

NEEDS ASSESSMENT FOR ADMINISTRATIVE OFFICE MANAGER  
ASSOCIATE DEGREE PROGRAM  
IN THE WESTERN WISCONSIN TECHNICAL COLLEGE DISTRICT

by

James Murray, Jr.

A Research Paper

Submitted in Partial Fulfillment of the  
Requirements for the  
Master of Science Degree in  
Training and Development

Approved for Completion of 4 Semester Credits  
TRHRD-735 Field Problem in Training and Development

---

Dr. Julie Furst-Bowe, Research Advisor

The Graduate College  
University of Wisconsin – Stout  
December, 2001

The Graduate College  
University of Wisconsin – Stout  
Menomonie, WI 54751

ABSTRACT

---

	Murray	James, Jr.	R.
(Writer)	(Last Name)	(First)	(Initial)

---

Needs Assessment For Administrative Office Manager Associate Degree Program In The Western Wisconsin Technical College District

---

(Title)

---

Training and Development	Dr. Julie Furst-Bowe	December, 2001	113
(Graduate Major)	(Research Advisor)	(Month/Year)	(No. of Pages)

---

American Psychological Association (APA) Publication Manual

---

(Name of Style Manual Used in this Study)

The changing role of the administrative office manager is creating opportunities for individuals in the office occupations with the necessary knowledge, skills and abilities. In Western Wisconsin, two office management occupations, administrative support supervisors and administrative services managers, are expected to have a growth rate of 14.8% and 12%, respectively, between 1998 and 2008. Currently, there is not an associate degree program in the Western Wisconsin Technical College (WWTC ) district, or the state of Wisconsin, to train administrative office managers.

A needs assessment was undertaken to determine if there is a need for an associate degree program for administrative office manager in the Western Wisconsin Technical College district. The needs assessment surveyed a stratified sample of employers from the WWTC district. Five business program advisory committees were selected for the survey. The advisory committees consisted of sixty-two members, representing forty-three business. To ensure the survey reached the employment

specialist, a telephone call was made to each advisory committee member to obtain the name of the employment specialist. To avoid the employment specialist receiving duplicate surveys, businesses participating in multiple advisory committees received only one survey document.

The needs assessment survey was developed to be used in preparation of a Program Investigation for new programs in the Wisconsin Technical College System. The Program Investigation includes a needs assessment as a requirement for development of new programs. If a need exists for a new program in the WWTC District, the Program Investigation is prepared and submitted the WWTC District Board for approval. Upon approval by the WWTC District Board, the Program Investigation is submitted to the Wisconsin Technical College System (WTCS) Board for final approval. No new programs can be implemented within the state without approval of the WTCS Board.

## Table of Contents

Abstract .....	i
Table of Contents .....	iii
List of Tables .....	vi
Chapter 1, Introduction .....	1
The Changing Office .....	1
Education for Administrative Office Managers .....	2
Staffing Challenges for Employers .....	3
Problem Statement .....	4
Research Objectives .....	4
Scope of Needs Assessment .....	4
Significance of Needs Assessment .....	5
Definition of Terms .....	6
Limitations of the Needs Assessment .....	8
Chapter 2, Review of Literature .....	10
Disparity in Administrative Office Manager Titles and Job Descriptions .....	11
Employment and Wages for Administrative Office Managers .....	16
Job Outlook for Administrative Office Managers .....	20
Knowledge, Skills, and Abilities for Administrative Office Managers .....	20
Tasks and Activities for Administrative Office Managers .....	25
Educational/Experience Requirements for Administrative Office Managers ...	30
Historical Background of Administrative Office Management Education .....	32
Institutions Offering Administrative Office Manager Programs .....	37

WWTC Graduates Hired as Administrative Office Managers.....	40
Office of the Future .....	42
Chapter 3, Methodology .....	45
Research Design .....	45
Population and Sample .....	46
Instrumentation .....	46
Validation of Survey Document .....	47
Data Collection .....	47
Data Analysis .....	47
Limitations of the Needs Assessment .....	48
Chapter 4, Results .....	49
Survey Question 1 .....	50
Survey Question 2 .....	50
Survey Question 3 .....	53
Survey Question 4 .....	54
Survey Question 5 .....	54
Survey Question 6 .....	55
Survey Question 7 .....	55
Survey Question 8 .....	55
Survey Question 9 .....	56
Survey Question 10 .....	56
Survey Question 11 .....	56
Survey Question 12 .....	57

Survey Question 13 .....	57
Survey Question 14 .....	58
Survey Question 15a .....	59
Survey Question 15b .....	60
Survey Question 15c .....	61
Survey Question 15d .....	62
Survey Question 15e .....	63
Survey Question 15f .....	64
Survey Question 15g .....	65
Survey Question 15h .....	66
Survey Question 15i .....	67
Survey Question 15j .....	68
Survey Question 15k .....	69
Survey Question 15l .....	70
Survey Question 15m .....	71
Survey Question 15n .....	72
Survey Question 15o .....	73
Survey Question 15p .....	74
Survey Question 15q .....	75
Survey Question 15r .....	76
Survey Question 15s .....	77
Survey Question 15t .....	78
Survey Question 16 .....	81

Chapter 5, Summary, Conclusion, and Recommendations .....	82
Summary .....	82
Restatement of Problem .....	82
Research Design .....	82
Population and Sample .....	83
Instrumentation .....	83
Data Collection .....	83
Survey Response Rate .....	84
Conclusion .....	84
Recommendations for Future Study .....	88
References .....	90
Appendix A, WWTC Program Interest Survey Results .....	99
Appendix B, Survey Introduction Letter .....	104
Appendix C, Cover Letter for Survey .....	105
Appendix D, Needs Assessment Survey .....	106
Appendix E, Follow-Up Letter for Non-Respondents .....	110
Appendix F, Survey Comments .....	111

List of Tables

Chapter 2

Table 1, 1999 Occupational Employment and Wage Estimates for Administrative Office Managers .....	17
Table 2, Western Wisconsin Workforce Development Areas 1998 Occupational Wage Employment Estimates for Administrative Office Managers .....	18
Table 3, Western Wisconsin Estimated Growth for Administrative Office Managers 1998-2008 .....	19
Table 4, ACINet’s Knowledge, Skills, and Abilities for Administrative Service Managers and First-Line Supervisors of Administrative Support Workers .....	21
Table 5, ACINet’s Tasks and Activities for Administrative Office Managers .....	26
Table 6, ACINet’s Education and Training for Administrative Office Managers .....	31
Table 7, Institutions Offering Programs in Administrative Office Management .....	38
Table 8, WWTC Graduates Hired as Office Managers .....	41

Chapter 4

Table 9, Qualifications of an Administrative Office Manager Based On the Needs Assessment Mean .....	79
---	----



## Chapter 5

Table 10, Encouraging Continuing Education for Administrative Office Manager by Company Size .....	85
Table 11, Growth by Company for Administrative Office Managers .....	86
Table 12, Should Western Wisconsin Technical College Offer an Administrative Office Manager Program by Company Size .....	87

## Appendix A

Table 13, WWTC Program Interest Survey Results .....	99
--	----

## Chapter 1

### Introduction

The role of the administrative office manager is changing. To address this issue, this first chapter will review the changing office, education for administrative office managers, staffing challenges for employers, the problem statement, research objectives, scope of the needs assessment, significance of the needs assessment, definition of terms, and the limitations of the needs assessment.

### The Changing Office

A revolution is taking place in offices. This revolution is transforming many of the fundamental ways organizations do business. The success of an organization, now more than ever, is focused upon the ability to manage. “Managing people is crucial to the success of any organization” (Belker, 1997, 4). Historically it has been the administrative office manager’s responsibility to manage the office personnel as well as the organization’s office functions. But in the changing business environment, the administrative office manager has begun to have an impact upon the entire organization. With the advent of increased office technology, the administrative office manager must also manage information for the organization. Today, the administrative office manager interacts with all components of the organization by providing needed information, when needed, and in a useable format (Quible, 2001).

Due to the increased utilization of office technology and the interaction with the whole organization, the role of the administrative office manager is rapidly evolving. The administrative office manager must not only be savvy in office functions, personnel management, and information management, but also in such realms as technology

changes, systems design and analysis, problem-solving, cost management, budgeting, diversity in the workplace, and business globalization. The role of the administrative office manager has “expanded tremendously, often without additional training” (Gadener & Lea, 2000, 7).

### Education for Administrative Office Managers

The evolving role of the administrative office manager requires a diverse educational background. Individuals entering the market, as well as current administrative office managers, must utilize management skills such as planning, organizing, staffing, directing, and controlling (Quible, 2001).

In addition, administrative office managers are going to be required to possess skills in facilitating, managing resources, innovating, evaluating and implementing emerging technologies, and solving complex problems (Gadener & Lea, 2000). The administrative office manager will also be required to serve as a change agent, decipher complex government regulations, analyze organizational productivity, make system(s) modifications, accommodate diversity into the workplace, and ensure that the organization is able to function globally (Quible, 2001).

Administrative office management is considered as a supportive function within an organization. Therefore, the administrative office manager should have a solid background in accounting, marketing, management, statistics, economics, and psychology. Other skills include: interpersonal behavior and human relation skills; ethical behavior; ability to delegate responsibility; and accept the viewpoint of others. The administrative office manager must have the initiative and desire to continue to learn and

develop professionally (Quible, 2001). Furthermore, strong communication and soft skills such as business acumen and leadership ability are required (Domeyer, 2000).

### Staffing Challenges for Employers

The United States Department of Labor Occupational Handbook, 2000-2001 Edition, indicates there are over 10 million office professionals. Of these professionals, almost 2.5 million are in some management position with 1.6 million being classified as office and administrative support managers and 894,000 being classified as administrative service managers. Economists in the Labor Bureau's Office of Employment Projections predict between 1-2 million new office professional positions will be created between 1998-2008. There is a serious shortage of qualified workers to fill these positions (Gadener & Lea, 2000).

According to William Brockmiller, Labor Market Analyst, Western Region Division of Workforce Excellence, State of Wisconsin Department of Workforce Development, the occupation of administrative support supervisors, Occupational Employment Statistic (OES) code 51002, indicates a growth of 14.8% from 1998-2008 in the WWTC district. In the occupational title, administrative services managers, OES code 13014, a growth rate of 12% is indicated, during the same period, within the WWTC district (State of Wisconsin, Department of Workforce Development, 2001, Master WDA List).

In four business program advisory committee meetings (accounting, office technology, human resource—business administration, and finance), 78.3% of the employers indicated interest in an associate degree program for administrative office manager. The percentage was derived from a program interest survey, Appendix A,

conducted during the spring 2001 advisory committee meetings. Currently, there is not an associate degree program in the WWTC district, or the state of Wisconsin, to train administrative office managers.

### Problem Statement

Is there a need for an associate degree program for administrative office manager in the Western Wisconsin Technical College district?

### Research Objectives

The primary purpose of this research is to conduct a needs assessment to determine if there is a need for an administrative office manager associate degree program in the WWTC district. If there is a need, the needs assessment will be presented to the vice-president of instruction for WWTC to determine if a Program Investigation needs to be prepared for submission to the WWTC district board. A needs assessment is required as part of the Program Investigation. Upon approval by the WWTC district board, the Program Investigation for the administrative office manager program is submitted to the Wisconsin Technical College Board (WTCB), or state board, for program approval. Each technical college program must have the approval of the WTCB prior to implementing a program.

### Scope of Needs Assessment

The population to be surveyed will be within the WWTC district. Within that population, a stratified sample will be drawn. The sample will include employers from five of WWTC's program advisory committees. The programs include: accounting, office technology, human resource—business administration, finance, and paralegal.

### Significance of Needs Assessment

1. There is significant growth in the administrative office manager occupation in the WWTC district during the period 1998-2008. Employers have indicated an interest for WWTC to provide the education necessary for these professionals.
2. A needs assessment is required for preparation of the Program Investigation to be submitted to the Wisconsin Technical College Board for approval of an associate degree program in the WWTC district.
3. There are dynamic changes occurring in the office occupations. Employers within the WWTC district need administrative office managers who are educated and can implement these changes within the employer's organization.
4. The role of administrative office manager is rapidly evolving. Current administrative office managers in the WWTC district are going to need continuing education to maintain and improve their knowledge and skills.
5. With the maturing workforce, turnover (separation) in the administrative office manager profession may leave employers without trained professionals in the WWTC district.

### Definition of Terms

Administrative office manager is a generic job title. The title combines two of the most frequently used titles for governmental reporting purposes: administrative services managers and first-line supervisors of administrative support workers). The definition combines the occupational specific tasks and generalized work activities for these two occupations. For the needs assessment the definition will be:

Coordinates activities of clerical personnel in establishment or organization: Analyses and organizes office operations and procedures, such as typing, bookkeeping, preparation of payrolls, flow of correspondence, filing, requisition of supplies, and other clerical services. Evaluates office production, revises procedures, or devises new forms to improve efficiency of workflow. Establishes uniform correspondence procedures and style practices. Formulates procedures for systematic retention, protection, retrieval, transfer, and disposal of records. Plans office layouts and initiates cost reduction programs. Reviews clerical and personnel records to ensure completeness, accuracy, and timeliness. Prepares activities reports for guidance of management, using computer. Prepares employee ratings and conducts employee benefit and insurance programs, using computer. Coordinates activities of various clerical departments or workers within department. May prepare organizational budget and monthly financial reports. May hire, train, and supervise clerical staff. May compile, store, and retrieve managerial data, using computer (United States Department of Labor Office of Administrative Law Judges Law Library, 1991, §169.167-034).

