

Workforce Skills Analysis Tool

For

Professional and Administrative Employees

This tool may be used in a variety of ways, and should be seen as a starting point that may require some modification for your specific use.

This particular survey is designed to obtain important information about the work performed in professional and administrative occupations.

The purpose of the survey is to determine the skills and competencies that are vital to the accomplishment of an agency's mission, goals and objectives. You may want to ask all of your components to complete the survey for their work units. The aggregated results of the survey can be used to determine the skills and competencies that will be required now and in the future. You may also want to share the results with the Office of Management and Budget (OMB) as part of its governmentwide workforce planning program.

This survey form has three parts. Part I is for identifying your office and the occupations you are rating. Part II lists the general competencies that have been found to be important for most professional and administrative occupations in the Federal government. Part III is used for identifying the technical competencies needed in the occupation(s) you are rating.

Please return the completed form to _____ no later than _____ . Thank you.

Part I

What is the name of the component for which you are making the ratings?

How many professional and administrative employees are in your component? _____

Part 2

Please indicate (1) how much of each competency listed on the following pages the employees in your work unit **currently have**; (2) how much of each competency is **currently needed** to accomplish the work in your unit; and (3) how much will be **required in the future** based on the agency's strategic plan.

Please use the following scale:

- 0 - Not required
- 1 - Basic
- 2 - Between Basic and Intermediate
- 3 - Intermediate
- 4 - Between Intermediate and Advanced
- 5 - Advanced

Example:

Competency	Description	Have Now	Needed Now	Required in Future
Arithmetic	Performs computations such as addition, subtraction, multiplication, and division correctly using whole numbers, fractions, decimals, and percentages.	2	3	4

		Have Now	Needed Now	Required in Future
Arithmetic	Performs computations such as addition, subtraction, multiplication, and division correctly using whole numbers, fractions, decimals, and percentages.			
Attention to Detail	Is thorough when performing work and conscientious about attending to detail.			
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.			
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.			
Customer Service	Works with customers to assess needs, provide assistance, resolve problems, satisfy expectations; knows products and services; is committed to providing quality products and services.			
Decision Making	Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.			

		Have Now	Needed Now	Required in Future
Depth Perception	Accurately judges which of several objects is closer or farther away from the observer, or the distance between an object and the observer.			
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.			
Eye-Hand Coordination	Accurately coordinates one's eyes with one's fingers, wrists, or arms to perform job-related tasks (for example, to move, carry, or manipulate objects).			
Financial Management	Prepares, justifies, and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies; assesses financial condition of an organization.			
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.			
Influencing/ Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.			
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.			
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.			
Interpersonal Skills	Shows understanding, courtesy, tact, empathy, concern; develops & maintains relationships; may deal with people who are difficult, hostile, distressed; relates well to people from varied backgrounds & situations; is sensitive to individual differences.			
Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.			
Learning	Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.			
Managing Human Resources	Plans, distributes, coordinates, and monitors work assignments; evaluates work performance, provides feedback on performance; ensures staff are appropriately selected, utilized, and developed, and are treated in a fair and equitable manner.			

		Have Now	Needed Now	Required in Future
Mathematical Reasoning	Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.			
Memory	Recalls information that has been presented previously.			
Mental Visualization	Sees things in the mind by mentally organizing and processing symbols, pictures, graphs, objects, or other information (for example, sees a building from a blueprint, or sees the flow of work activities from reading a work plan).			
Oral Communication	Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.			
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.			
Perceptual Speed	Quickly and accurately sees detail in words, numbers, pictures, and graphs.			
Planning and Evaluating	Organizes work, sets priorities, determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization; monitors progress, evaluates outcomes.			
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.			
Reading	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.			
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.			
Self-Esteem	Believes in own self-worth; maintains a positive view of self and displays a professional image.			
Self-Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.			

		Have Now	Needed Now	Required in Future
Spatial Orientation	Knows one's location in relation to the environment; determines where other objects are in relation to one's self (for example, when using a map).			
Stamina	Exerts oneself physically over long periods of time without tiring (which may include performing repetitive tasks such as data entry or coding).			
Stress Tolerance	Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, dangerous situations).			
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.			
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.			
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.			
Technology Application	Uses machines, tools, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format.			
Vision	Understands where the organization is headed and how to make a contribution; takes a long-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.			
Visual Color Discrimination	Accurately matches or detects differences between colors, including shades of color and brightness.			
Visual Identification	Accurately identifies people, animals, or objects based on knowledge of their characteristics.			
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, which may include technical material, that is appropriate for the intended audience.			

Part III: Identifying Technical Competencies.

This section asks you to identify the most *critical* technical competencies for the occupation(s) that you are rating. A technical competency usually is a specific knowledge or skill area that relates to successful performance in the job. The following are examples of technical competencies:

Network Management - *Knowledge of the operation, management, and maintenance of network and telecommunication systems and linked systems and peripherals.*

Statistical Methods - *Statistical concepts and procedures required for analysis and presentation of financial data.*

Budgeting concepts and principles - *Budget principles, operations, and procedures; recording of obligations and expenses in the agency financial system.*

Sources of Information

You should rely on a variety of sources of information to identify the most *critical* technical competencies for the functional area/occupation(s) that you are rating. These can include sources such as subject matter experts like you, your staff, position descriptions, and existing job analysis information.

Questions to Ask to Help Identify Critical Technical Competencies

When you think about the top performers in your organization, what technical skills and knowledge come to mind?

What technical competencies *distinguish* superior performance from average performance?

What technical competencies are *critical* to success in the functional area?

Completing the Rating Form

Step 1: Write the *most critical* technical competencies in the left column.

Step 2: Indicate (1) how much of each competency the employees in your work unit **currently have**; (2) how much is **currently needed** to accomplish the work in your unit; and (3) how much will be **required in the future** based on the agency's strategic plan.

Please use the following scale:

- 0- Not required
- 1- Basic
- 2- Between Basic and Intermediate
- 3- Intermediate
- 4- Between Intermediate and Advanced
- 5- Advanced

Example:

	Have Now	Needed Now	Required in Future
<i>Operations Support - Knowledge of procedures to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced software.</i>	2	3	4

Technical Competency Worksheet

	Have Now	Needed Now	Required in Future