

BUSINESS SERVICES SECTOR GUIDE



2020

North Central Workforce Development Area

Funded by Workforce Solutions for North Central Pennsylvania and the PA Department of Labor and Industry.

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Introduction to the Sector Guide

The Career Pathways Sector Guides are designed to provide information about career pathways in the North Central Workforce Development Area in Pennsylvania. Each guide presents information that will benefit workforce development professionals, businesses, and job seekers.

Introduction to Career Pathways

This section of the Sector Guide introduces you to career pathways. The information in this section will inform you about why career pathways are important and how the concept can be beneficial to businesses and job seekers. Information in this section can be shared with clients to help them get a better understanding of why we promote pathways.

Sector Description

The sector descriptions provide a brief overview of the sector that the guide presents. Sector descriptions include information from Pennsylvania's Center for Workforce Information and Analysis <https://www.workstats.dli.pa.gov/Pages/default.aspx> that helps to give a snapshot of the sector as well as general information about education and experience levels associated with jobs in the sector and the types of businesses that employ in the sector.

Use the information in this section of the guide to share general information with job seekers, as more detailed information is provided throughout the guide.

Career Pathways Maps

The jobs illustrated on the career pathway maps were identified using the North Central High Priority Occupations list. Information about the jobs was gathered through research using multiple sources to identify the salary, education required, and related occupations. Additionally, industry specific websites that contain career maps were used to inform the career map development. Most of the maps start with an entry-level job that requires less than a 2-year degree and demonstrate the ability to move up

the pathway by on the job training and work experience or through additional formal education and training.

Some occupations occur in multiple sectors and therefore may create a slightly different map for each sector. For example, janitors and cleaners are in manufacturing, healthcare, education, and hospitality. A worker who starts as a janitor and cleaner in education may move into maintenance and may possess the skills to move into a technical teaching role or departmental supervisory role within a school district or university. A janitor in manufacturing might be less likely to leave the sector to move into education and training of maintenance personnel. Technology and transportation related occupations are others that cross over many sectors and may look a little different.

Notice that some pathways seem to start at a higher “entry-level” than others. These would be appropriate for individuals that may have had some technical training while in high school or chose to do training before entering or reentering the workforce. These maps are also appropriate for places of employment that bring everyone in as a “general worker”, and in order to move up, an individual has to get a specialized training and compare multiple options/maps to make that decision.

These maps can be used with job seekers who are currently employed or choosing a career path. While these maps are general for the sector, they provide information about expected training, experience, and skills needed to move along a career path. This example illustrates the information that you will find about each job on every map.

Occupation: First-Line Supervisors of Mechanics, Installers, and Repairers (49-1011)

Education: postsecondary certificate and/or associate’s degree

Training: postsecondary education

Skills: understands process and product or service, demonstrates self-management strategies, lifelong learning

Salary Range: \$25.50-46/hour

Use this information to assist job seekers with career exploration, career planning, and goal setting. It is important to review each map carefully to understand the requirements needed on all steps of the

career path. Each map shows potential opportunities for advancement that may be achieved through additional education and training and experience on-the-job. Additional ways to use career pathways maps can be found at *20 Ways to Use Career Pathways Maps* at <http://www.paadultedresources.org/wp-content/uploads/2017/02/20-ways-to-use-career-pathway-maps-12-18-17.pdf>.

Job Descriptions

The job descriptions in the guide provide details of every job that is mentioned in each of the career pathways maps. Information from O*NET Online <https://www.onetonline.org/> was used to inform the descriptions. Another key component of the job descriptions is the *Sample of reported job titles*. These job titles are important because they are examples that employers might use for the same job. For example, an *energy auditor* at ABC Company might have the job title of *Building Performance Specialist* at DEF Company even though they do essentially the same kind of work.

Job descriptions are helpful for job seekers to get a clearer understanding of the jobs in isolation. More importantly, the descriptions help to provide clarity on how a career pathway builds on the skills and knowledge, and abilities of the jobs on the pathways. Use the information in this section to discuss the general qualifications of the job and the alternative names associated with the work that the job requires. Each job's description includes a citation and reference in the bibliography that can easily be accessed to provide additional information about the job. Use the references to assist job seekers in further career exploration when making decisions about any career path.

Foundation Skills Framework

Selected jobs in this section of the guide are aligned to specific workforce preparation skills detailed in the Foundation Skills Framework (FSF). The FSF is a tool developed by workforce development professionals that identifies skills, competencies, and tasks that individuals need to master to get a job, keep a job, and advance in a job.