Each program in the WWTC district has an advisory committee established by the district board. Each advisory committee consists of equal numbers of employers and employees selected by the district board from recommendations submitted by representative organizations and associations of each occupation. The district board and the district director may request the advice and assistance of these advisory committees in selecting, purchasing, and installing equipment; in preparing course materials; in

developing instructional methods and vocational guidance programs; and for such other purposes as the district board desires (Wisconsin Legislature, 2001, §38.14.5).

An associate degree program is a 2-year, post-high school program in an area designated and approved by the state board for which the course requirements are established by the state board (Wisconsin Legislature, 2001, §38.01.1).

A technical college district includes one or more counties, municipalities, or school districts in any contiguous combination (Wisconsin Legislature, 2001, §38.06.1). Wisconsin has 16 technical college districts (Chin, 1999). Western Wisconsin Technical College is composed of eleven counties and operates six campuses (Western Wisconsin Technical College [WWTC], 1999).

The district board for a technical college is in charge of the technical colleges of a district (Wisconsin Legislature, 2001, §38.01.6). The district board should maintain courses at standards acceptable to national, regional, and professional accrediting agencies and associations (Wisconsin Legislature, 2001, §38.001.2.a).

A district director is responsible for the general supervision and management of the development and work of the district schools (Wisconsin Legislature, 2001, §38.12.3.1).

A program is a state-approved group or cluster of courses leading to a vocational diploma or an associate degree. Programs are defined by a unique title and approved curriculum (Course and Program Curriculum Approval User Guide, 2001, Section 9).

The state board, also known as the Wisconsin Technical College System Board, is the governing agency for statewide policy and fiscal issues related to the 16 Wisconsin technical colleges (Course and Program Curriculum Approval User Guide, 2001,



Section 9).

A technical college, in Wisconsin, provides education through associate degree programs and other programs below the baccalaureate level (Wisconsin Legislature, 2001, §38.001). The principal purposes of a technical college are to provide occupational education and training and retraining programs, including training of apprentices, that enable residents to obtain knowledge and skills necessary for employment at a technical, paraprofessional, skilled or semiskilled occupation (Wisconsin Legislature, §38.001.2.a). A technical college also provides customized training and technical assistance to business and industry in order to foster economic development and expansion of employment opportunities (Wisconsin Legislature, §38.001.2.b).

A vocational diploma program is a one- or two-year, full-time program in an area designated and approved by the state board for which the course requirements are established by the state board (Wisconsin Legislature, 2001, §38.01.11).

#### Limitations of the Needs Assessment

1. Relative to the entire employer population within the WWTC district, employers serving on program advisory committees are a relatively small percentage. The stratified sampling is thus rather limited.
2. The occupational title “administrative office manager” is a generic title. Each company defines job titles and job responsibilities in different ways. One office may have an administrative assistant do entry-level work, while in another company, s/he may manage an entire office (Gadener & Lea, 2000, October). Therefore, the working definition of administrative office manager

may not coordinate with job titles or job responsibilities of employers within the WWTC district.

## Chapter 2

### Review of Literature

There is a revolution occurring in the way organizations do business. The revolution is having a direct impact on the role of the administrative office manager. The administrative office manager's role is evolving into a key component in the business organization. In today's business climate, the administrative office manager not only manages office personnel and functions, as in the past, but must also be skilled in facilitating, solving complex problems, interpersonal behavior and human relation skills, ethical behavior, diversity, leadership, and business globalization.

The changing role of the administrative office manager is creating opportunities for individuals in the office occupations with the necessary knowledge, skills and abilities. In Western Wisconsin, two office management occupations, administrative support supervisors and administrative services managers, are expected to have a growth rate of 14.8% and 12%, respectively, between 1998 and 2008 (State of Wisconsin, Department of Workforce Development, 2001, Master WDA List). Currently, there is not an associate degree program in the WWTC district, or the state of Wisconsin, to train administrative office managers.

The purpose of this literature review is to take a look at the administrative office manager occupation. The review will include the following topics for administrative office managers: disparity in titles and job descriptions; employment and wages; the job outlook; knowledge, skills and abilities; tasks and activities; educational/experience requirements; a historical review of administrative office management education;

institutions offering administrative office management programs; WWTC graduates hired as administrative office managers; and the office of the future.

#### Disparity in Administrative Office Manager Titles and Job Descriptions

The office professional field has come to represent a wide variety of occupations. There is no consistency between companies as far as job titles and responsibilities. West Valley College Office Administration Advisory Board, Saratoga, CA, studied the changing role of the secretary. In the study, the Board was able to separate office jobs into three categories with specific job titles falling under each of the categories. Even with a specific job title, duties varied from business to business. The categories and titles are:

- General Office Jobs: data entry clerk, word processor, office assistant, receptionist, and secretary
- Specialized Office Jobs: accounting assistant, customer service representative, desktop publisher, human resources specialist, marketing assistant, and meeting and event planner
- Administrative Management Jobs: administrative assistant, executive assistant, office manager, and administrative services (Gadener & Lea, 2000).

The Dictionary of Occupational Titles (DOT), created by the U. S. Department of Labor, is a standard reference for cases adjudicated by the Office of Administrative Law Judges, especially labor-related immigration cases (Office of Administrative Law Library, 1991). This needs assessment's working definition of administrative office manager is taken from the DOT. The DOT job title is office manager (any industry),

DOT code 169.167-034. Alternative titles for the same job title include: chief clerk and administrative services manager (United States Department of Labor Office of Administrative Law Judges Law Library, 1991, §169.167-034).

The DOT is being replaced by the Employment and Training Administration's O\*Net. O\*Net, the Occupational Information Network, contains comprehensive information on job requirements and worker competencies (Employment & Training Administration, 1). O\*Net uses a broader categorization than DOT; therefore, several occupations listed in the DOT will appear under one O\*Net occupational title. A search for the occupational title "office manager" in the O\*Net database produced no results. The O\*Net occupational title that includes management in office occupations is administrative services managers.

The O\*Net brief job description for administrative services managers, code 11-3011.00, is: "plan, direct, or coordinate supportive services of an organization, such as recordkeeping, mail distribution, telephone operator/receptionist, and other office support services. May oversee facilities planning and maintenance and custodial operations" (O\*Net, Administrative Services Managers). DOT occupational titles included under this O\*Net classification are: office manager, radiology administrator, court administrator, service director, property-disposal officer, and unclaimed property officer. (O\*Net, Administrative Services Managers).

A more detailed task list of O\*Net's occupation of administrative services managers is:

Coordinates activities of clerical and administrative personnel in establishment or organization. Analyzes and organizes office operations, procedures, and

production to improve efficiency. Recommends cost-saving methods, such as supply changes and disposal of records to improve efficiency of department. Prepares and reviews reports and schedules to ensure accuracy and efficiency. Formulates budgetary reports. Hires and terminates clerical and administrative personnel. Conducts classes to teach procedures to staff (Farr & Ludden, 1998, 9-10).

The Bureau of Labor Statistics (BLS) is another government reporting agency. The BLS established the Standard Occupational Classification (SOC) system “used by all Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data” (Bureau of Labor Statistics, 2001, 1). The BLS uses the same occupational title and description as O\*Net, administrative services managers. The SOC code for administrative services managers is 11-3011. There is no listing for office managers in the BLS occupational titles.

Another classification used by both O\*Net and SOC is first-line supervisors, administrative support. The O\*Net code is 43-1011.02 and the SOC code is 43-1011. O\*Net’s brief description and task list for this occupational classification is:

Supervise and coordinate activities of workers involved in providing administrative support. Supervises and coordinates activities of workers engaged in clerical, administrative support, or service activities. Directs workers in such activities as maintaining files, compiling and preparing reports, computing figures, or moving shipments. Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts. Evaluates subordinate job performance and

conformance to regulations, and recommends appropriate personnel action.

Oversees, coordinates, or performs activities associated with shipping, receiving, distribution, and transportation. Verifies completeness and accuracy of subordinates' work, computations, and records. Interviews, selects, and discharges employees. Consults with supervisor and other personnel to resolve problems, such as equipment performance, output quality, and work schedules. Reviews records and reports pertaining to such activities as production, operation, payroll, customer accounts, and shipping. Trains employees in work and safety procedures and company policies. Participates in work of subordinates to facilitate productivity or overcome difficult aspects of work. Examines procedures and recommends changes to save time, labor, and other costs and to improve quality control and operating efficiency. Maintains records of such matters as inventory, personnel, orders, supplies, and machine maintenance. Identifies and resolves discrepancies or errors. Compiles reports and information required by management or governmental agencies. Plans layout of stockroom, warehouse, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored. Inspects equipment for defects and notifies maintenance personnel or outside service contractors for repairs. Analyzes financial activities of establishment or department and assists in planning budget. Computes figures, such as balances, totals, and commissions. Requisitions supplies (Farr & Ludden, 1998, 215-6).

One explanation as to the different titles for administrative service managers and first-line supervisors of administrative support workers appears in the Bureau of Labor Statistics' Occupational Outlook Handbook. The Handbook states:

In small organizations, a single administrative services manager may oversee all support services. In larger one, however, first-line administrative services managers often report to mid-level managers who in turn, report to owners or top-level managers. As the size of the firm increases, administrative services managers are more likely to specialize in specific support activities. For example, some administrative services managers work primarily as office managers, contract administrators, or unclaimed property managers (Bureau of Labor Statistics, 2000, July17, 2).

Although the basic job descriptions are the same for administrative services managers, there is difficulty in an exact occupational job title and occupational description for administrative office manager. The Department of Labor's DOT provides a concise job description while the Employment and Training Administration's O\*Net and the Bureau of Labor Statistics' SOC job description is very broad. The first-line supervisors, administrative support occupation duplicates some of the duties of administrative service managers. This duplication of duties can cause confusion in reporting information to governmental agencies if there is not a matching job title within the reporting firm. All three of the occupational codes (DOT, O\*Net, and SOC) are used by various federal and state agencies for reporting occupational data. The federal and state agencies will use only one of the occupational codes when collecting data.



OfficeTeam, is the world's leading staffing service specializing in highly skilled temporary office and administrative professionals. OfficeTeam has more than 200 locations worldwide as well as offering online job services. OfficeTeam does not use the federal occupational titles in its publications. Instead, the firm uses the titles office manager and senior office manager.

OfficeTeam's job description for an office manager is: "Coordinates various office support services, including purchasing and facilities management. Requires strong communication skills with vendors and some accounting knowledge. May include supervision of office administrative staff" (OfficeTeam, 2001, 20). OfficeTeam's job description for senior office manager is:

Responsibilities include those described for office manager but with more extensive experience in management skills. Duties may include selecting office vendors and supervising purchasing processes, directing mailroom and maintenance staff, and coordinating regular building safety checks and ergonomics training for staff. Solid communication and staff management skills are required, as well as some accounting knowledge (OfficeTeam, 2001, 20).

There is quite a disparity in job titles and descriptions for the administrative office manager occupation. Titles and job descriptions for the occupation vary from business to business as well as from governmental agency to governmental agency.

#### Employment and Wages for Administrative Office Managers

Employment and wage projections are provided by many federal and state agencies. Include in Table 1 are the Occupational Employment Statistics for 1999, from

the BLS, for the occupations administrative service managers and first-line supervisors of administrative support workers.

Table 1

1999 Occupational Employment and Wage Estimates for  
Administrative Office Managers

Occupational Title	Location	Employment	Estimated	Estimated	Estimated
			Median	Mean	Mean
			Hourly	Hourly	Annual
Administrative Services Managers	Federal	363,530	\$20.78	\$23.36	\$48,580
	Wisconsin	7,370	\$19.33	\$21.68	\$45,090
	La Crosse	none listed	none listed	none listed	none listed
First-line Supervisors— Administrative Support Workers	Federal	1,312,630	\$15.93	\$17.36	\$36,110
	Wisconsin	21,340	\$15.07	\$16.17	\$33,630
	La Crosse	390	\$14.97	\$16.13	\$33,540

Note. From (Bureau of Labor Statistics, 2001)

The U. S. Department of Labor and Wisconsin Department of Workforce Development provides occupational information for administrative service managers and first-line supervisors of administrative support workers. Information for 1998 occupational wages for each occupation, from the Office of Employment Statistics (information is from census figures) is included in Table 2.

Table 2

Western Wisconsin Workforce Development Areas 1998 Occupational Wage

Employment Estimates for Administrative Office Managers

Occupational Title	Job Count	Estimated Hourly Wage Mean	Estimated Hourly Wage Median	Estimated Hourly Wage Low	Estimated Hourly Wage High
Administrative Services Managers	310	\$14.09	\$10.94	\$6.19	\$20.47
First Line Supervisors— Administrative Support Workers	910	\$15.26	\$14.26	\$10.53	\$18.35

Note. From (Wisconsin Department of Workforce Development, 2001)

The growth rate for administrative service managers and first-line supervisors of administrative support workers in Western Wisconsin from 1998-2008 is included in Table 3. The Western Wisconsin Workforce Development Area synthesized the information from information-collected through Wisconsin Projections, 1998-2008.

Table 3

Western Wisconsin Estimated Growth for Administrative Office Managers 1998-2008

Occupational Title	1998-2008 Growth	% Change	Estimated Average Annual Openings: Growth	Estimated Average Annual Openings: Separations	Estimated Average Annual Openings: Total
<hr/>					
Administrative					
Services Managers	30	12.0%	3	4	7
<hr/>					
First Line					
Supervisors—					
Administrative					
Support Workers	170	14.8%	17	26	43
<hr/>					

Note. From (Wisconsin Department of Workforce Development, 2001)

Job Outlook for Administrative Office Managers

Employment for both administrative services managers and for first-line supervisors of administrative support workers is expected to grow about as fast as the average for all occupations through 2008 (Bureau of Labor Statistics, 2000, July 17) and (Bureau of Labor Statistics, 2000, July 30). The term, “as fast as the average,” indicates an increase of 10 to 20 percent (Bureau of Labor Statistics, 2000, April 19).

