Instructions for Making Skills Ratings

These questions are about work-related skills. A skill is the ability to perform a task well. It is usually developed over time through training or experience. A skill can be used to do work in many jobs or it can be used in learning. You will be asked about a series of different skills and how they relate to your current job—that is, the job you hold now.

Each skill in this questionnaire is named and defined.

For example:

**Writing**

Communicating effectively in writing as appropriate for the needs of the audience.

You are then asked two questions about each skill:

**A How important is the skill to the performance of your current job?**

For example:

<table>
<thead>
<tr>
<th>How important is WRITING to the performance of your current job?</th>
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<tr>
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Mark your answer by putting an X through the number that represents your answer.

Do not mark on the line between the numbers.

*If you rate the skill as Not Important to the performance of your job, mark the one [X] then skip over question B and proceed to the next skill.

**B What level of the skill is needed to perform your current job?**

To help you understand what we mean by level, we provide you with examples of job-related activities at different levels. For example:

<table>
<thead>
<tr>
<th>What level of WRITING skill is needed to perform your current job?</th>
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<tbody>
<tr>
<td>Take a telephone message</td>
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Mark your answer by putting an X through the number that represents your answer.

Do not mark on the line between the numbers.
1. Reading Comprehension

Understanding written sentences and paragraphs in work-related documents.

A. How important is READING COMPREHENSION to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of READING COMPREHENSION is needed to perform your current job?

Read step-by-step instructions for completing a form
Read a memo from management describing new personnel policies
Read a scientific journal article describing surgical procedures

1 2 3 4 5 6 7

2. Active Listening

Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

A. How important is ACTIVE LISTENING to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of ACTIVE LISTENING is needed to perform your current job?

Take a customer’s order
Answer inquiries regarding credit references
Preside as judge in a complex legal disagreement

1 2 3 4 5 6 7

Highest Level
3. **Writing**

**Communicating effectively in writing as appropriate for the needs of the audience.**

A. **How important is WRITING to the performance of your current job?**

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level of WRITING is needed to perform your current job?**

Take a telephone message  Write a memo to staff outlining new directives  Write a novel for publication

1 2 3 4 5 6 7

Highest Level

4. **Speaking**

**Talking to others to convey information effectively.**

A. **How important is SPEAKING to the performance of your current job?**

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level of SPEAKING is needed to perform your current job?**

Greet tourists and explain tourist attractions  Interview applicants to obtain personal and work history  Argue a legal case before the Supreme Court

1 2 3 4 5 6 7

Highest Level
5. **Mathematics**  Using mathematics to solve problems.

A. **How important** is MATHEMATICS to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level** of MATHEMATICS is needed to perform your current job?

- Count the amount of change to be given to a customer
- Calculate the square footage of a new home under construction
- Develop a mathematical model to simulate and resolve an engineering problem

Highest Level

6. **Science**  Using scientific rules and methods to solve problems.

A. **How important** is SCIENCE to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level** of SCIENCE is needed to perform your current job?

- Conduct standard tests to determine soil quality
- Conduct product tests to ensure safety standards are met, following written instructions
- Conduct analyses of aerodynamic systems to determine the practicality of an aircraft design

Highest Level
7. **Critical Thinking**

Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

A. **How important is CRITICAL THINKING to the performance of your current job?**

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level of CRITICAL THINKING is needed to perform your current job?**

- Determine whether a subordinate has a good excuse for being late
- Evaluate customer complaints and determine appropriate responses
- Write a legal brief challenging a federal law

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Highest Level

8. **Active Learning**

Understanding the implications of new information for both current and future problem-solving and decision-making.

A. **How important is ACTIVE LEARNING to the performance of your current job?**

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level of ACTIVE LEARNING is needed to perform your current job?**

- Think about the implications of a newspaper article for job opportunities
- Determine the impact of new menu changes on a restaurant’s purchasing requirements
- Identify the implications of a new scientific theory for product design

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Highest Level
9. Learning Strategies

Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

A. How important are LEARNING STRATEGIES to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of LEARNING STRATEGIES is needed to perform your current job?

Learn a different method of completing a task from a coworker

Identify an alternative approach that might help trainees who are having difficulties

Apply principles of educational psychology to develop new teaching methods

1  2  3  4  5  6  7

Highest Level

10. Monitoring

Monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

A. How important is MONITORING to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of MONITORING is needed to perform your current job?

Proofread and correct a letter

Monitor a meeting’s progress and revise the agenda to ensure that important topics are discussed

Review corporate productivity and develop a plan to increase productivity

1  2  3  4  5  6  7

Highest Level
11. Social Perceptiveness

Being aware of others’ reactions and understanding why they react as they do.

A. How important is SOCIAL PERCEPTIVENESS to the performance of your current job?

1. Not Important*
2. Somewhat Important
3. Important
4. Very Important
5. Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of SOCIAL PERCEPTIVENESS is needed to perform your current job?

