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:

Computer and data processing services ................................................................. $79,970
Advertising ............................................................................................................... 58,890

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

Computer and data processing services ................................................................. $85,750
Advertising ............................................................................................................... 72,590
Management and public relations ....................................................................... 70,170

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

Computer and data processing services ................................................................. $86,690
Professional and commercial equipment ............................................................... 84,770
New and used car dealers ..................................................................................... 80,680
Hotels and motels .................................................................................................. 42,210

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

Management and public relations ....................................................................... 57,380
Colleges and universities ..................................................................................... 50,200

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.

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.

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

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.
After this initial review process, budget analysts consolidate the individual departmental budgets into operating and capital budget summaries. These summaries contain comments and supporting statements that support or argue against funding requests. Budget summaries then are submitted to senior management or, as is often the case in local and State governments, to appointed or elected officials. Budget analysts then help the chief operating officer, agency head, or other top managers analyze the proposed plan and devise possible alternatives if the projected results are unsatisfactory. The final decision to approve the budget, however, usually is made by the organization head in a private firm or by elected officials in government, such as the State legislative body.

Throughout the remainder of the year, analysts periodically monitor the budget by reviewing reports and accounting records to determine if allocated funds have been spent as specified. If deviations appear between the approved budget and actual performance, budget analysts may write a report explaining the causes of the variations along with recommendations for new or revised budget procedures. In order to avoid or alleviate deficits, they may recommend program cuts or reallocation of excess funds. They also inform program managers and others within their organization of the status and availability of funds in different budget accounts. Before any changes are made to an existing program or a new one is implemented, a budget analyst assesses its efficiency and effectiveness. Analysts also may be involved in long-range planning activities such as projecting future budget needs.

The budget analyst’s role has broadened as limited funding has led to downsizing and restructuring throughout private industry and government. Not only do they develop guidelines and policies governing the formulation and maintenance of the budget, but they also measure organizational performance, assess the effect of various programs and policies on the budget, and help draft budget-related legislation. In addition, budget analysts sometimes conduct training sessions for company or government agency personnel regarding new budget procedures.

**Working Conditions**

Budget analysts usually work in a comfortable office setting. Long hours are common among these workers, especially during the initial development and mid-year and final reviews of budgets. The pressure of deadlines and tight work schedules during these periods can be extremely stressful, and analysts usually are required to work more than the routine 40 hours a week.

Budget analysts spend the majority of their time working independently, compiling and analyzing data, and preparing budget proposals. Nevertheless, their schedule sometimes is interrupted by special budget requests, meetings, and training sessions. Some budget analysts travel to obtain budget details and explanations of various programs from coworkers, or to personally observe funding allocation.

**Employment**

Budget analysts held about 70,000 jobs throughout private industry and government in 2000. Federal, State, and local governments are major employers, accounting for two-fifths of all budget analyst jobs. The U.S. Department of Defense employed 7 of every 10 budget analysts working for the Federal Government. Other major employers include schools, hospitals, and banks.

**Training, Other Qualifications, and Advancement**

Private firms and government agencies generally require candidates for budget analyst positions to have at least a bachelor’s degree. Within the Federal Government, a bachelor’s degree in any field is sufficient for an entry-level budget analyst position. State and local governments have varying requirements, but a bachelor’s degree in one of many areas—accounting, finance, business or public administration, economics, political science, statistics, or a social science such as sociology—may qualify one for entry into the occupation. Sometimes, a field closely related to the employing industry or organization, such as engineering, may be preferred. An increasing number of State governments and other employers require a candidate to possess a master’s degree to ensure adequate analytical and communication skills. Some firms prefer candidates with backgrounds in business because business courses emphasize quantitative and analytical skills. Occasionally, budget and financial experience can be substituted for formal education.

Because developing a budget involves manipulating numbers and requires strong analytical skills, courses in statistics or accounting are helpful, regardless of the prospective budget analyst’s major field of study. Financial analysis is automated in almost every organization and, therefore, familiarity with word processing and the financial software packages used in budget analysis often is required. Software packages commonly used by budget analysts include electronic spreadsheet, database, and graphics software. Employers usually prefer job candidates who already possess these computer skills.

In addition to analytical and computer skills, those seeking a career as a budget analyst also must be able to work under strict
time constraints. Strong oral and written communication skills are essential for analysts because they must prepare, present, and defend budget proposals to decision makers.

Entry-level budget analysts may receive some formal training when they begin their jobs, but most employers feel that the best training is obtained by working through one complete budget cycle. During the cycle, which typically is one year, analysts become familiar with the various steps involved in the budgeting process. The Federal Government, on the other hand, offers extensive on-the-job and classroom training for entry-level trainees. In addition to on-the-job training, budget analysts are encouraged to participate in the various classes offered throughout their careers.