The BLS indicates that job opportunities for jobs in both occupations may face keen competition because the number of applicants seeking jobs (Bureau of Labor

Statistics, 2000, July 17) and (Bureau of Labor Statistics, 2000, July 30). The BLS does indicate that the administrative services manager occupation may have many additional job openings from the need to replace workers who transfer to other jobs, retire, or stop working for other reasons (Bureau of Labor Statistics, 2000, July 17). Employment of first-line supervisors of administrative support workers is primarily affected by the demand for clerical workers. Some clerical occupations may decline because of automation. However, first-line supervisors of administrative support workers will be needed to coordinate the increasing amount of clerical work and make sure technology is applied and running smoothly. Also, organizational restructuring continues to reduce some middle management positions, distributing more responsibility to first-line supervisors of administrative support workers. This added responsibility combined with relatively higher skills will most likely place first-line supervisors of administrative support workers among clerical workers most likely to retain their jobs (Bureau of Labor Statistics, 2000, July 30).

#### Knowledge, Skills, and Abilities for Administrative Office Managers

America's Career InfoNet (ACINet), summaries occupational information from O\*Net. ACINet was sponsored by the Department of Labor as one component to provide information on today's labor market for the job seeker, employer, and the training and education community (America's Career InfoNet, About Us). ACINet's includes the major knowledge, skills, and abilities, with descriptions, for occupations included in the O\*Net database. The knowledge, skills, and abilities, listed in order of importance, for administrative service managers and first-line supervisors of administrative support workers are included in Table 4.

Table 4

ACINet's Knowledge, Skills, and Abilities for Administrative Service Managers and  
First-Line Supervisors of Administrative Support Workers

Administrative Services Managers	First-line Supervisors— Administrative Support Workers
<p><b>Knowledge Administration and Management—</b> Knowledge of principles and processes involved in business and organizational planning, coordination, and execution. This includes strategic planning, resource allocation, manpower modeling, leadership techniques, and production methods.</p>	<p><b>Administration and Management—</b> Knowledge of principles and processes involved in business and organizational planning, coordination, and execution. This includes strategic planning, resource allocation, manpower modeling, leadership techniques, and production methods.</p>
<p><b>Economics and Accounting—</b> Knowledge of economic and accounting principles and practices, the financial markets, banking, and the analysis and reporting of financial data.</p>	<p><b>Clerical—Knowledge</b> of administrative and clerical procedures and systems such as word processing systems, filing and records management systems, stenography and transcription, forms design principles, and other office procedures and terminology.</p>

---

English Language—Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.	English Language—Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
---	---

---

Personnel and Human Resources— Knowledge of policies and practices involved in personnel/human resource functions. This includes recruitment, selection, training, and promotion regulations and procedures; compensation and benefits packages; labor relations and negotiation strategies; and personnel information systems.	Mathematics—Knowledge of numbers, their operations, and interrelationships including arithmetic, algebra, geometry, calculus, statistics, and their applications.
---	---

---

	<p>Clerical—Knowledge of administrative and clerical procedures and systems such as word processing systems, filing and records management systems, stenography and transcription, forms design principles, and other office procedures and terminology.</p>	<p>Personnel and Human Resources—Knowledge of policies and practices involved in personnel/human resource functions. This includes recruitment, selection, training, and promotion regulations and procedures; compensation and benefits packages; labor relations and negotiation strategies; and personnel information systems.</p>
Skills	<p>Coordination—Adjusting actions in relation to others' actions.</p>	<p>Management of Personnel Resources—Motivating, developing, and directing people as they work, identifying the best people for the job.</p>
	<p>Writing—Communicating effectively with others in writing as indicated by the needs of the audience.</p>	<p>Speaking—Talking to others to effectively convey information.</p>
	<p>Judgment and Decision Making—Weighing the relative costs and benefits of a potential action.</p>	<p>Time Management—Managing one's own time and the time of others.</p>



	Management of Personnel Resources—Motivating, developing, and directing people as they work, identifying the best people for the job.	Monitoring—Assessing how well one is doing when learning or doing something.
	Reading Comprehension—Understanding written sentences and paragraphs in work related documents.	Reading Comprehension—Understanding written sentences and paragraphs in work related documents.
Abilities	Oral Expression—The ability to communicate information and ideas in speaking so others will understand.	Oral Expression—The ability to communicate information and ideas in speaking so others will understand.
	Oral Comprehension—The ability to listen to and understand information and ideas presented through spoken words and sentences.	Oral Comprehension—The ability to listen to and understand information and ideas presented through spoken words and sentences.
	Speech Clarity—The ability to speak clearly so that it is understandable to a listener.	Written Expression—The ability to communicate information and ideas in writing so others will understand.

Written Comprehension—The ability to read and understand information and ideas presented in writing.	Written Comprehension—The ability to read and understand information and ideas presented in writing.
Written Expression—The ability to communicate information and ideas in writing so others will understand.	Near Vision—The ability to see details of objects at a close range (within a few feet of the observer).
	Speech Clarity—The ability to speak clearly so that it is understandable to a listener.

Note. From (America's Career InfoNet, Administrative Services Managers) and (America's Career InfoNet, First-Line Supervisors of Administrative Support Workers)

#### Tasks and Activities for Administrative Office Managers

The occupational specific tasks and activities are also included in ACINet. The specific tasks and activities for administrative service managers and first-line supervisors of administrative support workers are included in Table 5.

Table 5

ACINet's Tasks and Activities for Administrative Office Managers

	Administrative Services Managers	First-line Supervisors— Administrative Support Workers
Occupational Specific Tasks	Coordinates activities of clerical and administrative personnel in establishment or organization.	Supervises and coordinates activities of workers engaged in clerical or administrative support activities.
	Analyzes internal processes and plans or implements procedural and policy changes to improve operations.	Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts.
	Recommends cost saving methods, such as supply changes and disposal of records to improve efficiency of department.	Evaluates subordinate job performance and conformance to regulations, and recommends appropriate personnel action.
	Prepares and reviews operational reports and schedules to ensure accuracy and efficiency.	Oversees, coordinates, or performs activities associated with shipping, receiving, distribution, and transportation.

---

Formulates budgetary reports.	Verifies completeness and accuracy of subordinates' work, computations, and records.
Hires and terminates clerical and administrative personnel.	Interviews, selects, and discharges employees.
Conducts classes to teach procedures to staff.	Consults with supervisor and other personnel to resolve problems, such as equipment performance, output quality, and work schedules.
	Reviews records and reports pertaining to such activities as production, operation, pay roll, customer accounts, and shipping.
	Trains employees in work and safety procedures and company policies.
	Participates in work of subordinates to facilitate productivity or overcome difficult aspects of work.
	Examines procedures and recommends changes to save time, labor, and other costs and to improve quality control and operating efficiency.

---

---

Maintains records of such matters as inventory, personnel, orders, supplies, and machine maintenance.

---

Identifies and resolves discrepancies or errors.

---

Compiles reports and information required by management or governmental agencies.

---

Plans layout of stockroom, warehouse, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.

---

Inspects equipment for defects and notifies maintenance personnel or outside service contractors for repairs.

---

Analyzes financial activities of establishment or department and assists in planning budget.

---

Computes figures, such as balances, totals, and commissions.

---

Requisitions supplies.

---

Generalized Work Activities	Communicating With Other Workers--Providing information to supervisors, fellow workers, and subordinates. This information can be exchanged face-to-face, in writing, or via telephone/electronic transfer.	Coordinating Work & Activities of Others--Coordinating members of a work group to accomplish tasks.
	Getting Information Needed to Do the Job--Observing, receiving, and otherwise obtaining information from all relevant sources.	Guiding, Directing & Motivating Subordinates--Providing guidance and direction to subordinates, including setting performance standards and monitoring subordinates.
	Staffing Organizational Units-- Recruiting, interviewing, selecting, hiring, and promoting persons for the organization	Coaching and Developing Others-- Identifying developmental needs of others and coaching or otherwise helping others to improve their knowledge or skills.
	Analyzing Data or Information-- Identifying underlying principles, reasons, or facts by breaking down information or data into separate parts.	Establishing & Maintaining Relationships--Developing constructive and cooperative working relationships with others.

Coordinating Work & Activities of Others--Coordinating members of a work group to accomplish tasks.	Getting Information Needed to Do the Job--Observing, receiving, and otherwise obtaining information from all relevant sources.
Performing Administrative Activities - Approving requests, handling paperwork, and performing day-to-day administrative tasks.	Performing Administrative Activities - Approving requests, handling paperwork, and performing day-to-day administrative tasks.
Provide Consultation & Advice to Others--Providing consultation and expert advice to management or other groups on technical, systems-related, or process related topics.	

Note. From (America's Career InfoNet, Administrative Services Managers) and (America's Career InfoNet, First-Line Supervisors of Administrative Support Workers)

Educational/Experience Requirements for Administrative Office Managers

The education requirements for administrative office managers vary from business to business. ACINet's education and training requirements are listed in Table 6.

Table 6

ACINet's Education and Training for Administrative Office Managers

	Administrative Services Managers	First-line Supervisors— Administrative Support Workers
Typical Educational Level	Work experience plus degree	Work experience in related occupation
Typical Training	Business Administration and Management, General	Office Supervision and Management
	Logistics and Materials Management	
	Public Administration	

Note. From (America's Career InfoNet, Administrative Services Managers) and (America's Career InfoNet, First-Line Supervisors of Administrative Support Workers)

The U. S. Department of Labor Office of Administrative Law Judges Law Library's Dictionary of Occupational Titles states in the professional, technical, and managerial occupations, office manager is listed in this section, that "these occupations require substantial educational preparation (usually at the university, junior college, or technical institute level" (United States Department of Labor Office of Administrative Law Judges Law Library, 1991, 1).

Many administrative services managers are promoted from within the organization. These managers have demonstrated knowledge and skills that are important to the employer. Associate degrees or bachelor's degrees in business



administration or related fields are recommended for employment and enhance advancement opportunities (Wisconsin Careers, 1999, classification 1370.0).

Administrative support supervisors are often promoted from within the organization.

Employers prefer to hire people who have an associate or bachelor's degree. The degree program should be in supervision and management (Wisconsin Careers, 1999, classification 4510.0).

### Historical Background of Administrative Office Management Education

In the early 1900's technological advances introduced a revolution in offices. Geoffrey S. Childs, of the Alexander Hamilton Institute, states, "Appliances add to complexity, and complexity adds to appliances"(Childs, 1921, 2). Technology (appliances) has continued to change the way the office operates and functions. In the past two decades, there has been one revolution after another in all types of business activity, and nowhere has this revolution been more keenly felt than in the office. Routine tasks completed manually have been replaced with computers (personal or networked). Electronic apparatus have replaced the pen and pencil. Documents that use to take days to reach a second party now only take a few seconds. Introducing and utilizing these technological advances has added more complexity to office functions. Despite these technological changes, office administration issues have been relatively unchanged since the first part of the twentieth century.

Childs writes in the Office Administration text:

This spirit of the times is more and more finding expression in the conduct of offices as well as factories. The office manager is a relatively new functionary. Unconsciously perhaps he is bringing to bear upon the problems of this work

those principles which lie at the root of factory management, adapting them as he proceeds to the special conditions with which he has to deal.

Because he has been concerned with one question of detail after another, the office manager and the executive over him have been unconscious of the fact that there was behind these several problems, in embryo, at least, a science of office management (Childs, 1921, v).

Common themes have continued in the 80+ years since the Alexander Hamilton Institute published its text. Throughout these years, publications in office administration have echoed the themes of the modern office, motivating employees, compensation, productivity, communications, management, paperwork issues, and training. Over the years, textbooks and handbooks repeatedly emphasize these themes.