- Notice that customers are angry because they have been waiting too long (1)
- Be aware of how a coworker’s promotion will affect a work group (2)
- Counsel depressive patients during a crisis period (3)

11. Coordination

Adjusting actions in relation to others’ actions.

A. How important is COORDINATION to the performance of your current job?

1. Not Important*
2. Somewhat Important
3. Important
4. Very Important
5. Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of COORDINATION is needed to perform your current job?

- Schedule appointments for a medical clinic (1)
- Work with others to put a new roof on a house (2)
- Work as director of a consulting project calling for interaction with multiple subcontractors (3)

1. Schedule appointments for a medical clinic
2. Work with others to put a new roof on a house
3. Work as director of a consulting project calling for interaction with multiple subcontractors

1 2 3 4 5 6 7

Highest Level
13. Persuasion  Persuading others to change their minds or behavior.

A. How important is PERSUASION to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of PERSUASION is needed to perform your current job?

Solicit donations for a charity  Convince a supervisor to purchase a new copy machine  Change the opinion of the jury in a complex legal case

1 2 3 4 5 6 7

Highest Level

14. Negotiation  Bringing others together and trying to reconcile differences.

A. How important is NEGOTIATION to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of NEGOTIATION is needed to perform your current job?

Present justification to a manager for altering a work schedule  Contract with a wholesaler to sell items at a given cost  Work as an ambassador in negotiating a new treaty

1 2 3 4 5 6 7

Highest Level
15. Instructing

Teaching others how to do something.

A. How important is INSTRUCTING to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of INSTRUCTING is needed to perform your current job?

Instruct a new employee in the use of a time clock

Instruct a coworker in how to operate a software program

Demonstrate surgical procedure to interns in a teaching hospital

1  2  3  4  5  6  7

Highest Level

16. Service Orientation

Actively looking for ways to help people.

A. How important is SERVICE ORIENTATION to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of SERVICE ORIENTATION is needed to perform your current job?

Ask customers if they would like cups of coffee

Make flight reservations for customers, using airline reservation system

Direct relief agency operations in a disaster area

1  2  3  4  5  6  7

Highest Level
17. Complex Problem Solving

Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

A. **How important** is COMPLEX PROBLEM SOLVING to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What **level** of COMPLEX PROBLEM SOLVING is needed to perform your current job?

1. Lay out tools to complete a job
2. Redesign a floor layout to take advantage of new manufacturing techniques
3. Develop and implement a plan to provide emergency relief for a major metropolitan area

1 2 3 4 5 6 7

Highest Level

18. Operations Analysis

Analyzing needs and product requirements to create a design.

A. **How important** is OPERATIONS ANALYSIS to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What **level** of OPERATIONS ANALYSIS is needed to perform your current job?

1. Select a photocopy machine for an office
2. Suggest changes in software to make a system more user friendly
3. Identify the control system needed for a new process production plant

1 2 3 4 5 6 7

Highest Level
19. Technology Design

Generating or adapting equipment and technology to serve user needs.

A. How **important** is TECHNOLOGY DESIGN to the performance of your **current job**?

Not Important* | Somewhat Important | Important | Very Important | Extremely Important
---|---|---|---|---
① | ② | ③ | ④ | ⑤

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What **level** of TECHNOLOGY DESIGN is needed to perform your **current job**?

- Adjust exercise equipment for use by a customer
- Redesign the handle on a hand tool for easier gripping
- Create new technology for producing industrial diamonds

① | ② | ③ | ④ | ⑤ | ⑥ | ⑦

Highest Level

20. Equipment Selection

Determining the kind of tools and equipment needed to do a job.

A. How **important** is EQUIPMENT SELECTION to the performance of your **current job**?

Not Important* | Somewhat Important | Important | Very Important | Extremely Important
---|---|---|---|---
① | ② | ③ | ④ | ⑤

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What **level** of EQUIPMENT SELECTION is needed to perform your **current job**?

- Select a screwdriver to use in adjusting a vehicle’s carburetor
- Choose a software application to use to complete a work assignment
- Identify the equipment needed to produce a new product line

① | ② | ③ | ④ | ⑤ | ⑥ | ⑦

Highest Level
21. Installation  Installing equipment, machines, wiring, or programs to meet specifications

A. How important is INSTALLATION to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of INSTALLATION is needed to perform your current job?

Install a new air filter in an air conditioner  Install new switches for a telephone exchange  Install a “one of a kind” process production molding machine

Highest Level

22. Programming  Writing computer programs for various purposes.

A. How important is PROGRAMMING to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of PROGRAMMING is needed to perform your current job?

Write a program in BASIC to sort objects in a database  Write a statistical analysis program to analyze demographic data  Write expert system programs to analyze ground radar geological data for probable existence of mineral deposits

Highest Level
23. Quality Control Analysis

Conducting tests and inspections of products, services, or processes to evaluate quality or performance.

A. How important is QUALITY CONTROL ANALYSIS to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of QUALITY CONTROL ANALYSIS is needed to perform your current job?

