions, public relations, and sales include actors, producers, and directors; artists and related workers; demonstrators, product promoters, and models; economists and market and survey researchers; public relations specialists; sales representatives, wholesale and manufacturing; and writers and editors.