The jobs in this section are primarily the entry level jobs identified on each map in the guide. Top *skills* for each job that are identified on O*NET Online were aligned to the FSF and can be used to help job seekers get an understanding of the workforce preparation skills that they will need for a particular job.

While this section provides examples of the workforce preparation skills for some of the jobs in the sector, additional research can be completed for any of the jobs on the pathways. Encourage job seekers to review the skills needed for their jobs of interest and compare them to the FSF. Additional FSF resources, including an assessment and competency lists can be found at <https://www.paadultedresources.org/foundation-skills-framework/>.

Bibliography

This final section of the guide is the bibliography. The bibliography provides a listing of all of the resources that were used to research the information in the guide and can be used to conduct further research on the sector or career pathways.

Introduction to Career Pathways

The Workforce Innovation and Opportunity Act (WIOA) moved career pathways from just a good idea to a mandatory component of workforce development programming. While providing a comprehensive definition of and for career pathways, WIOA does little to describe the “how to” for this strategy. From the development of customized mapping tools for employers to integrated education and training programs for customers who are determined basic skills deficient, career pathways strategies are customized to the local labor market.

At a minimum, career pathways strategies for job seekers need to include opportunities to explore careers and occupations that fall within high priority occupation sectors, develop a career pathway plan that includes charting specific and realistic goals, and learn about and practice key employability skills. A concrete plan with established goals and steps to follow can offer guidance and structure to job seekers’ employment goals. This plan may include, for example, obtaining work while exploring careers, identifying and enrolling in educational or training opportunities, identifying, researching, and preparing for occupations so that they may be ready to begin the job search process immediately.

Workforce development professionals can use the information associated with career pathways to further develop opportunities for job seekers to enter a career path rather than just getting a job. To do this; however, career pathways strategies need to be recognized and embraced by workforce development professionals in order to coordinate service delivery so that individuals can become aware of opportunities and have access to what they need to move along a pathway.

While this guide presents the “nuts and bolts” of career pathways, professionals will need to work together to develop strategies to assist job seekers to move along these paths. Which of the illustrated pathways are most essential to the region? How can workforce development professionals work together to promote these essential pathways? What can we do to include postsecondary education and training partners to assist in these career pathways strategies? How can we include Title II adult education into our strategies? There are answers to all these questions when we work together with career pathways innovations.

Sector Description

The Center for Workforce Information and Analysis states:

The Business Services (BSV) cluster includes a wide range of services available to today's businesses, from business support services to waste management. Included in the cluster are radio stations, payroll services, public relations agencies, graphic design services and janitorial services to name a few. Services tend to focus around three sub-clusters: those industries that help businesses market their products; those that help in the day-to-day operations; and those that offer outside consulting services.

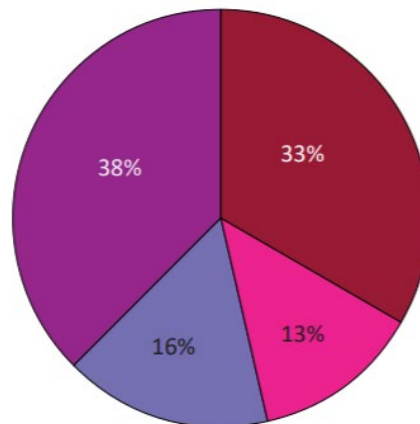
BSV – Media, Advertising & Marketing (BSV-MAM)

BSV – Operational Services (BSV-OPER)

BSV – Professional & Consulting Services (BSV-P&C)

The BSV cluster is the 2nd largest, with more than 730,000 jobs in Pennsylvania. The state still maintained a Location Quotient (LQ) just under 1.00 in 2017, which means employment is following the national trend. Average wages in the cluster have made a significant gain, increasing 12 percent over the time period. The graph below shows that Roughly one-half of all BSV jobs require less than one year of on-the-job training to enter employment and opportunities exist at all education levels.

Short-Term OJT
Moderate-Term OJT
Long-Term Training
Postsecondary Training
Associate Degree
Bachelor's Degree
Post-Bachelor's Degree



The Center for Workforce Information and Analysis identifies the following top industries:

Top Industries Based on Employment

- Managing Offices
- Wholesale Trade Agents & Brokers
- Offices of Lawyers
- Engineering Services
- Janitorial Services
- Computer Systems Design Services
- Custom Computer Programming Services
- Landscaping Services
- Security Guards & Patrol Services
- Wired Telecommunications Carriers
- Administrative Management Consulting Services
- Electronic Shopping & Mail-Order Houses
- Telemarketing Bureaus
- All Other Support Services
- Data Processing, Hosting & Related Services
- Testing Laboratories
- All Other Professional & Technical Services
- Commercial Machinery Repair & Maintenance
- Marketing Consulting Services
- Facilities Support Services