Childs' (1921) text discusses issues such as:

- The Office in Modern Business—magnitude of the modern office; office workers; practices; principles; and building up the science
- Layout of the Office—size of office; abolishing private offices; work flow; temperature; lighting systems; and noise prevention
- Office Equipment—standardizing equipment; modern desk; orderly desks; office supplies; forms; and the stocking and consumption of supplies
- Office Appliances—labor-saving machinery; typewriters; dictating equipment; printing presses; telephones; adding machines; and photographing equipment

- Selecting Employees—importance and art of selection; job analysis; sources of help for hiring; the interview; the application blank; employment tests; references; and employment tests and records
- Training—value and scope of training; training plan; centralization of training; methods of training; training for advancement; and outside courses
- Stimulation of Employees—value of stimulation; principles of stimulation; merit and demerit systems; suggestions; and promotion
- Filing—essentials of a good filing system; systems of filing; the records room; and inspection of files
- Interdepartmental Communications—need of communications; surveys for communications systems; incoming and outgoing mail; office boys; and various methods of communication
- Office Manuals—office routine; general office manual; personal rules and conduct; and keeping manuals up-to-date
- Compensation Issues—wages and other payments; wage problems; profit sharing; and wage increases
- Work Reports—need and types of work reports; use of reports; simplicity of reports; and accuracy of reports
- Art of Management—qualities of management; formalities of authority; creation of *Espirit de Corps*; democracy and management; and obligations of subordinates

The Dartnell Corporation began publishing its Office Manager's Handbook in 1958. In 1964, the title was changed to the Office Administration Handbook. Dartnell's handbook (Fetridge and Minor, 1975) includes topics such as:

- Administrative Management—the managerial mind; communication; management by objectives; and long-range planning
- Office Personnel—personnel administration; equal employment regulations; personnel recruitment and selection; wage and salary administration; job evaluations; merit rating/incentives; personnel policy manual; day-to-day administrative problems/solutions; the unionized office; and manpower planning
- Guides Through the Paperwork Jungle—the “paperwork explosion;” producing company manuals; form design and control principles; record management (filing and retention);
- Office Practices and Procedures—work simplification; word processing and dictating systems; office machinery and equipment; electronic calculations; small computers; and office/computer security
- The Office Environment—office landscaping concept; office layout; and selecting office furniture
- Improving Administrative Skills—current motivational theory; motivation research in practice; training program for operating supervisors; and more than 80 ideas for cutting costs

Roger Carter (1984) addresses the emergence of the computer age in the

modern office. His text, Business Administration, A Textbook for the Computer Age, discusses the following topics:

- The Organization and Control of Physical Resources—technology and production (including office management); systems approach; and designing the organization
- Office Procedures and Management Information—information for decision-making; the work of the office; office equipment; and the emerging technology of the integrated office
- The Well-Regulated business—the well-controlled business; the well-organized job; the well-planned office; and the well-managed worker

The seventh edition of Administrative Office Management, An Introduction by Zane Quible (2001) addresses modern day office administration. Topics include:

- Principles of Administrative Office Management—the managerial process; the organizing process; and the communication process
- Management of the Office Environment—office layout; office environment; and office equipment and furniture
- Management of Office Employees—selecting office employees; developing office employees; supervising office employees; motivating office employees; appraising performance of office employees; analyzing jobs of office employees; evaluating jobs of office employees; administering salaries of office employees; measuring output of office employees; and improving productivity of office employees

- Management of Office Systems—systems analysis; computer technology; telecommunications technology; application software; and records management and micrographics
- Management of Office Functions—office reprographics and mail services; quality and quantity control; and budgetary and cost control

The textbooks and handbooks for office administration continue to echo the themes of the modern office, motivating employees, compensation, productivity, communications, management, paperwork issues, and training. Although 80+ years have passed since office administration was recognized as a new business function, it appears these themes remain constant during the passage of time.

#### Institutions Offering Administrative Office Manager Programs

Many institutions in the United States, as well as foreign countries, offer educational programs for the administrative office manager occupation. The institutions offer diploma/certificates, associate degrees, and/or bachelor's degrees. There are a diversity of program titles and specialties within the programs. Some of the program titles include: Office Management, Office Administration, Office Management and Technology, Office Administrator, Bookkeeping and Office Management, Master Office Systems Technologist, Administrative Office Management, Medical Office Administration, Veterinary Office Management. Table 7 provides a listing of some of the schools in the United States offering programs in the administrative office manager occupation. A citation for each school is included in the References section.

Table 7

Institutions Offering Programs in Administrative Office Management

School	Diploma/		
	Certificate	Associate	Bachelor's
The University of Alaska—Fairbanks			
Fairbanks, AK	X	X	
Middle TN State University			
Murfreesboro, TN			X
Bellevue Community College			
Bellevue, WA	X	X	
Virginia College			
Birmingham, AL		X	
Sacramento City College—Los Rios Community			
College District			
Sacramento, CA		X	
Tompkins Cortland Community College			
Dryden, NY		X	
Wytheville Community College			
Wytheville, VA		X	
Concord College			
Athens, VA		X	

Renton Technical College			
Renton, WA	X	X	
Southwestern MI College			
Dowagiac & Niles, MI		X	
Fairmont State College			
Fairmont, WV			X
Concordia College			
Moorhead, MN			X
Northwestern State University			
Natchitoches, LA		X	
Nashville State Technical Institute			
Nashville, TN		X	
West Los Angeles College			
Culver City, CA		X	
Ivy Tech State College			
Richmond-Connersville, IN	X	X	
Enterprise State Junior College			
Enterprise, AL	X	X	
Columbus State Community College			
Columbus, OH		X	
ICM School of Business & Medical Careers			
Pittsburgh, PA		X	



Lane Community College			
Eugene, OR		X	
Caspar College			
Caspar, WY		X	
Delaware County Community College			
Media, PA		X	
Inver Hills Community College			
Inver Grove Heights, MN		X	
University of Nebraska			
Curtis, NE		X	
International Business College			
Ft. Wayne, IN		X	X
LDS Business College			
Salt Lake City, UT	X	X	

#### WWTC Graduates Hired as Administrative Office Managers

Graduates of various WWTC programs are hired as administrative office managers. Table 8 indicates the business program and job title of WWTC graduates hired at graduation as administrative office managers. The information is taken from WWTC's six-month graduate follow-up studies.

Table 8

WWTC Graduates Hired as Office Managers

Year	Program	Title	No.
1991 – 1992	Accounting	Office Manager	2
	Office Computer Specialist	Office Manager	1
1992 – 1993	Business Administration—Personnel	Office Manager	1
	Paralegal	Office Administrator	1
1993 – 1994	Accounting	Office Manager	1
	Administrative Assistant—	Branch Office	
	Information Processing	Coordinator	1
	General Marketing	Office/Finance Manager	1
1994 – 1995	Business Administration—Personnel	Office Manager/ Secretary	1
	Accounting	Office Manager	2
1995 – 1996	Accounting	Office Manager	2
	Medical Secretary	Office Manager	1
	Supervisory Management	Office Manager	1
1996 – 1997	Accounting	Office Manager	1
	Administrative Assistant—		
	Information Processing	Office Manager	1
	CIS—Microcomputer Specialist	Office Manager	1

	Fashion Marketing	Office Manager	1
	General Marketing	Office Manager	1
1997 – 1998	Supervisory Management	Office Manager	1
1998 – 1999	Accounting	Office Manager	1
	Legal Secretary	Office Manager/ Administrative Assistant	1
	Supervisory Management	Office Manager	1

Note. See reference section for individual year's citation

#### Office of the Future

By 2006, the nation's workforce will rise to nearly 149 million people, reflecting an 11 percent increase from 1996. Approximately two in five workers, 39 percent, will be over 45 years old and 15 percent of the workforce will be over 55. The median age of U. S. workers will rise to 41; the median age in 1994 was 38. The workforce will be composed of approximately 47% women. Hispanic-, Asian-, and African-Americans will together comprise nearly 30 percent of the workforce (OfficeTeam, 1999, Office of the Future Fact Sheet). In the office of the future, advanced technology will be more pervasive than ever. The top three prevalent technologies forecast for the year 2005 will be wireless communications, voice-activated technology, and personal digital assistants (International Association of Administrative Professionals, Office of the future: 2005). Each of these items will impact how an office functions and how the role of the administrative office manager will continue to evolve.

What will be the key expectations of employers in future for their administrative office managers as well as their administrative staff? Employers will expect the entire administrative staff to be skilled in new and emerging technology. This technology includes the Internet, Intranets, e-mails, and online services as well as a wide variety of PC software (International Association of Administrative Professionals, Skills Most in Demand).

However, computer or emerging technology proficiency alone will not guarantee career success for administrative employees. In addition, employees must demonstrate strong interpersonal skills. OfficeTeam uses the acronym PEOPLE skills for these interpersonal skills. These PEOPLE skills are:

- Problem solving abilities (organization, judgment, logic, creativity, conflict resolution)
- Ethics (diplomacy, courtesy, honesty, professionalism)
- Open-mindedness (flexibility, open to new business ideas, positive outlook)
- Persuasiveness (excellent communication and listening skills)
- Leadership (accountability, management and motivational skills)
- Educational interests (continuous thirst for knowledge and skills development) (OfficeTeam, 1999, People Skills, 1).

What is the most valuable educational/training of the future? The International Association of Administrative Professionals provides the following list:

- Managing the office
- Administering computer networks

- Helping to upgrade and recommend office software
- Software training (including how to train other staff)
- Managing a centralized department like records, data processing, or word-processing/desktop publishing
- Using multimedia for business presentations
- Liaison to outsourcing companies (staffing and accounting firms, distribution/mailroom channels) (International Association of Administrative Professionals, Skills Most in Demand, 1).

Excellent companies in the future must have leaders (administrative office managers) who: are technically competent; have an interest in people and getting the job done; can attract and retain the most capable employees; communicate well and often; use a variety of management styles (International Association of Administrative Professionals, Workplace 2000); and have the desire to continue to learn.

## Chapter 3

### Methodology

The purpose of this study was to determine if there was a need for an associate degree program for administrative office manager in the Western Wisconsin Technical College district. The following section will give a detailed account of the research design, population and sample, instrumentation, validation procedure, data collection, data analysis, and limitations of the needs assessment.

### Research Design

In four business program advisory committee meetings (accounting, office technology, human resource—business administration, and finance), 78.3% of the attendees indicated interest in an associate degree program for administrative office manager. The percentage was derived from a program interest survey, Appendix A, conducted during the spring 2001 advisory committee meetings. Currently, there is not an associate degree program in the Western Wisconsin Technical College district, or the state of Wisconsin, to train administrative office managers.

The design of this research was a survey of employers within the WWTC district. The survey was a needs assessment to determine if there was a need for a new associate degree program, administrative office manager. If the need was indicated, the needs assessment would be presented to the vice-president of instruction for WWTC to determine if a Program Investigation would need to be prepared for submission to the WWTC district board. A needs assessment is required as part of the Program Investigation. Upon approval by the WWTC district board, the Program Investigation for the administrative office manager program would be submitted to the Wisconsin

Technical College Board (WTCB), or state board, for program approval. Each technical college program must have the approval of the WTCB prior to implementing a program.

#### Population and Sample

The population to be surveyed was within the WWTC district. Within that population, a stratified sample was drawn. The sample included employers from five of WWTC's program advisory committees. The programs included: accounting, office technology, human resource—business administration, finance, and paralegal.

Since advisory committees consist of both employers and employees, each advisory committee member was contacted by telephone to obtain the name of the individual in the organization who is the employment specialist. This procedure ensured the needs assessment survey reached the proper individual.

#### Instrumentation

The needs assessment for the Program Investigation required the following information be collected: if the organization currently employs individual(s) in the occupation; number of employees in the occupation; job title(s); salaries; hours worked per week; benefits; educational background of individual(s) currently employed; entry level education requirement; if current employee(s) have adequate training prior to employment; would the organization encourage current employee(s) to enroll in continuing education; employment statistics in occupation for the past four years; employment projections for next four years; has there been difficulty in hiring qualified employee(s) in the occupation; would the employer be willing to hire a WWTC graduate for future openings in this occupation; minimum education requirement for this occupation; qualifications and skills required for the occupation; should WWTC offer the

new program; and current employment level (full and part-time) of the business. The needs assessment also must include qualifications for hiring an administrative office manager. Finally, if the individual would be willing to serve on an advisory committee for the program.

#### Validation of Survey Document

The needs assessment survey document was presented to four subject matter experts. The subject matter experts reviewed the document and made recommendations for changes. The changes were made to the survey document and two additional subject matter experts reviewed the document. No additional changes were recommended.

#### Data Collection

The five advisory committees had a total of sixty-two members, representing forty-three businesses. To avoid duplication of the employment specialist receiving multiple needs assessment survey documents, businesses participating in multiple advisory committees were to only receive one survey document. In late August 2001, an introduction letter, Appendix B, was mailed to the employment specialists. Four days later, a cover letter, Appendix C, and the needs assessment survey, Appendix D, were mailed to the employment specialists. The survey was not anonymous, even though confidentiality was guaranteed, since each survey had an assigned number at the top of the survey document. A follow-up letter, Appendix E, was mailed to non-respondents in mid-September.

#### Data Analysis

The needs assessment was designed to provide information necessary for a Program Investigation. The Program Investigation requires little in the way statistical



analysis. For this paper, percentages and the mean will be calculated for questions with numerical data. Question 15, utilizes a five-point Likert scale with respondents indicating if a qualification is “Very Important” to “Least Important” in hiring an administrative office manager. The percentages, the mean, and the standard deviation will be reported for each qualification for Question 15.

#### Limitations of the Needs Assessment

1. Relative to the entire employer population within the WWTC district, employers serving on program advisory committees are a relatively small percentage. The stratified sampling is thus rather limited.
2. The occupational title “administrative office manager” is a generic title. Each company defines job titles and job responsibilities in different ways. One office may have an administrative assistant do entry-level work, while in another company, s/he may manage an entire office. Therefore, the working definition of administrative office manager may not coordinate with job titles or job responsibilities of employers within the WWTC district.

## Chapter 4

### Results

The primary purpose of this research was to determine if there is a need for an administrative office manager associate degree program in the Western Wisconsin Technical College district. Advisory committee members in five business programs were surveyed to determine if a need existed for the associate degree program. Forty-three surveys were mailed to the employment specialists of businesses represented on the advisory committees. Thirty-seven surveys, 86%, were returned. Three of the respondents chose not to participate in the needs assessment survey.

Comments for each question are included in Appendix F.

Survey Question 1

Do you employ, or plan to employ persons who spend 50% or more of their time performing administrative office management functions?

<u>Yes</u>	<u>No</u>	<u>Possibly</u>	<u>Totals</u>
18	16	0	34
52.9%	47.1%	0	100%

NOTE: If the answer to question 1 was “No,” respondents were asked to stop at that point and return the survey in the envelope provided. The following results are based upon the 18 respondents answering “Yes” to question 1.

Survey Question 2

Please provide the following information regarding those who currently perform administrative office management functions in your organization.