Some budget analysts employed in the Federal, State, or local level may choose to receive the Certified Government Financial Manager (CGFM) designation granted by the Association of Government Accountants. Other government financial officers also may receive this designation. Candidates must have a minimum of a bachelor’s degree, 24 hours of study in financial management, 2 years’ experience in government, and pass a series of 3 exams. The exams cover topics in governmental environment; governmental accounting, financial reporting, and budgeting; and financial management and control.

Budget analysts start their careers with limited responsibilities. In the Federal Government, for example, beginning budget analysts compare projected costs with prior expenditures, consolidate and enter data prepared by others, and assist higher grade analysts by doing research. As analysts progress, they begin to develop and formulate budget estimates and justification statements, perform in-depth analyses of budget requests, write statements supporting funding requests, advise program managers and others on the status and availability of funds in different budget activities, and present and defend budget proposals to senior managers.

Beginning analysts usually work under close supervision. Capable entry-level analysts can be promoted into intermediate-level positions within 1 to 2 years, and then into senior positions within a few more years. Progressing to a higher level means added budgetary responsibility and can lead to a supervisory role. Because of the importance and high visibility of their jobs, senior budget analysts are prime candidates for promotion to management positions in various parts of the organization.

Job Outlook

Competition for budget analyst jobs should remain keen due to the substantial number of qualified applicants. Candidates with a master’s degree should have the best job opportunities. Familiarity with computer financial software packages also should enhance a jobseeker’s employment prospects.

Employment of budget analysts is expected to grow about as fast as the average for all occupations through 2010. Employment growth will be driven by the continuing demand for sound financial analysis in both public and private sector organizations. In addition to employment growth, many job openings will result from the need to replace experienced budget analysts who transfer to other occupations or leave the labor force.

The expanding use of computer applications in budget analysis increases worker productivity by enabling analysts to process more data in less time. However, because analysts now have a greater supply of data available to them, their jobs are becoming more complicated. In addition, as businesses become increasingly complex and specialization within organizations becomes more common, planning and financial control increasingly demand attention. These factors should offset any adverse effects of computer usage on employment of budget analysts.

In coming years, companies will continue to rely heavily on budget analysts to examine, analyze, and develop budgets. Because the financial analysis performed by budget analysts is an important function in every large organization, the employment of budget analysts has remained relatively unaffected by downsizing in the Nation’s workplaces. In addition, because financial and budget reports must be completed during periods of economic growth and slowdowns, budget analysts usually are less subject to layoffs during economic downturns than many other workers.

Earnings

Salaries of budget analysts vary widely by experience, education, and employer. Median annual earnings of budget analysts in 2000 were $48,370. The middle 50 percent earned between $38,400 and $61,030. The lowest 10 percent earned less than $31,260, and the highest 10 percent earned more than $74,030.

According to a 2001 survey conducted by Robert Half International, a staffing services firm specializing in accounting and finance, starting salaries of budget and other financial analysts in small firms ranged from $29,750 to $35,500; in large organizations compensation ranged from $33,250 to $40,000. In small firms, analysts with 1 to 3 years of experience earned from $34,500 to $42,750; in large companies they made from $40,250 to $51,000. Senior analysts in small firms earned from $37,750 to $55,750; in large firms they made from $51,500 to $64,000. Earnings of managers in this field ranged from $40,500 to $62,750 a year in small firms, while managers in large organizations earned between $63,500 and $81,250.

In the Federal Government, budget analysts usually started as trainees earning $21,947 or $27,185 a year in 2001. Candidates with a master’s degree might begin at $33,254. Beginning salaries were slightly higher in selected areas where the prevailing local pay level was higher. The average annual salary in 2001 for budget analysts employed by the Federal Government in nonsupervisory, supervisory, and managerial positions was $56,710.

Related Occupations

Budget analysts review, analyze, and interpret financial data; make recommendations for the future; and assist in the implementation of new ideas and financial strategies. Workers who use these skills in other occupations include accountants and auditors, cost estimators, economists and market and survey researchers, financial analysts and personal financial advisors, financial managers, and loan counselors and officers.

Sources of Additional Information

Information on obtaining a budget 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.

Information on careers in budget analysis at the State government level can be obtained from:


Information on careers in budget analysis at the State government level can be obtained from:


Information on careers in government financial management and the CGFM designation may be obtained from:

Information on careers in government financial management and the CGFM designation may be obtained from:


Information on careers in budget analysis at the State government level can be obtained from:


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