The *PY 2017-2020 WIOA Multi-Year Local Area Plan* for the North Central Workforce Development Region lists business as one of their priority sectors with the potential of creating a new industry partnership around that sector. Local workforce development system staff work closely with the local Chamber of Commerce and The plan specifically identifies ways small businesses and entrepreneurs are supported:

Small businesses can access at the PA CareerLink® centers to provide comprehensive services from helping customers identify resources for entrepreneurship, self-employment and small business development to acting as their human resources department when they are ready to make their first and subsequent hires. Most often small businesses are referred to agencies such as the Clarion University Small Business Development Center or the Northwest Industrial Resource Center for further assistance.

The responsibilities of workers in this industry can vary greatly. “They provide secretarial services, handle mail, manage the storage of documents, plan conferences, manage payroll, set goals and policies.” (McGraw, 2012). Many of the career paths can lead to management positions within the BSV industry cluster. Managers can be first-line managers that directly manage workers or mid-line managers who set larger company-wide goals and objectives for departments. Top-level managers often have the following titles: CEO, vice-president, and president. These individuals must have the ability to make decisions and think critically to solve problems since their actions and decisions often result in the success or failure of the overall company.

Career Pathways Maps

Business Services-

Advertising Sales Agents

Additional training and education

Occupation: Marketing Managers (11-2021)
Education: bachelor's degree
Training: long-term on-the-job and/or vocational training
Skills: demonstrates self-management strategies, solves problems, demonstrates effective interpersonal relations
Salary Range: \$40-55/hour

Occupation: Advertising and Promotions Managers (11-2011)
Education: bachelor's degree
Training: on-the-job and vocational training
Skills: understands finances, works within organizational structure and culture, uses technology
Salary Range: \$25-50/hour

Occupation: Public Relations Specialists (27-3031)
Education: bachelor's degree
Training: on-the-job and vocational training
Skills: speaks clearly and concisely, demonstrates effective interpersonal relations, solves problems
Salary Range: \$15-27/hour

Occupation: Advertising Sales Agents (41-3011)
Education: high school diploma or equivalent and some college
Training: short-term on-the-job training and vocational training
Skills: speaks clearly and concisely, writes clearly and concisely, observes critically
Salary Range: \$12-23/hour



2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET OnLine. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Business Services-

Bookkeeping, Accounting, and Auditing Clerks

Additional training and education



Occupation: Compensation, Benefits, and Job Analysis Specialists (13-1141)

Education: bachelor's degree

Training: on-the-job and vocational training

Skills: speaks clearly and concisely, demonstrates effective interpersonal relations, solves problems

Salary Range: \$20-32.50/hour

Occupation: Payroll and Timekeeping Clerks (43-3051)

Education: high school diploma or equivalent and/or some college

Training: short-term on-the-job training

Skills: understands finances, lifelong learning, observes critically

Salary Range: \$14-20.25/hour

Occupation: Bill and Account Collectors (43-3011)

Education: high school diploma or equivalent and/or some college

Training: short-term on-the-job training

Skills: understands finances, works within organizational structure and culture, uses technology

Salary Range: \$11.50-18/hour

Occupation: Bookkeeping, Accounting, and Auditing Clerks (43-3031)

Education: high school diploma or equivalent and/or some college

Training: short-term on-the-job training

Skills: reads with understanding, writes clearly and concisely, applies mathematical concepts and operations

Salary Range: \$11.50-18/hour

2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET Online. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Business Services-

Computer User Support Specialists



Additional training and education

Occupation: Database Administrators (15-1141)
Education: bachelor's degree
Training: long-term on-the-job and/or vocational training
Skills: applies mathematical concepts and operations, lifelong learning, makes decisions
Salary Range: \$23.25-39/hour

Occupation: Network and Computer Systems Administrators (15-1142)
Education: bachelor's degree
Training: long-term on-the-job and/or vocational training
Skills: demonstrates self-management strategies, solves problems, uses technology
Salary Range: \$23-36/hour

Occupation: Computer Network Support Specialists (15-1152)
Education: bachelor's degree
Training: vocational training
Skills: demonstrates effective interpersonal skills, uses technology, speaks clearly and concisely
Salary Range: \$18-30/hour

Occupation: Computer User Support Specialists (15-1151)
Education: high school diploma or equivalent and/or postsecondary
Training: short-term on-the-job and/or vocational training
Skills: listens with understanding, speaks clearly and concisely, solves problems
Salary Range: \$15-24/hour

2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET OnLine. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Business Services-

Maintenance and Repair Workers



Additional training and education

Occupation: Mechanical Engineers (17-2141)