<u>Job Title</u>	<u># in position</u>	<u>Salary</u>	<u>Hours per Week</u>	<u>Benefits</u>
Many, many titles	300?	varied	40	Not room to list
Branch mgr, staffing specialist	4	confidential	40	full
Reception/Purchasing Supervisor	1	\$33,000	40	Usual health & welfare benefits; 5% annual bonus

Office Coordinator	1	\$2,077/month	40+	401(k), health ins., cafeteria plan, vacation, sick, dental ins.
Patient Business Supervisor/Manager, Behavioral Medicine Clinical Manager, Operations Manager- Regional Clinic, Office Coordinator, Supervisor, Radiology Office Staff, etc.	Varies	Varies		Comprehensive> Health/Dental/Life/ Pension/401k/Paid Time Off, etc.
Administrative Secretary	1		40	Full (HC, Dental, Life, Accident, 401k, stock purchase)
Administrative Coordinator, Administrative Supervisor	2	\$37,000	40+	Health, vision, dental, 401(k) & matching, life, LTD, vacation/ sick/holiday

Executive Assistant/ Administrative Support	2	\$29,000/ \$17,000 (annualized)	40/20	Vac, sick pay, holidays, med, dental, life, ad & d, LTD, 401(k), tuition reimbursement
Dept. Heads Supervisors, Program Ast., Adm. Ast.	30 (10 w/out Dept Heads)	Various	37.5 nonexempt, N/A exempt	Vacation, Sick, Personal Days, Holiday Pay, Health, Life, Disabilities Insurance
Administrative Assistant I II & Special Sept	4	Starting: I-- \$12.91; II- 13.70; special \$15.26	37.5	Health, Dental Life, Section 125, vac/SL, deferred comp
Administrative Assistant, HR Director or Finance Director	1 in each position		40	Yes. Health, life, dental, disability & retirement
Family Court Assistant	1	\$23,000	32	Medical, Dental, Retirement, Life Insurance

Program Assistant 3-- Supervisor	1	\$18 per hr	40	State employee benefits
Office Manager, Financial Coordinator	1/1	\$23,100/ \$29,000	40/32	Medical, Profit sharing, 401K
Manager Admissions, Registration Records Manager, Manager Student Financial Aid, Business Services Manager, etc.	3	\$42-65,000	40	WWTC benefits, medical, dental, LTD, life, sick leave, holidays, vacation, retirement
Payroll Administrator	1	\$10 per hr	40+	Health, dental, 401K, discount
OP- (office professional)	1	\$9.00 hrly	24	SEP Plan/no insurance benefits

Survey Question 3

What educational background does the personnel listed above have?

	<u>Number of Employees</u>	<u>Percentage</u>
One-year College Diploma	3	13.6%
Two-year College Degree	9	40.9%
Four-year College Degree	7	31.8%
Other	3	13.6%

Survey Question 4

What is the typical wage per hour for an **entry-level** administrative office manager in your organization?

<u>Wage Rate per Hour</u>	<u>Number</u>
\$7.45	1
\$9.00	1
\$9.89	1
\$10.00	2
\$10.73	1
\$12.00	3
\$12.91	1
\$14.42	1
\$16.00	1

Mean rate per hour is \$11.37.

Survey Question 5

Did your current administrative office manager(s) have adequate training before employment?

	<u>Number</u>	<u>Percentage</u>
Yes	13	81.3%
No	3	18.7%

Survey Question 6

Would you encourage your current administrative office manager(s) to enroll  
in continuing education courses in the office management program?

	<u>Number</u>	<u>Percentage</u>
Yes	9	50.0%
No	3	16.7%
Possibly	6	33.3%

Survey Question 7

In the past four years has the number of your office manager(s)

	<u>Number</u>	<u>Percentage</u>
Increased	6	33.3%
Decreased	0	0
Remained the same	12	66.7%

Survey Question 8

Please indicate the reason for the increase/decrease.

<u>Reason</u>	<u>Number</u>	<u>Percentage</u>
Growth in business	1	7.2%
Increase due to other reasons	5	35.7%
Decrease in business	0	0
Decrease due to other reasons	0	0
Other (remained the same)	8	57.1%



Survey Question 9

Please provide an employment projection for administrative office manager(s) for the next four years in your organization: (use PT after the number to indicate part-time employee(s).)

	<u>2002</u>		<u>2003</u>		<u>2004</u>		<u>2005</u>		<u>Totals</u>	
	<u>Full</u>	<u>PT</u>	<u>Full</u>	<u>PT</u>	<u>Full</u>	<u>PT</u>	<u>Full</u>	<u>PT</u>	<u>Full</u>	<u>PT</u>
a. New positions	2	1	2	0	1	0	2	0	7	1
b. Replacement positions	1	1	3	0	3	0	3	0	10	1

Survey Question 10

Has your organization had difficulty in hiring qualified administrative office managers?

	<u>Number</u>	<u>Percentage</u>
Yes	4	22.2%
No	14	77.8%

Survey Question 11

Should Western Wisconsin Technical College offer an administrative office manager program?

	<u>Number</u>	<u>Percentage</u>
Yes	7	38.9%
No	3	16.7%
Possibly	8	44.4%

Survey Question 12

For any future openings in this field, would your firm be willing to hire a  
Western Wisconsin Technical College graduate?

	<u>Number</u>	<u>Percentage</u>
Yes	11	61.1%
No	0	0
Possibly	7	38.9%

Survey Question 13

What is the minimum level of education you feel would be sufficient to  
qualify a candidate to be hired as an administrative office manager?

	<u>Number</u>
One-year College Diploma	2
Two-year College Degree	12
Four-year College Degree	1
Other	5

NOTE: Two respondents checked the “Other” column, in addition to education, to indicate experience. Also, one respondent checked two columns to indicate that if bookkeeping were a job requirement, that additional education would be required.

Survey Question 14

What is the approximate size of your organization (full-time and part-time)?

	<u>Number</u>	<u>Percentage</u>
0 – 25 employees	6	33.3%
26 – 50 employees	2	11.1%
51 – 150 employees	2	11.1%
151 – 300 employees	2	11.1%
301 – 500 employees	2	11.1%
over 500	4	22.2%

Survey Question 15

Please rate the importance of the following qualifications when hiring an administrative office manager.

NOTE: Respondents used a Likert scale for the following qualifications with a 1 being “Very Important” and 5 being “Not Important” for an administrative office manager.

Survey Question 15a

Supervises and coordinates activities of clerical and administrative personnel  
in department, establishment, or organization.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	9	6	2	1	0
Percentage	50.0%	33.3%	11.1%	5.6%	0%
Mean	1.72				
Standard Deviation (SD)	.89				
Importance of qualification	The mode was 1. The ratings were grouped fairly close together with a SD of .89 and a mean of 1.72; this would be a very important qualification.				

Survey Question 15b

Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	6	7	1	3	1
Percentage	33.3%	38.9%	5.6%	16.6%	5.6%
Mean	2.22				
Standard Deviation (SD)	1.26				
Importance of qualification	A majority of the ratings were in the 1 and 2 columns. The wide range of ratings created a SD of 1.26, with a mean of 2.22; this would be an important qualification.				

Survey Question 15c

Analyzes internal processes and plans or implements procedural and policy changes to improve operations.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	9	5	2	1	1
Percentage	50.0%	27.7%	11.1%	5.6%	5.6%
Mean	1.88				
Standard Deviation	1.18				
Importance of qualification	<p>A majority of the ratings were in the 1 and 2 columns (the mode was 1). With the wide range of ratings, the SD was 1.18, with a mean of 1.88; this would be a very important qualification.</p>				

Survey Question 15d

Recommends cost saving methods, such as changes to save time, labor, and other costs to improve quality control and operating efficiency.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	10	2	4	2	0
Percentage	55.6%	11.1%	22.2%	11.1%	0%
Mean	1.88				
Standard Deviation	1.13				

Importance of qualification    A majority of the ratings were in the 1 column (the mode is 1). The range of ratings fell between 1 and 4 causing a SD of 1.13, with a mean of 1.88; this would be a very important qualification.

Survey Question 15e

Evaluates subordinates job performance and conformance to regulations, and recommends appropriate personnel action.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	5	8	2	1	2
Percentage	27.8%	44.4%	11.1%	5.6%	11.1%
Mean	2.27				
Standard Deviation	1.27				

Importance of qualification    The mode of the ratings was in column 2.  
 With the wide range of ratings, the SD was 1.27, with a mean of 2.27; this would be an important qualification.



Survey Question 15f

Oversees, coordinates, or performs activities associated with shipping, receiving, distribution, and transportation.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	2	1	4	3	7
Percentage	11.8%	5.9%	23.5%	17.6%	41.2%
Mean	3.71				
Standard Deviation	1.40				

Importance of qualification A majority of the ratings were in the 4 and 5 columns (with the mode being 5). There were a wide range of ratings causing a SD of 1.40, with a mean of 3.71; this would not be an important qualification.

Survey Question 15g

Verifies completeness and accuracy of subordinate's work, computations, and records.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	3	6	5	1	2
Percentage	17.6%	35.3%	29.4%	5.9%	11.8%
Mean	2.58				
Standard Deviation	1.23				

Importance of qualification    A majority of the ratings were in the 2 and 3 columns (with the mode being 2). With the wide range of ratings, the SD was 1.23, with a mean of 2.59; this would be a moderately important qualification.

Survey Question 15h

Interviews, selects, and discharges employees.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	6	5	4	0	2
Percentage	35.3%	29.4%	23.5%	0%	11.8%
Mean	2.24				
Standard Deviation	1.30				

Importance of qualification    A majority of the ratings were in the 1 and 2 columns (with the mode being 1). With the wide range of ratings, the SD was 1.30, with a mean of 2.24; this would be an important qualification.

Survey Question 15i

Consults with supervisor and other personnel to resolve problems, such as equipment performance, output quality, and work schedules.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	8	7	2	0	1
Percentage	44.4%	38.9%	11.1%	0%	5.6%
Mean	1.83				
Standard Deviation	1.04				
Importance of qualification	<p>A majority of the ratings were in the 1 and 2 columns (with the mode being 1). With the range of ratings the SD was 1.04, with a mean of 1.83; this would be a very important qualification.</p>				

Survey Question 15j

Reviews records and reports pertaining to such activities as production, operation, payroll, customer accounts, and shipping.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	7	4	3	1	3
Percentage	38.8%	22.2%	16.7%	5.6%	16.7%
Mean	2.39				
Standard Deviation	1.50				

Importance of qualification    A majority of the ratings were in the 1 and 2 columns (with the mode being 1). With the wide range of ratings, the SD was 1.50, with a mean of 2.39; this would be an important qualification.

Survey Question 15k

Trains employees in work and safety procedures and company policies.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	4	2	5	2	4
Percentage	23.5%	11.8%	29.4%	11.8%	23.5%
Mean	3.00				
Standard Deviation	1.50				

Importance of qualification    The responses were evenly divided between the 1 and 2 and the 4 and 5 columns (with the mode being 3). With the wide range of ratings, the SD was 1.50, with a mean of 3.00; this would be a moderately important qualification.

Survey Question 151

Participates in work of subordinates to facilitate productivity or overcome difficult aspects of work.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	4	6	5	1	2
Percentage	22.2%	33.3%	27.8%	5.6%	11.1%
Mean	2.5				
Standard Deviation	1.25				

Importance of qualification A majority of the ratings were in the 1 and 2 columns (with the mode being 2). The wide range of ratings, produced a SD of 1.25, with a mean of 2.5; this would be a moderately important qualification.

Survey Question 15m

Maintains records of such matters as inventory, personnel, orders, supplies, and machine maintenance.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	7	5	4	2	0
Percentage	38.9%	27.8%	22.2%	11.1%	0%
Mean	2.05				
Standard Deviation	1.06				

Importance of qualification A majority of the ratings were in the 1 and 2 columns (with the mode being 1). With the ratings falling between 1 and 4, the SD was 1.06, with a mean of 2.05; this would be an important qualification.



Survey Question 15n

Identifies and resolves discrepancies or errors.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	7	7	3	0	1
Percentage	38.9%	38.9%	16.6%	0%	5.6%
Mean	1.94				
Standard Deviation	1.06				

Importance of qualification    A majority of the ratings were in the 1 and 2 columns. Even though the range of ratings was wide, the majority of ratings fell between 1 and 2 causing the SD of 1.06, with a mean of 1.94; this would be a very important qualification.

Survey Question 15o

Compiles reports and information required by management or governmental agencies.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	11	3	1	2	0
Percentage	64.7%	17.6%	5.9%	11.8%	0%
Mean	1.65				
Standard Deviation	1.06				

Importance of qualification A majority of the ratings were in column 1 (with the mode being 1). With the ratings falling between 1 and 4, the SD was 1.06, with a mean of 1.65; this would be a very important qualification.

Survey Question 15p

Plans layout of stockroom, warehouse, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	1	5	1	5	6
Percentage	5.6%	27.8%	5.6%	27.8%	33.2%
Mean	3.56				
Standard Deviation	1.38				

Importance of qualification    A majority of the ratings were in the 4 and 5 columns (with the mode being 5). With the wide range of ratings the SD was 1.38, with a mean of 3.56; this would not be an important qualification.

Survey Question 15q

Inspects office equipment for defects and notifies maintenance personnel or outside service contractors for repairs.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	3	4	6	3	1
Percentage	17.6%	23.6%	35.3%	17.6%	5.9%
Mean	2.71				
Standard Deviation	1.16				

Importance of qualification    A majority of the ratings were in the 2 and 3 columns. The range of ratings was wide, causing the SD of 1.16, with a mean of 2.71; this would be a moderately important qualification.

