

Workforce Skills Analysis Tool For Clerical and Technical 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 clerical and technical 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 clerical and technical 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 clerical and technical 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
Applies Technology to Tasks	Selects and understands procedures, machines, or tools that will produce the desired results; identifies or solves problems in machines, computers, or other technologies as they are related to performing tasks.	2	3	4

Competency		Have Now	Needed Now	Required in Future
Applies Technology to Tasks	Selects and understands procedures, machines, or tools that will produce the desired results; identifies or solves problems in machines, computers, or other technologies as they are related to performing tasks.			
Arithmetic/ Mathematical Reasoning	Performs computations such as addition, subtraction, multiplication, and division correctly; solves practical problems by choosing appropriately from a variety of mathematical techniques such as formulas and percentages.			
Conscientiousness	Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.			
Creative Thinking	Uses imagination to combine ideas or information in new ways.			
Customer Service	Works and communicates with clients and customers to satisfy their expectations. Committed to quality services.			
Decision Making	Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions or solve a problem.			
Flexibility	Adapts quickly to changes.			
Integrity/Honesty	Displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; chooses an ethical course of action; is trustworthy.			
Interpersonal Skills	Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others; relates well to different people from varied backgrounds and different situations.			
Leadership	Interacts with others to influence, motivate, and challenge them.			
Listening	Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.			
Manages and Organizes Information	Identifies a need; gathers, organizes, and maintains information; determines its importance and accuracy, and communicates it by a variety of methods.			
Manages Human Resources	Plans, distributes, and monitors work assignments; evaluates work performance and provides feedback to others on their performance.			

Competency		Have Now	Needed Now	Required in Future
Manages Resources	Selects, acquires, stores, and distributes resources such as materials, equipment, or money.			
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.			
Negotiation	Works with others toward an agreement that may involve exchanging specific resources or resolving differences.			
Organizational Awareness	Knows how social, political, organizational, and technological systems work and operates effectively within them. This includes the policies, procedures, rules and regulations of the work unit or organization.			
Perceptual Speed	Sees detail in words, numbers, pictures, and graphs quickly and accurately.			
Reading	Learns from written material by determining the main idea or essential message. Recognizes correct English grammar, punctuation, and spelling.			
Reasoning	Discovers or selects rules, principles, or relationships between facts and other information.			
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; monitors progress and is motivated to achieve; manages own time and deals with stress effectively.			
Speaking	Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations; uses body language appropriately.			
Stamina	Performs repetitive tasks effectively over a long period of time, for example, data entry and coding.			
Teaches Others	Helps others learn; identifies training needs; provides constructive reinforcement; 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.			

Competency		Have Now	Needed Now	Required in Future
Technical Competence	Knowledge of how to perform one's job. Refers to specialized knowledge that is acquired through formal training or extensive on-the-job experience.			
Writing	Uses correct English grammar, punctuation, and spelling to communicate thoughts, ideas, information, and messages in writing.			

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
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- 5- Advanced

Example:

Technical Competency Description	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

Technical Competency Description	Have Now	Needed Now	Required in Future