Education: bachelor's degree

Training: on-the-job and/or vocational training

Skills: uses technology, solves problems, lifelong learning skills

Salary Range: \$26-39/hour

Occupation: Mechanical Engineering Technologists (17-3029)

Education: bachelor's degree

Training: on-the-job and/or vocational training

Skills: observes critically, applies mathematical concepts and operations, solves problems

Salary Range: \$16-29/hour

Occupation: Supervisors-Mechanics, Installers, and Repairers (49-1011)

Education: some postsecondary education and/or associate's degree

Training: long-term on-the-job training and/or vocational training

Skills: demonstrates effective interpersonal relations, makes decisions, demonstrates quality consciousness

Salary Range: \$20.75-32.50/hour

Occupation: Maintenance and Repair Workers (49-9071)

Education: high school diploma or equivalent and/or some postsecondary education

Training: vocational training and/or specialty certificates

Skills: observes critically, demonstrates quality consciousness, applies mathematical concepts and operations

Salary Range: \$10.75-18.50/hour

2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET OnLine. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Business Services-

Office Clerks

Additional training and education



Occupation: Human Resources Managers (11-3121)

Education: bachelor's degree or higher

Training: on-the-job and vocational training

Skills: makes decisions, lifelong learning, demonstrates effective interpersonal relations

Salary Range: \$35-56/hour

Occupation: Human Resources Specialists (13-1071)

Education: bachelor's degree

Training: on-the-job and/or vocational training

Skills: understands finances, lifelong learning, demonstrates effective interpersonal relations

Salary Range: \$18.50-30/hour

Occupation: First-Line Supervisors of Office and Administrative Support Workers (43-1011)

Education: bachelor's degree

Training: long-term on-the-job and/or vocational training

Skills: demonstrates self-management strategies, solves problems, works within organizational structure and culture

Salary Range: \$17-27/hour

Occupation: Office Clerks, General (43-9061)

Education: high school diploma or equivalent

Training: short-term on-the-job training

Skills: reads with understanding, writes clearly and concisely, speaks clearly and concisely

Salary Range: \$9.50-16/hour

2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET OnLine. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Business Services-

Retail Salespersons

Additional training and education



Occupation: Sales Managers (11-2022)

Education: bachelor's degree

Training: long-term on-the-job and/or vocational training

Skills: demonstrates self-management strategies, solves problems, lifelong learning skills

Salary Range: \$34-67/hour

Occupation: Wholesale and Retail Buyers, Except Farm Products (13-1022)

Education: bachelor's degree

Training: on-the-job and/or vocational training

Skills: understands finances, lifelong learning, solves problems

Salary Range: \$19-29.75/hour

Occupation: First-Line Supervisors of Retail Sales Workers (41-1011)

Education: high school diploma or equivalent and some college

Training: long-term on-the-job and/or vocational training

Skills: demonstrates self-management strategies, solves problems, demonstrates effective interpersonal skills

Salary Range: \$12-19/hour

Occupation: Retail Salespersons (41-2031)

Education: high school diploma or equivalent

Training: short-term on-the-job training

Skills: demonstrates effective interpersonal skills, listens with understanding, speaks clearly and concisely

Salary Range: \$8-11/hour

2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET OnLine. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Business Services-

Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products

Additional training and education



Occupation: Chief Executives (11-1011)

Education: master's degree

Training: vocational training

Skills: understands finances, lifelong learning, solves problems

Salary Range: \$53-100/hour

Occupation: Sales Managers (11-2022)

Education: bachelor's degree

Training: long-term on-the-job and/or vocational training

Skills: demonstrates self-management strategies, solves problems, lifelong learning skills

Salary Range: \$34-67/hour

Occupation: Sales Agents, Securities and Commodities (41-1011)

Education: bachelor's degree

Training: vocational training

Skills: applies mathematical concepts and operations, solves problems, demonstrates self-management strategies

Salary Range: \$16.50-29.50/hour

Occupation: Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (41-4012)

Education: bachelor's degree

Training: vocational training

Skills: demonstrates effective interpersonal skills, listens with understanding, speaks clearly and concisely

Salary Range: \$15-29.50/hour

2019 HPO list retrieved from <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

McGraw-Hill. (2012). McGraw-Hill workforce career companion: business management and administration. Bothell, WA: McGraw-Hill Education.
U.S. Department of Labor, Employment and Training Administration. (2019). O*NET OnLine. National Center for O*NET Development. Retrieved from <https://www.onetonline.org/>

Advertising and Promotions Managers

Plan, direct, or coordinate advertising policies and programs or produce collateral materials, such as posters, contests, coupons, or give-aways, to create extra interest in the purchase of a product or service for a department, an entire organization, or on an account basis.