Survey Question 15r

Analyzes financial activities of department, establishment, and/or organization to prepare or assist in preparation of budget(s).

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	7	5	4	0	2
Percentage	38.9%	27.8%	22.2%	0%	11.1%
Mean	2.17				
Standard Deviation	1.29				
Importance of qualification	<p>A two-thirds of the ratings were in the 1 and 2 columns. The range of ratings was wide, causing the SD of 1.29, with a mean of 2.17; this would be an important qualification.</p>				

Survey Question 15s

Computes figures, such as balances, totals, and commissions.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	5	4	4	2	2
Percentage	29.4%	23.5%	23.5%	11.8%	11.8%
Mean	2.53				
Standard Deviation	1.37				

Importance of qualification    There is no clear majority for this question. Ratings 1 thru 3 were fairly consistent. The wide range of ratings created a the SD of 1.37, with a mean of 2.53; this would be a moderately important qualification.

Survey Question 15t

Requisitions supplies.

<u>Rating</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
# of responses	7	5	4	2	0
Percentage	38.9%	27.8%	22.2%	11.1%	0%
Mean	2.06				
Standard Deviation	1.06				

Importance of qualification A majority of the ratings were in the 1 and 2 columns. The range of ratings fell between 1 and 4, thus a smaller SD of 1.06, with a mean of 2.06; this would be an important qualification.

A listing of the qualifications, in order of importance based on the mean, as determined by the respondents, is included in Table 9.

Table 9

Qualifications of an Administrative Office Manager Based on the  
Needs Assessment Mean

Ranking	Mean	Qualification
1	1.65	Compiles reports and information required by management or governmental agencies.
2	1.72	Supervises and coordinates activities of clerical and administrative personnel in department, establishment, or organization.
3	1.83	Consults with supervisor and other personnel to resolve problems, such as equipment performance, output quality, and work schedules.
4	1.89	Analyzes internal processes and plans or implements procedural and policy changes to improve operations.
	1.89	Recommends cost saving methods, such as changes to save time, labor, and other costs to improve quality control and operating efficiency.
6	1.94	Identifies and resolves discrepancies or errors.
7	2.06	Maintains records of such matters as inventory, personnel, orders, supplies, and machine maintenance.
	2.06	Requisitions supplies.
9	2.17	Analyzes financial activities of department, establishment, and/or organization to prepare or assist in preparation of budget(s).



10	2.22	Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts.
11	2.24	Interviews, selects, and discharges employees.
12	2.28	Evaluates subordinates job performance and conformance to regulations, and recommends appropriate personnel action.
13	2.39	Reviews records and reports pertaining to such activities as production, operation, payroll, customer accounts, and shipping.
14	2.50	Participates in work of subordinates to facilitate productivity or overcome difficult aspects of work.
15	2.53	Computes figures, such as balances, totals, and commissions.
16	2.59	Verifies completeness and accuracy of subordinate's work, computations, and records.
17	2.71	Inspects office equipment for defects and notifies maintenance personnel or outside service contractors for repairs.
18	3.00	Trains employees in work and safety procedures and company policies.
19	3.56	Plans layout of stockroom, warehouse, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
20	3.71	Oversees, coordinates, or performs activities associated with shipping, receiving, distribution, and transportation.

Survey Question 16

Would you be interested in serving on an Advisory Committee for an administrative office manager program?

	<u>Number</u>	<u>Percentage</u>
Yes	1	5.6%
No	10	55.6%
Possibly	7	38.8%

## Chapter 5

### Summary, Conclusion, and Recommendations

This final chapter contains three sections: the summary, conclusion, and recommendations. First, the summary section reviews the complete study. The second section, the conclusion, reports conclusions that can be drawn from the analysis of the survey data. Finally, the recommendations section, discusses both recommendations related to the study as well as recommendations for future studies.

#### Summary

A review of the study is included in this section. The section includes the restatement of the problem, research design, population and sample, instrumentation, data collection, and survey response rate.

#### Restatement of Problem

The purpose of this study was to determine if there is a need for an associate degree program for administrative office manager within the Western Wisconsin Technical College (WWTC) district.

#### Research Design

The design of the research was to survey employers, of advisory committee members from five business program areas, within the WWTC district to determine if there is a need for the administrative office manager associate degree program. If the needs assessment survey indicated a need for the new program, a Program Investigation for the administrative office manager program would be submitted to the WWTC District Board for program approval and then to the Wisconsin Technical College Board for final program approval.

### Population and Sample

A stratified sample of the population surveyed was within the WWTC district. The sample included employers from five business program advisory committees: accounting, office technology, human resource—business administration, finance, and paralegal. To avoid duplication of surveys, the employment specialist in each business was contacted and only one survey was sent to that individual.

### Instrumentation

The needs assessment survey for the Program Investigation required sixteen questions. The questions included on the survey asked the following: current employment statistics for the occupation; general company information; future employment information; and if the individual completing the survey would be willing to serve on an advisory committee. Also included in the survey was a list of twenty qualifications necessary for hiring an administrative office manager. The respondents were asked to rate the qualifications from “Very Important” to “Least Important” on a five-point Likert scale.

### Data Collection

The five advisory committees had a total of sixty-two members. To ensure the survey would be routed to the proper individual, a telephone call was made to each advisory committee member to obtain the name of the employment specialist within the business. To avoid duplication of the employment specialist receiving multiple survey documents, businesses participating in multiple advisory committees were to receive only one survey document. In late August of 2001, a needs assessment survey, Appendix D,

was mailed to the employment specialists. A follow-up letter and survey was mailed to non-respondents in mid-September.

#### Survey Response Rate

Forty-three surveys were mailed to the employment specialists of businesses represented on the advisory committees. Thirty-seven surveys, 86%, were returned. Three of the respondents chose not to participate in the needs assessment survey.

#### Conclusion

The purpose of this study was to determine if a need exists for an administrative office manager associate degree program within the Western Wisconsin Technical College district. The research does indicate a need for the administrative office manager program and a Program Investigation should be compiled. The need for the program exists for the following reasons:

1. WWTC Graduates Hired as Office Managers, Table 8, indicates that 24 graduates of business programs were hired as office managers from 1992 to 1999. Although there was no formal administrative office manager program, employers had a need to hire for these positions. A formal degree program would not only enhance the employability of the WWTC graduates in these positions but would also provide the employer with an employee who is technically trained in office management.
2. For an entry-level administrative office manager, the survey respondents indicated a mean rate per hour of \$11.37. The rate per hour is a good entry-level rate per hour in the WWTC district.

3. When asked if current administrative office managers would be encouraged to take continuing education courses, 50% of the employment specialists indicated they would encourage continuing education courses in the administrative office manager program. Another 33.3% indicated they would possibly encourage the continuing education courses. The role of the administrative office manager is rapidly evolving. Current administrative office managers will need to maintain and improve their knowledge and skills. As the survey indicates, employers also would encourage current employees to update their skills in office management. WWTC would be an excellent educational institution to provide these continuing education courses. A breakdown of the responses by business size is included in Table 10.

Table 10

Encouraging Continuing Education for Administrative Office Manager by Company Size

<u>Firm Size</u>	<u>Yes</u>	<u>No</u>	<u>Possibly</u>
0-25	3	1	2
26-50	0	1	1
51-150	1	1	0
151-300	1	0	1
301-500	1	0	1
Over 500	3	0	1

4. One-third of the employment specialists indicated that employment for administrative office managers had increased over the past four years. The increase collaborates with Table 3, Western Wisconsin Estimated Growth for Administrative Office Managers 1998-2008, of 12.0% for administrative services manager and 14.8% for first line supervisors—administrative support workers. Growth in the field indicates a need for trained employees. Table 11 provides a breakdown of the responses by company size.

Table 11

Growth by Company Size for Administrative Office Managers

<u>Firm Size</u>	<u>Increased</u>	<u>Decreased</u>	<u>Remained the same</u>
0-25	2	0	4
26-50	0	0	2
51-150	1	0	1
151-300	0	0	2
301-500	0	0	2
Over 500	3	0	1

5. In the next four years, seven new full-time positions and one part-time position will be created. In addition, ten full-time positions and one part-time position will be replaced. Of those responding to the question, seventeen full-time positions will be hired. Many of the respondents were unsure of the hiring requirements for the next four years. As current

economic conditions change, as well as uncertainty in hiring becomes clearer, employers will be seeking trained administrative office managers.

6. When the employment specialists were asked if there is a need for an administrative office manager program, 38.9% indicated yes and 44.4% indicated possibly. Only 16.7% of the respondents replied that there was no need. The 38.9% affirmative response rate indicates there is a need for an administrative office manager program within the Western Wisconsin Technical College District. Employers are seeking trained individuals in office management. Table 12 provides a breakdown of the responses by company size.

Table 12

Should WWTC Offer an Administrative Office Manager Program by Company Size

<u>Firm Size</u>	<u>Yes</u>	<u>No</u>	<u>Possibly</u>
0-25	2	0	4
26-50	1	0	1
51-150	1	0	1
151-300	0	0	2
301-500	1	1	0
Over 500	2	2	0

7. Sixty-one percent of the employment specialists responding would hire a WWTC graduate of the administrative office manager program and the remainder, thirty-nine percent, would possibly hire a graduate. Employers



would look to WWTC graduates to fill administrative office manager positions.

The above seven reasons indicate there is a need for an administrative office manager associate degree program within the Western Wisconsin Technical College District. Employers are seeking trained administrative office managers.

Since the employment specialists indicated a need for an administrative office manager program within the WWTC district, the needs assessment results will be presented to the vice president of instruction for WWTC and to the dean of the business education division. A team of WWTC representatives and business representatives should be created to compile the Program Investigation. The Program Investigation includes a program description, rationale, primary occupations, major duties and responsibilities, program appropriateness, analysis of same and similar Wisconsin Technical College System programs, district survey information, needs assessment analysis, external program requirements, documentation of team involvement, and supportive materials. Upon completion, the Program Investigation would be submitted to the WWTC District Board for program approval. Upon approval by the District Board, the Program Investigation would then be submitted to the Wisconsin Technical College System State Board for final program approval.

#### Recommendations for Future Study

The study only addressed the need for an associate degree program for administrative office managers. It would be interesting to study if a need exists for a certificate program for administrative office managers.

The study was very limited. Only employers of advisory committee members within the WWTC District were surveyed. It would be interesting to study a larger population within the District to determine if the results would be the same.

Since the survey only included employers within the WWTC District, it would be interesting to study other technical college districts to see if a need exists for an administrative office manager program.

## References

America's Career InfoNet (). About us. : . Retrieved July 13, 2001 from the World Wide Web: <http://www.acinet.org/acinet/about.htm>

America's Career InfoNet (). Customized report, knowledge skills, and abilities for administrative service managers. : . Retrieved July 10, 2001 from the World Wide Web: [http://www.acinet.org/acinet/print\\_fina...SA=02-003870&matincode=909300&x=50&y=10](http://www.acinet.org/acinet/print_fina...SA=02-003870&matincode=909300&x=50&y=10)

America's Career InfoNet (). Customized report, knowledge, skills, and abilities for first-line supervisors and managers/supervisors--clerical and administrative support workers. : . Retrieved July 10, 2001 from the World Wide Web: [http://www.acinet.org/acinet/print\\_fina...MSA=02-003870&matincode=706026&x=38&y=7](http://www.acinet.org/acinet/print_fina...MSA=02-003870&matincode=706026&x=38&y=7)

Belker, L. B. (1997). The first-time manager (4th ed.). New York, NY: AMACOM.

Bellevue Community College (2000). Administrative office systems [office management]. Bellevue, WA: Bellevue Community College. Retrieved March 15, 2001 from the World Wide Web: <http://www.bcc.ctc.edu/programs/aos>

Bureau of Labor Statistics (2000, April 19). Occupational outlook handbook, Key phrases in the Handbook. : Bureau of Labor Statistics. Retrieved July 15, 2001 from the World Wide Web: <http://stats.bls.gov/oco/oco20016.htm>

Bureau of Labor Statistics (2000, July 17). Occupational outlook handbook, Administrative services and facility managers.: Bureau of Labor Statistics. Retrieved July 12, 2001 from the World Wide Web: <http://stats.bls.gov/oco/ocos002.htm>

Bureau of Labor Statistics (2000, July 30). Occupational outlook handbook, Office and administrative support supervisors and managers.: Bureau of Labor Statistics. Retrieved July 12, 2001 from the World Wide Web: <http://stats.bls.gov/oco/ocos127.htm>

Bureau of Labor Statistics (2001, June 11). Standard occupational classification.: . Retrieved July 11, 2001 from the World Wide Web: [http://www.bls.gov/soc/soc\\_home.htm](http://www.bls.gov/soc/soc_home.htm)

Bureau of Labor Statistics (2001, March 1). Occupational employment statistics. : Occupational Employment Statistics, Bureau of Labor Statistics. Retrieved May 7, 2001 from the World Wide Web: [http://www.bls.gov/oes/1999/oes\\_nat.htm](http://www.bls.gov/oes/1999/oes_nat.htm)

Carter, R. (1984). Business administration, a textbook for the computer age. Caspar College (2001). Associate of business degree in office administration. Caspar, WY: Caspar College. Retrieved March 20, 2001 from the World Wide Web: <http://www.cc.whecn.edu/campinfo.html>

Childs, G. S. (1921). Office administration, modern business.(vol. 8). New York, NY: Alexander Hamilton Institute.

