

Figure 2.

Secretary's Commission on Achieving Necessary Skills COMPETENCIES

Resources: Identifies, organizes, plans, and allocates resources

- A. *Time:* Selects goal-relevant activities, ranks them, allocates time, and prepares and follows schedules
- B. *Money:* Uses or prepares budgets, makes forecasts, keeps records, and makes adjustments to meet objectives
- C. *Material and Facilities:* Acquires, stores, allocates, and uses materials or space efficiently
- D. *Human Resources:* Assesses skills and distributes work accordingly, evaluates performance and provides feedback

Interpersonal: Works with others

- A. *Participates as a Member of a Team:* Contributes to group effort
- B. *Teaches Others New Skills*
- C. *Serves Clients/Customers:* Works to satisfy customers' expectations
- D. *Exercises Leadership:* Communicates ideas to justify position, persuades and convinces others, responsibly challenges existing procedures and policies
- E. *Negotiates:* Works toward agreements involving exchange of resources, resolves divergent interests
- F. *Works with Diversity:* Works well with men and women from diverse backgrounds

Information: Acquires and uses information

- A. *Acquires and Evaluates Information*
- B. *Organizes and Maintains Information*
- C. *Interprets and Communicates Information*
- D. *Uses Computers to Process Information*

Systems: Understands complex inter-relationships

- A. *Understands Systems:* Knows how social, organizational, and technological systems work and operates effectively with them
- B. *Monitors and Corrects Performance:* Distinguishes trends, predicts impacts on system operations, diagnoses deviations in systems' performance and corrects malfunctions
- C. *Improves or Designs Systems:* Suggests modifications to existing systems and develops new or alternative systems to improve performance

Technology: Works with a variety of technologies

- A. *Selects Technology:* Chooses procedures, tools or equipment including computers and related technologies
- B. *Applies Technology to Task:* Understands overall intent and proper procedures for setup and operation of equipment
- C. *Maintains and Troubleshoots Equipment:* Prevents, identifies, or solves problems with equipment, including computers and other technologies.

Figure 3.

Secretary's Commission on Achieving Necessary Skills THREE-PART FOUNDATION

Basic Skills: Reads, writes, performs arithmetic and mathematical operations, listens and speaks

- A. *Reading:* Locates, understands, and interprets written information in prose and in documents such as manuals, graphs, and schedules
- B. *Writing:* Communicates thoughts, ideas, information, and messages in writing; and creates documents such as letters, directions, manuals, reports, graphs, and flow charts
- C. *Arithmetic/Mathematics:* Performs basic computations and approaches practical problems by choosing appropriately from a variety of mathematical techniques
- D. *Listening:* Receives, attends to, interprets, and responds to verbal messages and other cues
- E. *Speaking:* Organizes ideas and communicates orally

Thinking Skills: Thinks creatively, makes decisions, solves problems, visualizes, knows how to learn and reasons

- A. *Creative Thinking:* Generates new ideas
- B. *Decision Making:* Specifies goals and constraints, generates alternatives, considers risks, and evaluates and chooses best alternative
- C. *Problem Solving:* Recognizes problems and devises and implements plan of action
- D. *Seeing Things in the Mind's Eye:* Organizes, and processes symbols, pictures, graphs, objects and other information
- E. *Knowing How to Learn:* Uses efficient learning techniques to acquire and apply new knowledge and skills
- F. *Reasoning:* Discovers a rule or principle underlying the relationship between two or more objects and applies it when solving a problem

Personal Qualities: Displays responsibility, self-esteem, sociability, self-management, and integrity and honesty

- A. *Responsibility:* Exerts a high level of effort and perseveres towards goal attainment
- B. *Self-Esteem:* Believes in own self-worth and maintains a positive view of self
- C. *Sociability:* Demonstrates understanding, friendliness, adaptability, empathy, and politeness in group settings
- D. *Self-Management:* Assesses self accurately, sets personal goals, monitors progress, and exhibits self-control
- E. *Integrity/Honesty:* Chooses ethical courses of action