Sample of reported job titles: Account Executive, Advertising Manager (Ad Manager), Advertising Sales Manager, Classified Advertising Manager, Communications Director, Communications Manager, Creative Services Director, Marketing and Promotions Manager, Promotions Director, Promotions Manager (U.S. Department of Labor, O*NET, Advertising and Promotions Manager, 2020a)

Advertising Sales Agents

Sell or solicit advertising space, time, or media in publications, signage, TV, radio, or the Internet. Includes individuals who obtain leases for outdoor advertising sites or persuade retailers to use sales promotion display items.

Sample of reported job titles: Account Manager, Accounts Executive, Accounts Manager, Advertising Account Executive, Advertising Account Representative, Advertising Consultant, Advertising Representative, Advertising Sales Representative (Ad Sales Representative), Marketing Consultant, Sales Representative (U.S. Department of Labor, O*NET, Advertising Sales Agent, 2020b)

Bill and Account Collectors

Locate and notify customers of delinquent accounts by mail, telephone, or personal visit to solicit payment. Duties include receiving payment and posting amount to customer's account; preparing statements to credit department if customer fails to respond; initiating repossession proceedings or service disconnection; and keeping records of collection and status of accounts.

Sample of reported job titles: Account Representative, Accounts Receivable Specialist (AR Specialist), Collection Agent, Collection Specialist, Collector, Credit Clerk, Debt Collector, Patient Access Specialist, Patient Account Representative, Telephone Collector (U.S. Department of Labor, O*NET, Bill and Account Collectors, 2020c)

Bookkeeping, Accounting, and Auditing Clerks

Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.

Sample of reported job titles: Account Clerk, Accounting Assistant, Accounting Associate, Accounting Clerk, Accounting Specialist, Accounting Technician, Accounts Payable Clerk, Accounts Payable Specialist, Accounts Payables Clerk, Accounts Receivable Clerk (U.S. Department of Labor, O*NET, Bookkeeping, Accounting, and Auditing Clerks, 2020d)

Chief Executives

Determine and formulate policies and provide overall direction of companies or private and public sector organizations within guidelines set up by a board of directors or similar governing body. Plan, direct, or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers.

Sample of reported job titles: Chief Diversity Officer (CDO), Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Nursing Officer, Chief Operating Officer (COO), Executive Director, Executive Vice President (EVP), Operations Vice President, President, Vice President (U.S. Department of Labor, O*NET, Chief Executives, 2020e)

Compensation, Benefits, and Job Analysis Specialists

Conduct programs of compensation and benefits and job analysis for employer. May specialize in specific areas, such as position classification and pension programs.

Sample of reported job titles: Benefits Administrator, Benefits Analyst, Benefits Specialist, Compensation Analyst, Compensation Consultant, Compensation Coordinator, Compensation Specialist, Compensation/Benefits Specialist, Personnel Specialist, Position Classification Specialist (U.S. Department of Labor, O*NET, Compensation, Benefits, and Job Analysis Specialists, 2020f)

Computer Network Support Specialists

Analyze, test, troubleshoot, and evaluate existing network systems, such as local area network (LAN), wide area network (WAN), and Internet systems or a segment of a network system.

Perform network maintenance to ensure networks operate correctly with minimal interruption.

Sample of reported job titles: Computer Network Specialist, IT Consultant (Information Technology Consultant), Network Engineer, Network Specialist, Network Support Specialist, Network Technical Analyst, Network Technician, Personal Computer Network Analyst, Senior IT Assistant (Senior Information Technology Assistant), Systems Specialist (U.S. Department of Labor, O*NET, Computer Network Support Specialists, 2020g)

Computer User Support Specialists

Provide technical assistance to computer users. Answer questions or resolve computer problems for clients in person, or via telephone or electronically. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems.

Sample of reported job titles: Computer Specialist, Computer Support Specialist, Computer Technician, Desktop Support Technician, Help Desk Analyst, Help Desk Technician, Information Technology Specialist (IT Specialist), Network Technician, Support Specialist, Technical Support Specialist (U.S. Department of Labor, O*NET, Computer User Support Specialists, 2020h)

Database Administrators

Administer, test, and implement computer databases, applying knowledge of database management systems. Coordinate changes to computer databases. May plan, coordinate, and implement security measures to safeguard computer databases.