Chin, E. (1999, October 15). 1997-99 biennial report, Wisconsin Technical College System. Madison, WI: Wisconsin Technical College System Board. Retrieved July 2, 2001 from the World Wide Web: <http://www.board.tec.wi.us/ataglntxt.html>

Columbus State Community College (). Office administration. Columbus, OH: Columbus State Community College. Retrieved March 20, 2001 from the World Wide Web: <http://www.csc.edu/DOCS/ofcecurr.htm>

Concord College (2001, January). Administrative office management. Athens, VA: Concord College. Retrieved March 27, 2001 from the World Wide Web:

<http://faculty.concord.edu/bus/osmgt.html>

Concordia College (1999, October 8). Business education and office administration. Moorhead, MN: Concordia College. Retrieved March 20, 2001 from the World Wide Web: <http://www.cord.edu/dept/busecon/pg000009.htm>

Course and Program Curriculum Approval User Guide (2001, March 19). : Wisconsin Technical College Board. Retrieved July 6, 2001 from the World Wide Web: <http://www.board.tec.wi.us/programs.html>

Delaware County Community College (). Office administration. Media, PA: Delaware County Community College. Retrieved March 19, 2001 from the World Wide Web: <http://www.dccc.edu/catalog/career/career4/htm>

Domeyer, D. (2000, February). Hot commodity. OfficePro, 60(2), 8-10.

Employment & Training Administration (). O\*Net at a glance. : . Retrieved July 10, 2001 from the World Wide Web: <http://www.doleta.gov/programs/onet/galnce.asp>

Enterprise State Junior College (1999). Programs of study [business administration]. Enterprise, AL: Enterprise State Junior College. Retrieved March 20, 2001 from the World Wide Web: <http://www.esjc.cc.al.us/career.htm>

Fairmont State College (). School of business and economics [office administration]. Fairmont, WV: Fairmont State College. Retrieved March 19, 2001 from the World Wide Web: <http://www.fscwv.edu/busecon/oadm.htm>

Farr, J. M., & Ludden, L. (1998). The O\*NET dictionary of occupational titles (1998 ed.). Indianapolis, IN: JIST Works, Inc..

Fettridge, C. & Minor, R. S. (Eds.). (1975). Office administration handbook (5th ed.). Upper Saddle River, NJ: Dartnell Press.

Gadener, M. & Lea, B. (2000, October). Power play. *OfficePro*, 60(8), 6-8.

Gadener, M. & Lea, B. (2000). Performance standards for office professionals.: Retrieved June 28, 2001 from the World Wide Web:

[http://24.176.142.151/officeprofessionals/exec\\_summ.html](http://24.176.142.151/officeprofessionals/exec_summ.html)

ICM School of Business & Medical Careers (). ASB degrees in business and computer careers [office administration]. Pittsburgh, PA: ICM School of Business & Medical Careers. Retrieved March 20, 2001 from the World Wide Web:

[http://www.icmschool.com/business/office\\_administration.html](http://www.icmschool.com/business/office_administration.html)

International Association of Administrative Professionals (). Skills most in demand. : International Association of Administrative Professionals. Retrieved July 15, 2001 from the World Wide Web: [www.iaap-hq.org/ResearchTrends/skillsindemand.htm](http://www.iaap-hq.org/ResearchTrends/skillsindemand.htm)

International Association of Administrative Professionals (). Office of the future: 2005. : International Association of Administrative Professionals. Retrieved July 15, 2001 from the World Wide Web: [www.iaap-hq.org/ResearchTrends/futureoffice.htm](http://www.iaap-hq.org/ResearchTrends/futureoffice.htm)

International Association of Administrative Professionals (). Workplace 2000. : International Association of Administrative Professionals. Retrieved July 15, 2001 from the World Wide Web: <http://www.iaap-hq.org/ResearchTrends/workplace2000.htm>

International Business College (2000, September 14). Office administration. Ft. Wayne, IN: International Business College. Retrieved March 14, 2001 from the World Wide Web: <http://www.intlbusinesscollege.edu/Pages/admin2.htm>

Inver Hills Community College (). Legal office administration. Inver Grove Heights, MN: Inver Hills Community College. Retrieved March 20, 2001 from the World Wide Web: [http://www.ih.cc.mn.us/programs/legal\\_secretary.htm](http://www.ih.cc.mn.us/programs/legal_secretary.htm)

Ivy Tech State College (2000). Office administration. : Ivy Tech State College. Retrieved March 20, 2001 from the World Wide Web: <http://www.ivy.tec.in.us/richmond/programs/oad.html>

LDS Business College (). Office management program. Salt Lake City, UT: LDS Business College. Retrieved March 27, 2001 from the World Wide Web: <http://www.ldsbc.edu/prospective/Departments/office.htm>

Lane Community College (2000, May 28). Office administration. Eugene, OR: Lane Community College. Retrieved March 20, 2001 from the World Wide Web: <http://www.lanecc.edu/instadv/catalog/bustech/programs/oficeadm.htm>

Middle Tennessee State University (1999, March 17). College of business [majors and minors offered]. Murfreesboro, TN: Middle TN State University. Retrieved March 27, 2001 from the World Wide Web: [http://www.mtsu.edu/~business/BMOM/majors\\_offered.html](http://www.mtsu.edu/~business/BMOM/majors_offered.html)

Nashville State Technical Institute (2000, July 5). Office administration. Nashville, TN: Nashville State Technical Institute. Retrieved March 20, 2001 from the World Wide Web: <http://www.nsti.tec.tn.us/degrees/offadm.html>

Northwestern State University (2000, March 17). College of business [associate degree in office administration]. Natchitoches, LA: Northwestern State University. Retrieved March 20, 2001 from the World Wide Web: <http://www.business.nsula.edu/Associate/OfficeAdmin.htm>

O\*Net (). Administrative services managers [11-3011.00]. : . Retrieved April 26, 2001 from the World Wide Web: <http://online.onetcenter.org/>

Office of Administrative Law Library (1991). Dictionary of Occupational Titles [4th Ed.]. : . Retrieved July 10, 2001 from the World Wide Web: <http://www.oalj.dol.gov/libdot.htm>

OfficeTeam (1999). Office of the future fact sheet. Menlo Park, CA: OfficeTeam. Retrieved April 19, 2001 from the World Wide Web: <http://www.officeteam.com/OT/FactSheet>

OfficeTeam (1999). People skills. Menlo Park, CA: OfficeTeam. Retrieved July 15, 2001 from the World Wide Web: <http://officeteam.com/OT/PeopleSkills>

OfficeTeam (2001). 2001 salary guide. Menlo Park, CA: OfficeTeam. Retrieved April 24, 2001 from the World Wide Web: <http://www.officeteam.com>

Quible, Z. K. (2001). Administrative office management: an introduction (7th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc..

Renton Technical College (2000, August 9). Administrative office management. Renton, WA: Renton Technical College. Retrieved March 27, 2001 from the World Wide Web: [http://www.renton-tc.ctc....prog/programs/administrative\\_office.htm](http://www.renton-tc.ctc....prog/programs/administrative_office.htm)

Sacramento City College--Los Rios Community College District (2001, January 10). Bookkeeping and office management. Sacramento, CA: Sacramento City College. Retrieved March 27, 2001 from the World Wide Web: <http://www.scc.losrios.cc.ca.us/programs/bookkeeping.html>



Southwestern Michigan College (2001). Office administration. : Southwestern Michigan College. Retrieved April 3, 2001 from the World Wide Web:

<http://www.smc.cc.mi.us/Calhoun/page2.htm>

The University of Alaska--Fairbanks (2000, March 10). Office management and technology [degrees and programs]. : The University of Alaska--Fairbanks. Retrieved March 27, 2001 from the World Wide Web:

[http://www.uaf.edu/catalog/current/programs/off\\_mngmt\\_tech.html](http://www.uaf.edu/catalog/current/programs/off_mngmt_tech.html)

Tompkins Cortland Community College (2000). Office management and administration. Dryden, NY: Tompkins Cortland Community College. Retrieved March 27, 2001 from the World Wide Web:

<http://www.sunyccc.edu/academic/exec-oa/main.htm>

United States Department of Labor Office of Administrative Law Judges Law Library (1991). Dictionary of occupational titles (4th ed., rev.1991)--occupational group arrangement. Washington, DC: United States Department of Labor. Retrieved April 27, 2001 from the World Wide Web:

<http://www.oalj.dol.gov/public/dot/REFRNC/dot01e.htm>

University of Nebraska (2001, April 1). Veterinary office management option. Curtis, NE: University of Nebraska. Retrieved April 4, 2001 from the World Wide Web:

[http://www.ncta.unl.edu/MAJORS/AgBus/veterinary\\_office\\_management\\_opt.htm](http://www.ncta.unl.edu/MAJORS/AgBus/veterinary_office_management_opt.htm)

Virginia College (2000). Administrative office management. Birmingham, AL: Virginia College. Retrieved March 27, 2001 from the World Wide Web:

<http://www.vc.edu/programs/oas/curriculum.htm>

West Los Angeles College (2001, February 15). Office administration. Culver City, CA: West Los Angeles College. Retrieved March 20, 2001 from the World Wide Web: [http://www.wlac.cc.ca.us/office\\_administration/general\\_office.htm](http://www.wlac.cc.ca.us/office_administration/general_office.htm)

Western Wisconsin Technical College (1993). Graduate follow-up report 1991-92 [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1994). Graduate follow-up report 1992-93 [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1995). Graduate success follow-up 1993-94 [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1996). Graduate success follow-up 1994-95 [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1997). Graduate success placement 1996 graduates [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1998). Graduate success placement 1997 graduates [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1999). Graduate success '98 [Brochure]. La Crosse, WI: Author.

Western Wisconsin Technical College (1999). WWTC 1999-2001 catalog.

Western Wisconsin Technical College (2000). Graduate success '99 [Brochure]. La Crosse, WI: Author.

Wisconsin Careers (1999). Occupations handbook 1999-2000. Madison, WI: University of Wisconsin System Board of Regents.

Wisconsin Department of Workforce Development (2001, April 6). WI labor market information for workforce development areas western region [1998 OES regional wage survey]. : Division of Workforce Excellence. Retrieved April 23, 2001 from the World Wide Web: <http://www.dwd.state.wi.us/dwelmi/WDA/WDAWages/wda09.pdf>

Wisconsin Department of Workforce Development (2001, March). In-demand occupations for Wisconsin western workforce development area western region. : Division of Workforce Excellence. Retrieved April 23, 2001 from the World Wide Web: [http://www.dwd.state.wi.us/dwelmi/WDA/In\\_demand/demwda09.pdf](http://www.dwd.state.wi.us/dwelmi/WDA/In_demand/demwda09.pdf)

Wisconsin Legislature (2001, July 1). Unofficial text from updated database of 1999-2000 Wisconsin statutes & annotations. : State of Wisconsin. Retrieved July 8, 2001 from the World Wide Web: <http://folio.legis.state.wi.us/cgi-bin/...obase=stats.nfo&j1=38&softpage=Document>

Wytheville Community College (). Master office systems technologist. Wytheville, VA: Wytheville Community College. Retrieved March 27, 2001 from the World Wide Web: <http://www.wc.cc.va.us/prospStudents/programs/masterOfficeSystemsTechnologist.asp>

Appendix A

WWTC Program Interest Survey Results

Spring 2001

Table 13

		Count	Per Cent
1. What is the approximate size of your organization?	Total	23	100.00%
	1 to 25	5	21.74%
	26 to 50	2	8.70%
	51 to 150	3	13.04%
	151 to 300	4	17.39%
	301 to 500	2	8.70%
	500+	7	30.43%
2. Does your organization employ or plan to employ a person who spends at least 50 percent or more of his/her time performing office manager duties?	Total	22	100.00%
	No	6	27.27%
	Yes	14	63.64%
	Unsure	2	9.09%
3. What educational background is appropriate for a person in this position?	Total	23	100.00%
	Technical Diploma	1	4.35%
	Associate Degree	21	91.30%
	Bachelor's Degree	1	4.35%

4. Would a program such as this benefit your organization in providing continuing education for your employees?	Total	23	100.00%
	No	2	8.70%
	Yes	17	73.91%
	Unsure	4	17.39%
5. Has your organization had difficulty in hiring qualified office personnel?	Total	22	100.00%
	No	8	36.36%
	Yes	11	50.00%
	Unsure	3	13.64%
6. Do you foresee the need to hire/replace an existing employee with these skills within the next 5 years.	Total	22	100.00%
	No	4	18.18%
	Yes	12	54.55%
	Unsure	6	27.27%
7. If you represent a consulting firm, would your clients benefit from a person with this degree?	Total	2	100.00%
	No	1	50.00%
	Yes	1	50.00%
	Unsure	0	0.00%
8. Do you think WWTC should offer a program similar to the one described above?	Total	23	100.00%
	No	0	0.00%
	Yes	18	78.26%
	Unsure	5	21.74%

<p>9. What program title would you suggest we use if such a program were to be implemented?</p>	Name	Number
	Office Technology Management	1
	Office Management	11
	Administrative Services Manager	3
	Office Coordinator	1
	Office Manager	2
	Office & Workflow Management	1
	Office Systems Specialist	1
	Office Management Specialist	1
	Office Professional	1
	Administrative Business Manager	1
<p>10. Approximately what salary/hourly rate should a person in this position be paid?</p>	Amount With Comments	
	It would depend on the location of the job but starting hourly rate of \$10 – 12??	
	\$10	
	\$20 – 25/hr.	
	\$25,000/yr.	
	\$12 – 15	
	\$10.50	
	\$25,000+/yr.	
	\$10 – 12 starting	
	\$11 – 12	
	Start—minimum \$11.00	

	\$25,000 – 30,000
	\$25,000 – 28,000 yr.
	Dependent on size of office—approx. \$20,000 – 40,000
	? \$12 – 15/hr.
	\$18,000 – 30,000
	22K – 28K
	\$10 – 12

COMMENTS:

3. What educational background is appropriate for a person in this position?

- Technical diploma + experience or associate degree
- Minimum associate

NOTE: One survey had both associate and bachelor's circle (both appear in data)

Comment Section:

- Fantastic idea! Many small businesses out there that need one person for acctg as well as office mgmt duties.
- Add—leadership skill development & some type of consulting skills
- As an office manager—person should be capable of communicating tasks, responsibilities, training additional employees on communication and writing skills

- As a small business don't see an immediate need. In a larger organization I can see this type of position would be more in demand. It is important in business however to not create boundary.

