

Workforce Skills Analysis Tool

For

Supervisors, Managers, and Executives

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 occupations for supervisors, managers, and executives.

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 supervisory, managerial, and executive 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 supervisors, managers, and executives are in your component? _____

Part 2

Please indicate (1) how much of each competency listed on the following pages supervisors, managers, and executives 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
Continual Learning	Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.	2	3	4

		Have Now	Needed Now	Required in Future
Continual Learning	Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.			
Creativity and Innovation	Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/ processes.			
External Awareness	Identifies and keeps up-to-date on key international policies and economic, political, and social trends that affect the organization. Understands near-term and long- range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.			
Flexibility	Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.			
Resilience	Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.			
Service Motivation	Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.			
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long- term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.			
Vision	Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.			
Conflict Management	Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.			
Leveraging Diversity	Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity			

		Have Now	Needed Now	Required in Future
Integrity/Honesty	Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service			
Team Building	Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees			
Accountability	Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.			
Customer Service	Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the needs of clients; achieves quality end-products; is committed to continuous improvement of services.			
Decisiveness	Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.			
Entrepreneurship	Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.			
Problem Solving	Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.			
Technical Credibility	Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs			
Financial Management	Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.			
Human Resources Management	Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.			

		Have Now	Needed Now	Required in Future
Technology Management	Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.			
Influencing/ Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations			
Interpersonal Skills	Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.			
Oral Communication	Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication			
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases			
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action			
Written Communication	Expresses facts and ideas in writing in a clear, convincing, and organized manner.			

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