Sample of reported job titles: Data Architect, Database Administration Manager, Database Administrator (DBA), Database Analyst, Database Coordinator, Database Developer, Database Programmer, Information Systems Manager, Management Information Systems Director (MIS Director), System Administrator (U.S. Department of Labor, O*NET, Database Administrators, 2020i)

First-Line Supervisors of Office and Administrative Support Workers

Directly supervise and coordinate the activities of clerical and administrative support workers.

Sample of reported job titles: Accounting Manager, Accounts Payable Supervisor, Accounts Receivable Manager, Administrative Supervisor, Customer Service Manager, Customer Service Supervisor, Office Coordinator, Office Manager, Office Supervisor, Staff Services Manager (U.S. Department of Labor, O*NET, First-Line Supervisors of Office and Administrative Support Workers, 2020j)

First-Line Supervisors of Retail Sales Workers

Directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.

Sample of reported job titles: Bakery Manager, Delicatessen Manager, Department Manager, Department Supervisor, Grocery Manager, Key Carrier, Meat Department Manager, Parts Sales Manager, Shift Manager, Store Manager (U.S. Department of Labor, O*NET, First-Line Supervisors of Retail Sales Workers, 2020k)

Human Resources Managers

Plan, direct, or coordinate human resources activities and staff of an organization.

Sample of reported job titles: Employee Relations Manager, Human Resources Administration Director, Human Resources Director (HR Director), Human Resources Manager (HR Manager), Human Resources Operations Manager, Human Resources Vice President (U.S. Department of Labor, O*NET, Human Resources Managers, 2020l)

Human Resources Specialists

Perform activities in the human resource area. Includes employment specialists who screen, recruit, interview, and place workers.

Sample of reported job titles: Corporate Recruiter, Employment Representative, HR Analyst (Human Resources Analyst), HR Coordinator (Human Resources Coordinator), HR Generalist (Human Resources Generalist), HR Representative (Human Resources Representative), Human Resources Specialist (HR Specialist), Personnel Analyst, Personnel Officer, Recruiter (U.S. Department of Labor, O*NET, Human Resources Specialist, 2020m)

Maintenance and Repair Workers

Perform work involving the skills of two or more maintenance or craft occupations to keep machines, mechanical equipment, or the structure of an establishment in repair. Duties may involve pipe fitting; boiler making; insulating; welding; machining; carpentry; repairing electrical or mechanical equipment; installing, aligning, and balancing new equipment; and repairing buildings, floors, or stairs.

Sample of reported job titles: Building Maintenance Mechanic, Building Mechanic, Equipment Engineering Technician, Facilities Manager, Maintenance Engineer, Maintenance Man, Maintenance Mechanic, Maintenance Supervisor, Maintenance Technician, Maintenance Worker (U.S. Department of Labor, O*NET, Maintenance and Repair Workers, 2020n)

Marketing Managers

Plan, direct, or coordinate marketing policies and programs, such as determining the demand for products and services offered by a firm and its competitors, and identify potential customers. Develop pricing strategies with the goal of maximizing the firm's profits or share of the market while ensuring the firm's customers are satisfied. Oversee product development or monitor trends that indicate the need for new products and services.

Sample of reported job titles: Account Supervisor, Brand Manager, Business Development Director, Business Development Manager, Commercial Lines Manager, Market Development Executive, Marketing Coordinator, Marketing Director, Marketing Manager, Product Manager (U.S. Department of Labor, O*NET, Marketing Managers, 2020o)

Mechanical Engineering Technologists

Assist mechanical engineers in such activities as generation, transmission, or use of mechanical or fluid energy. Prepare layouts of machinery or equipment or plan the flow of work. May conduct statistical studies or analyze production costs.

Sample of reported job titles: CAD Designer (Computer Aided Design Designer), Engineer Technical Staff, Engineering Tech, Engineering Technologist, Mechanical Designer, Mechanical Designer/Wind-Chill Administrator, Senior Designer, Senior Process Analyst, Technical Staff Engineer, Tooling Engineering Tech (U.S. Department of Labor, O*NET, Mechanical Engineering Technologists, 2020p)

Mechanical Engineers

Perform engineering duties in planning and designing tools, engines, machines, and other mechanically functioning equipment. Oversee installation, operation, maintenance, and repair of equipment such as centralized heat, gas, water, and steam systems.

Sample of reported job titles: Application Engineer, Design Engineer, Design Maintenance Engineer, Equipment Engineer, Mechanical Design Engineer, Mechanical Engineer, Process Engineer, Product Engineer, Project Engineer, Test Engineer (U.S. Department of Labor, O*NET, Mechanical Engineers, 2020q)

Network and Computer Systems Administrators

Install, configure, and support an organization's local area network (LAN), wide area network (WAN), and Internet systems or a segment of a network system. Monitor network to ensure network availability to all system users and may perform necessary maintenance to support network availability. May monitor and test Web site performance to ensure Web sites operate correctly and without interruption. May assist in network modeling, analysis, planning, and coordination between network and data communications hardware and software. May supervise computer user support specialists and computer network support specialists. May administer network security measures.