Three advisory committees completed surveys: Office Technologies, Human Resource and Finance, and Accounting



Appendix B

Date

«Title» «FirstName» «LastName»  
«Company»  
«Address1»  
«City», «State» «PostalCode»

Subject: Needs assessment for new program in the Western Wisconsin Technical College district

Dear «Title» «LastName»,

In the next day or two, you will receive a needs assessment survey from me that asks 16 questions regarding a potentially new associate degree program for administrative office manager in the Western Wisconsin Technical College district. As an individual involved in the staffing of your organization, your thoughts on this potential program are very important.

I estimate it will take you about 10 minutes to complete the survey. Please complete the survey and return it to me as quickly as possible.

Thank you in advance for your cooperation.

Jim Murray  
Instructor  
Western Wisconsin Technical College

## Appendix C

Date

«Title» «FirstName» «LastName», «JobTitle»  
 «Company»  
 «Address1»  
 «City», «State» «PostalCode»

Dear «Title» «LastName»,

A revolution is taking place in offices. This revolution is having a major impact upon the role of the administrative office manager. The role of the administrative office manager is evolving from not only being savvy in traditional office management but also in technology changes, systems design and analysis, problem solving, cost management, budgeting, and business globalization.

Currently there is no program in the Western Wisconsin Technical College (WWTC) district, or the state of Wisconsin, to train administrative office managers. To meet the potential demands of business, I am conducting a needs assessment survey for an administrative office manager associate degree program in the WWTC district. As an individual involved in the staffing of your organization, your thoughts on this potential program are very important. If you feel another individual in your organization is better suited to answer the questions, please pass the survey on to that individual. You have been chosen to receive this survey because a member of your organization serves on an Advisory Committee for WWTC.

You may be assured of complete confidentiality. The needs assessment survey has a code number on it for mailing purposes only. This is so that I may check your name off of the mailing list when your questionnaire is returned. Your name or your firm's name will never appear in the compiled results.

If the needs assessment survey shows a need for the administrative office manager associate degree program, the results will be presented to the vice-president of instruction to determine if WWTC should continue with a Program Investigation. The Program Investigation would be then submitted to the Wisconsin Technical College Board for final approval of the new program. The results will also be used in completion of my master's degree at the University of Wisconsin—Stout.

Included in this envelope you will find three things:

- This letter.
- The needs assessment survey. There are 16 questions and I estimate that it will take no more than ten minutes to complete.
- An addressed, stamped envelope.

I would appreciate receiving your survey back by August 31, 2001. I would be most happy to answer any questions you might have. Please write or call. The telephone number is (608) 785-9268.

Thank you for your cooperation.

Jim Murray  
 Instructor  
 Western Wisconsin Technical College

Appendix D

**Needs Assessment Survey for  
Administrative Office Manager Program  
in the Western Wisconsin Technical College District**

**Job Description:** Coordinates activities of clerical personnel in establishment or organization: Analyses and organizes office operations and procedures, such as typing, bookkeeping, preparation of payrolls, flow of correspondence, filing, requisition of supplies, and other clerical services. Evaluates office production, revises procedures, or devises new forms to improve efficiency of workflow. Establishes uniform correspondence procedures and style practices. Formulates procedures for systematic retention, protection, retrieval, transfer, and disposal of records. Plans office layouts and initiates cost reduction programs. Reviews clerical and personnel records to ensure completeness, accuracy, and timeliness. Prepares activities reports for guidance of management, using computer. Prepares employee ratings and conducts employee benefit and insurance programs, using computer. Coordinates activities of various clerical departments or workers within department. May prepare organizational budget and monthly financial reports. May hire, train, and supervise clerical staff. May compile, store, and retrieve managerial data, using computer.

1. Do you employ, or plan to employ persons who spend 50% or more of their time performing administrative office management functions?

\_\_\_\_\_ yes      \_\_\_\_\_ no      \_\_\_\_\_ possibly

**NOTE: If the answer is no, please stop at this point and return the survey in the envelope provided. Your name will be removed from the follow-up list upon receipt of the survey.**

2. Please provide the following information regarding those who currently perform administrative office management functions in your organization.

Job Title \_\_\_\_\_

# in position \_\_\_\_\_ Salary \_\_\_\_\_ Hours per Week \_\_\_\_\_

Benefits \_\_\_\_\_

3. What educational background does the personnel listed above have?

One-year College Diploma \_\_\_\_\_ number of employees

Two-year College Degree \_\_\_\_\_ number of employees

Four-year College Degree \_\_\_\_\_ number of employees

Other \_\_\_\_\_ number of employees

4. What is the typical wage per hour for an **entry-level** administrative office manager in your organization?

\$ \_\_\_\_\_

5. Did your current administrative office manager(s) have adequate training before employment?  
 yes       no
  
6. Would you encourage your current administrative office manager(s) to enroll in continuing education courses in the office management program?  
 yes       no       possibly
  
7. In the past four years has the number of your office manager(s)  
 increased?       decreased?       remained the same?
  
8. Please indicate the reason for the increase/decrease.  
 growth in business  
 increase in needs due to other reasons, such as  


---

 decrease in business  
 decrease in needs due to other reasons, such as  


---

 other (remained the same)  


---
  
9. Please provide an employment projection for administrative office manager(s) for the next four years in your organization: (use PT after the number to indicate part-time employee(s).)

	2002	2003	2004	2005
a. New positions				
b. Replacement positions				

10. Has your organization had difficulty in hiring qualified administrative office managers?  
 yes       no
  
11. Should Western Wisconsin Technical College offer an administrative office manager program?  
 yes       no       possibly
  
12. For any future openings in this field, would your firm be willing to hire a Western Wisconsin Technical College graduate?  
 yes       no       possibly

13. What is the minimum level of education you feel would be sufficient to qualify a candidate to be hired as an administrative office manager?
- \_\_\_\_\_ One-year College Diploma      \_\_\_\_\_ Two-year College Degree  
 \_\_\_\_\_ Four-year College Degree      \_\_\_\_\_ Other
14. What is the approximate size of your organization (full-time and part-time)?
- \_\_\_\_\_ 0 – 25 employees      \_\_\_\_\_ 26 – 50 employees  
 \_\_\_\_\_ 51 – 150 employees      \_\_\_\_\_ 151 – 300 employees  
 \_\_\_\_\_ 301 – 500 employees      \_\_\_\_\_ over 500
15. Please rate the importance of the following qualifications when hiring an administrative office manager.

**Please circle the appropriate number with 1 being “Very Important” and 5 being “Not Important” for an administrative office manager.**

	Very Important -----> Not Important				
a. Supervises and coordinates activities of clerical and administrative personnel in department, establishment, or organization.	1	2	3	4	5
b. Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts.	1	2	3	4	5
c. Analyzes internal processes and plans or implements procedural and policy changes to improve operations.	1	2	3	4	5
d. Recommends cost saving methods, such as changes to save time, labor, and other costs to improve quality control and operating efficiency.	1	2	3	4	5
e. Evaluates subordinates job performance and conformance to regulations, and recommends appropriate personnel action.	1	2	3	4	5
f. Oversees, coordinates, or performs activities associated with shipping, receiving, distribution, and transportation.	1	2	3	4	5
g. Verifies completeness and accuracy of subordinate’s work, computations, and records.	1	2	3	4	5
h. Interviews, selects, and discharges employees.	1	2	3	4	5
i. Consults with supervisor and other personnel to resolve problems, such as equipment performance, output quality, and work schedules.	1	2	3	4	5
j. Reviews records and reports pertaining to such activities as production, operation, payroll, customer accounts, and shipping.	1	2	3	4	5
k. Trains employees in work and safety procedures and company policies.	1	2	3	4	5

	Very Important -----> Not Important				
l. Participates in work of subordinates to facilitate productivity or overcome difficult aspects of work.	1	2	3	4	5
m. Maintains records of such matters as inventory, personnel, orders, supplies, and machine maintenance.	1	2	3	4	5
n. Identifies and resolves discrepancies or errors.	1	2	3	4	5
o. Compiles reports and information required by management or governmental agencies.	1	2	3	4	5
p. Plans layout of stockroom, warehouse, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.	1	2	3	4	5
q. Inspects office equipment for defects and notifies maintenance personnel or outside service contractors for repairs.	1	2	3	4	5
r. Analyzes financial activities of department, establishment, and/or organization to prepare or assist in preparation of budget(s).	1	2	3	4	5
s. Computes figures, such as balances, totals, and commissions.	1	2	3	4	5
t. Requisitions supplies.	1	2	3	4	5
u. Other:	1	2	3	4	5
v. Other:	1	2	3	4	5

16. Would you be interested in serving on an Advisory Committee for an administrative office manager program?

\_\_\_\_\_ yes      \_\_\_\_\_ no      \_\_\_\_\_ possibly

Thank you very much for your help and cooperation! Please provide your comments or recommendations below.

I understand that by returning this questionnaire, I am giving my informed consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completion of this study. I am aware that the information is being sought in a specific manner so that no identifiers are needed and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice.

NOTE: Questions or concerns about participation in the research or subsequent complaints should be addressed first to the researcher or research advisor and second to Dr. Susan Foxwell, Chair, UW-Stout Institutional Review Board for the Protection of Human Subjects in Research, 11 HH, UW-Stout, Menomonie, WI, 54751, phone (715) 232-1126.

Appendix E

Date

«Title» «FirstName» «LastName»  
«Company»  
«Address1»  
«City», «State» «PostalCode»

Dear «Title» «LastName»,

On August 27, you were sent a needs assessment survey asking for your input on a potential new program, administrative office manager, at Western Wisconsin Technical College (WWTC). To date, your survey has not been received.

As a professional working with employment, your input on the program is important. It is in the best interest of both the business community and WWTC to ensure that individuals are properly trained in occupations needed by employers. Therefore, your thoughts on the program are very important. I assure you of complete confidentiality in your responses.

Enclosed you will find the following:

- This letter.
- A copy of the needs assessment survey. The 16 questions should take no more than ten minutes to complete.
- An addressed, stamped envelope.

I would appreciate receiving your survey back by September 25, 2001. I would be most happy to answer any questions you might have. My telephone number is (608) 785-9268.

Thank you for your input and cooperation.

Jim Murray  
Instructor  
Western Wisconsin Technical College

Appendix F  
Survey Comments

Listed are the comments included with the returned surveys.

Question 1: college does, I don't; I have no staff whatsoever; we choose not to complete the survey—comments are attached; office does not currently have an agent; this position is not one that we would typically hire for, I am sorry that I am not able to give you more valuable feedback.; We chose not to complete the survey—comments are attached. We have several administrative supervisors. Several are high school graduates with no post high school diplomas or degrees. Classes are covered under Tuition Reimbursement policy and would be reimbursed @ 75% after completion. If a position is not filled internally, we recruit externally and hire the best qualified who must meet minimum requirements of the position description. Such a program (or certain classes) may be of interest but I doubt completion would be mandatory. Questions—call me.; Our office does not currently have an agent. Sorry.

Question 2: we have a number of titles, salary ranges, & job responsibilities that fall under this category

Question 3: don't know, do not need degree; high school; varies w/the position & responsibilities; experience—no degree; most have been doing for years as our employees; 20 years experience

Question 4: varied—about \$13.40/hr; confidential; varies; ? Those above have 15-25 years experience with organization; Prog Ast & Adm Ast; \$38,000 plus

Question 5: don't know; unknown

Question 6: new ones—but not current ones



Question 7: by one

Question 8: # of total office employees had remained the same, so no need to increase # of office managers; opened office (didn't exist B/4); event coordinator; increase in complexity of systems; opened our office 2 yrs. ago

Question 9: not known; low turnover in these positions; hard to say probably only one due to retirement

Question 10: have not looked/recruited for several years; ?

Question 11: not for our needs; In our case most of the learning/training we look for comes through work experience. Most finance insight can probably be gained through classes that are currently offered.; Seems like much of this already covered in HR/Bus Mgr course and admin asst.; However should also include a base skill emphasis.

Management is typically a second or third step in organization

Question 12: again we would be most likely to fill a position like this internally; but would also need years of experience

Question 13: none; HS diploma; any of the other or proven experience; experience; if position requires bookkeeping (2-yr); plus experience

Question 14: this location; local office; over 5000; LAX location

Question 15: maintain internal computer storage & outlines/organizes files for data retention; k-safety=5, comp policies=1; small office—1 employee no supervision of others; 1-Employee Benefits

Question 16: not a big supporter of the concept but pls call if I can help

Other Comments: I'm sorry but this was difficult for me to complete to be useful to you as we are such a large organization and these types of positions vary so greatly in

scope & responsibility. If you'd like to contact me about this so I can be more specific, please feel free to do so.; Our current position doesn't require any supervision of other people. However, I feel she would be qualified to do so if we had a need for additional clerical staff. I think this program would be helpful for someone who wasn't able to get this experience "on-the-job." As a hiring manager, I would look for someone who already has experience, versus only training as an AO mgr.