Inspect a draft memorandum for clerical errors Measure new part requisitions for tolerance to specifications Develop procedures to test a prototype of a new computer system

1 2 3 4 5 6 7

Highest Level

24. Operations Monitoring

Watching gauges, dials, or other indicators to make sure a machine is working properly.

A. How important is OPERATIONS MONITORING to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of OPERATIONS MONITORING is needed to perform your current job?

Monitor completion times while running a computer program Monitor machine functions on an automated production line Monitor and integrate control feedback in a petrochemical processing facility to maintain production flow

1 2 3 4 5 6 7

Highest Level
25. Operation and Control

A. How important is OPERATION AND CONTROL to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of OPERATION AND CONTROL is needed to perform your current job?

Adjust the settings on a copy machine to make reduced size photocopies
Adjust the speed of assembly line equipment based on the type of product being assembled
Control aircraft approach and landing at a large airport during a busy period

1 2 3 4 5 6 7

Highest Level

26. Equipment Maintenance

A. How important is EQUIPMENT MAINTENANCE to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of EQUIPMENT MAINTENANCE is needed to perform your current job?

Add oil to an engine as indicated by a gauge or warning light
Clean moving parts in production machinery
Conduct maintenance checks on an experimental aircraft

1 2 3 4 5 6 7

Highest Level
27. Troubleshooting

Determining causes of operating errors and deciding what to do about it.

A. How important is TROUBLESHOOTING to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of TROUBLESHOOTING is needed to perform your current job?

Identify the source of a leak by looking under a machine
Identify the circuit causing an electrical system to fail
Direct the debugging of control code for a new operating system

1  2  3  4  5  6  7

Highest Level

28. Repairing

Repairing machines or systems using the needed tools.

A. How important is REPAIRING to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of REPAIRING is needed to perform your current job?

Tighten a screw to get a door to close properly
Replace a faulty hydraulic valve
Repair structural damage after an earthquake

1  2  3  4  5  6  7

Highest Level
29. Systems Analysis

Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

A. How important is SYSTEMS ANALYSIS to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of SYSTEMS ANALYSIS is needed to perform your current job?

Determine how loss of a team member will affect the completion of a job

Determine how the introduction of a new piece of equipment will affect production rates

Identify how changes in tax laws are likely to affect preferred sites for manufacturing operations in different industries


30. Systems Evaluation

Identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.

A. How important is SYSTEMS EVALUATION to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of SYSTEMS EVALUATION is needed to perform your current job?

Determine why a coworker has been overly optimistic about how long it would take to complete a task

Identify the major reasons why a client might be unhappy with a product

Evaluate the long-term performance problem of a new computer system


31. Judgment and Decision Making

Considering the relative costs and benefits of potential actions to choose the most appropriate one.

A. How important is JUDGMENT AND DECISION MAKING to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of JUDGMENT AND DECISION MAKING is needed to perform your current job?

Decide how scheduling a break will affect work flow
Evaluate a loan application for degree of risk
Decide whether a manufacturing company should invest in new robotics technology

1 2 3 4 5 6 7

Highest Level

32. Time Management

Managing one’s own time and the time of others.

A. How important is TIME MANAGEMENT to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of TIME MANAGEMENT is needed to perform your current job?

Keep a monthly calendar of appointments
Allocate the time of subordinates to projects for the coming week
Allocate the time of scientists to multiple research projects

1 2 3 4 5 6 7

Highest Level
33. Management of Financial Resources

Determining how money will be spent to get the work done, and accounting for these expenditures.

A. **How important** is MANAGEMENT OF FINANCIAL RESOURCES to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level** of MANAGEMENT OF FINANCIAL RESOURCES is needed to perform your current job?

- Take money from petty cash to buy office supplies and record the amount of the expenditure
- Prepare and manage a budget for a short-term project
- Develop and approve yearly budgets for a large corporation and obtain financing as necessary

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Highest Level

34. Management of Material Resources

Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.

A. **How important** is MANAGEMENT OF MATERIAL RESOURCES to the performance of your current job?

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* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. **What level** of MANAGEMENT OF MATERIAL RESOURCES is needed to perform your current job?

- Rent a meeting room for a management meeting
- Evaluate an annual uniform service contract for delivery drivers
- Determine the computer system needs of a large corporation and monitor use of the equipment

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Highest Level
35. Management of Personnel Resources

Motivating, developing, and directing people as they work, identifying the best people for the job.

A. How important is MANAGEMENT OF PERSONNEL RESOURCES to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1 2 3 4 5

* If you marked Not Important, skip LEVEL below and go on to the next skill.

B. What level of MANAGEMENT OF PERSONNEL RESOURCES is needed to perform your current job?

Encourage a coworker who is having difficulty finishing a piece of work

Direct the activities of a road repair crew with minimal disruption of traffic flow

Plan, implement, and manage recruitment, training, and incentive programs for a high performance company

1 2 3 4 5 6 7

Highest Level