Sample of reported job titles: Information Analyst, Information Systems Manager (IS Manager), Information Technology Specialist (IT Specialist), LAN Specialist (Local Area Network Specialist), Local Area Network Administrator (LAN Administrator), Network Administrator, Network Coordinator, Network Manager, Network Specialist, Systems Administrator (U.S. Department of Labor, O*NET, Network and Computer Systems Administrators, 2020r)

Office Clerks, General

Perform duties too varied and diverse to be classified in any specific office clerical occupation, requiring knowledge of office systems and procedures. Clerical duties may be assigned in accordance with the office procedures of individual establishments and may include a combination of answering telephones, bookkeeping, typing or word processing, stenography, office machine operation, and filing.

Sample of reported job titles: Administrative Clerk (Admin Clerk), Clerical Aide, Clerical Assistant, Clerk, General Clerk, Office Assistant, Office Clerk, Office Coordinator, Office Services Specialist, Office Support Assistant (U.S. Department of Labor, O*NET, Office Clerks, General, 2020s)

Payroll and Timekeeping Clerks

Compile and record employee time and payroll data. May compute employees' time worked, production, and commission. May compute and post wages and deductions, or prepare paychecks.

Sample of reported job titles: Accounting Technician, Human Resources Assistant (HR Assistant), Payroll Administrator, Payroll Assistant, Payroll Clerk, Payroll Coordinator, Payroll Manager, Payroll Representative, Payroll Specialist, Payroll Technician (U.S. Department of Labor, O*NET, Payroll and Timekeeping Clerks, 2020t)

Public Relations Specialists

Engage in promoting or creating an intended public image for individuals, groups, or organizations. May write or select material for release to various communications media.

Sample of reported job titles: Account Executive, Communications Director, Communications Specialist, Corporate Communications Specialist, Media Relations Specialist, Public Affairs Specialist, Public Information Officer, Public Information Specialist, Public Relations Coordinator, Public Relations Specialist (PR Specialist) (U.S. Department of Labor, O*NET, Public Relations Specialists, 2020u)

Retail Salespersons

Sell merchandise, such as furniture, motor vehicles, appliances, or apparel to consumers.

Sample of reported job titles: Car Salesman, Clerk, Customer Assistant, Retail Salesperson, Sales Associate, Sales Clerk, Sales Consultant, Sales Person, Sales Representative, Salesman (U.S. Department of Labor, O*NET, Retail Salesperson, 2020v)

Sales Agents, Securities and Commodities

Buy and sell securities in investment and trading firms and develop and implement financial plans for individuals, businesses, and organizations.

Sample of reported job titles: Account Executive, Financial Consultant, Financial Representative, Investment Advisor, Investment Consultant, Investment Executive, Investment Representative, Investment Specialist, Registered Representative, Stock Broker (U.S. Department of Labor, O*NET, Sales Agents, Securities and Commodities, 2020w)

Sales Managers

Plan, direct, or coordinate the actual distribution or movement of a product or service to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.

Sample of reported job titles: District Sales Manager, National Sales Manager, Regional Sales Manager, Sales and Marketing Vice President, Sales Director, Sales Manager, Sales Representative, Sales Supervisor, Sales Vice President, Store Manager (U.S. Department of Labor, O*NET, Sales Managers, 2020x)

Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products

Sell goods for wholesalers or manufacturers to businesses or groups of individuals. Work requires substantial knowledge of items sold.

Sample of reported job titles: Account Executive, Account Manager, Outside Sales, Outside Sales Representative, Sales, Sales Consultant, Sales Director, Sales Rep, Sales Representative, Salesman (U.S. Department of Labor, O*NET, Sales Representatives, Wholesaler and Manufacturing, Except Technical and Scientific Products, 2020y)

Supervisors-Mechanics, Installers, and Repairers

Directly supervise and coordinate the activities of mechanics, installers, and repairers.

Sample of reported job titles: Crew Leader, Electrical Foreman, Facilities Manager, Facility Maintenance Supervisor, Maintenance Foreman, Maintenance Manager, Maintenance Planner, Maintenance Supervisor, Production Crew Supervisor, Superintendent (U.S. Department of Labor, O*NET, Supervisors-Mechanics, Installers, and Repairers, 2020z)

Wholesale and Retail Buyers, Except Farm Products

Buy merchandise or commodities, other than farm products, for resale to consumers at the wholesale or retail level, including both durable and nondurable goods. Analyze past buying trends, sales records, price, and quality of merchandise to determine value and yield. Select, order, and authorize payment for merchandise according to contractual agreements. May conduct meetings with sales personnel and introduce new products. Includes assistant wholesale and retail buyers of nonfarm products.

Sample of reported job titles: Buyer, Category Manager, Grocery Buyer, Merchandise Manager, Procurement Specialist, Product Manager, Purchaser, Purchasing Coordinator, Retail Buyer, Trader (U.S. Department of Labor, O*NET, Wholesale and Retail Buyers, Except Farm Products, 2020aa)

*Top Foundation Skills Required for Jobs in the
Business Services Sector*



Using information from O*NET job summaries, the following skills from the Foundation Skills Framework were identified as important skills for jobs in the business services sector.

Sales Representatives, Wholesale and Manufacturing

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Listens with Understanding

Skills needed to comprehend, analyze, and interpret orally presented communications and directions on familiar and unfamiliar topics

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Lifelong Learning

Core foundation skills that enable one to reach realistic learning and employment goals through lifelong learning opportunities; includes knowing how to learn, applying skills in new contexts, and anticipating and adapting to changes in the workplace

Speaks Clearly and Concisely

Skills needed to express ideas and information orally in a clear and understandable manner while sustaining interest and attention

Advertising Sales Agents

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Listens with Understanding

Skills needed to comprehend, analyze, and interpret orally presented communications and directions on familiar and unfamiliar topics

Speaks Clearly and Concisely

Skills needed to express ideas and information orally in a clear and understandable manner while sustaining interest and attention

Makes Decisions

Critical, creative, and reflective thinking skills needed to consider relevant facts and opinions, evaluate potential risks and benefits of various decisions, make a decision, and analyze its outcome

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Bookkeeping, Accounting, and Auditing Clerks

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Listens with Understanding

Skills needed to comprehend, analyze, and interpret orally presented communications and directions on familiar and unfamiliar topics

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Speaks Clearly and Concisely

Skills needed to express ideas and information orally in a clear and understandable manner while sustaining interest and attention

Writes Clearly and Concisely

Skills needed to communicate in writing work-related information and ideas for various audiences and purposes, such as to write accurate and complete messages, and complete documents or forms

Computer User Support Specialists

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Speaks Clearly and Concisely

Skills needed to express ideas and information orally in a clear and understandable manner while sustaining interest and attention

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Listens with Understanding

Skills needed to comprehend, analyze, and interpret orally presented communications and directions on familiar and unfamiliar topics

Solves Problems

Critical, creative, and reflective thinking skills needed to identify problems, analyze and evaluate various solutions, implement solutions and monitor their effectiveness

Maintenance and Repair Workers

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Solves Problems

Critical, creative, and reflective thinking skills needed to identify problems, analyze and evaluate various solutions, implement solutions and monitor their effectiveness

Lifelong Learning

Core foundation skills that enable one to reach realistic learning and employment goals through lifelong learning opportunities; includes knowing how to learn, applying skills in new contexts, and anticipating and adapting to changes in the workplace

Makes Decisions

Critical, creative, and reflective thinking skills needed to consider relevant facts and opinions, evaluate potential risks and benefits of various decisions, make a decision, and analyze its outcome

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Office Clerks, General

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Speaks Clearly and Concisely

Skills needed to express ideas and information orally in a clear and understandable manner while sustaining interest and attention

Listens with Understanding

Skills needed to comprehend, analyze, and interpret orally presented communications and directions on familiar and unfamiliar topics

Writes Clearly and Concisely

Skills needed to communicate in writing work-related information and ideas for various audiences and purposes, such as to write accurate and complete messages, and complete documents or forms

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Retail Salespersons

Listens with Understanding

Skills needed to comprehend, analyze, and interpret orally presented communications and directions on familiar and unfamiliar topics

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Observes Critically

Critical and reflective thinking and discrimination skills needed to notice, analyze, and respond to visual information, especially in irregular or unusual situations

Reads with Understanding

Skills needed to read and understand written work-related information, such as reading for various purposes - reading to complete a task, locate specific information, or critically analyze information

Lifelong Learning

Core foundation skills that enable one to reach realistic learning and employment goals through lifelong learning opportunities; includes knowing how to learn, applying skills in new contexts, and anticipating and adapting to changes in the workplace

NOTE: All the information on pages 27-31 of this guide is taken verbatim from the Foundation Skills Framework Competency Lists (2016) accessed at http://www.paadultedresources.org/wp-content/uploads/2016/05/FSF-competency_list-12-18-17.pdf

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