

13014B O*NET Occupational Descriptors ADMINISTRATIVE SERVICES MANAGER			1		EXPERTISE REQUIRED <i>Refer to Skills and Abilities Chart for more details.</i>		2		CONTINUING EDUCATION RECOMMENDATIONS <i>Refer to Continuing Education Chart for more details.</i>		3		
Services Provided			Work Activities			Skills			Abilities			Administration and Management Computer Applications Economics and Accounting English Language Personnel and Human Resources	
Plan, direct, and coordinate services of an organization, such as recordkeeping, mail distribution, telephone reception, and other office support services that may include facilities planning, maintenance, and custodial operations.			Analyze data or information Communicate with other workers Get information needed to do the job Perform administrative tasks			Coordination Judgment and Decision Making Management of Personnel Resources Technical Time Management Writing			Oral Comprehension Oral Expression Speech Clarity Written Comprehension Written Expression				
4 You	4 Mgr.	7 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>			5 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>			6 Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>		
✓	N/A	✓	Analyze internal processes and plans or implement procedural and policy changes to improve operations.				Immediate Work Group: including your manager and other Office Professionals.				Customer Satisfaction		
✓	✓	✓	Coordinate activities of clerical and administrative personnel in establishment or organization.			✓	Other Internal: company workers not included in your immediate work group				Personal/Professional Learning and Growth		
✓	✓	✓	Recommend cost saving methods to improve efficiency of department.			✓	External: customers, partners, suppliers			✓	Process Management/Improvement		
✓	✓	✓	Prepare and review operational reports and schedules to ensure accuracy and efficiency.								Financial Results		
43	25	25	Current Time Spent: 0-100%			Time Spent Tips		Performance Codes					
20	15	15	12 Month Objective: 0-100%			<i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>		1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary					
4	4	4	Current Performance										
5	5	5	12 Month Objective: 1-5										
Performance Development Strategy – <i>Is this an area of your job you want to develop? If yes, then you and your manager should complete this section together. Focus your answers around the details described above.</i>						Today's Date: _____ Next Performance Development Meeting: _____							
Why do you want to develop this area of your job?													
Which customer will be affected by this objective?													
How will you contribute toward an organizational goal ?													
How will you know you have met your objective?													
What will the rewards be for meeting your objective?													
What tools or resources will you need?													
What are two skills you will be using most?													
Are there any classes that would be useful?													
How will you detect and discuss problems on a regular basis?													
Who will document your progress?													

19999D O*NET Occupational Descriptors CUSTOMER SERVICE AND SERVICE ESTABLISHMENT MANAGERS ❶				EXPERTISE REQUIRED ❷ Refer to Skills and Abilities Chart for more details.		CONTINUING EDUCATION RECOMMENDATIONS ❸ Refer to Continuing Education Chart for more details.	
Services Provided		Major Activities		Skills		Abilities	
Plan, direct and coordinate customer service activities within an organization		Analyze data or information Communicate with other workers Get information needed to do the job Monitor and control resources		Management of Personnel Resources Problem Identification Service Orientation Speaking Technical Time Management		Oral Comprehension Oral Expression Speech Clarity	
Administration and Management		Computer Applications		Customer and Personal Service		English Language	
Personnel and Human Resources							
4 🏠 You	4 🏠 Mgr.	7 🏠 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>	6 🏠 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>		6 🏠 Final
✓		✓	Communicate with customers to ascertain needs, advise on services, adjust complaints, or negotiate contracts.		Immediate Work Group: including your manager and other Office Professionals.		✓
✓	✓	✓	Observe worker performance and review employees' work to ensure accuracy or quality of work.	✓	Other Internal: company workers not included in your immediate work group		
✓	✓	✓	Plan and adjust work schedules and assign duties to meet customer demands.	✓	External: customers, partners, suppliers		
			🏠		🏠		
10	5	10	Current Time Spent: 0-100%	Time Spent Tips		Performance Codes	
10	10	15	12 Month Objective: 0-100%	Refer to Time Spent Worksheet . Calculate after all 10 descriptors have been reviewed.		1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary	
3.5	4	3.5	Current Performance: 1-5				
4	5	5	12 Month Objective: 1-5				
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.</i> ❹				🏠 Today's Date: <u>May 12, 2000</u> Next Performance Development Meeting : <u>June 31, 2000</u>			
Why do you want to develop this area of your job?				Increase visibility with external customers, partners and senior executives			
Which customer will be affected by this objective?				Partners and external customers and my manager's staff			
How will you contribute toward an organizational goal ?				Customer focus – perception of organization			
How will you know you have met your objective?				Feedback from customers and WM			
What will the rewards be for meeting your objective?				Higher ranking, spot bonuses, stock options			
What tools or resources will you need?				A list of resources on where to go for help			
What are two skills you will be using most?				Problem identification, service orientation			
Are there any classes that would be useful?				Customer and Personal Service			
How will you detect and discuss problems on a regular basis?				Daily 1•1's with manager			
Who will document your progress?				I will			

21117 O*NET Occupational Descriptors BUDGET ANALYSTS			1	2	3
Service Provided			Major Activities	Skills	Abilities
Examine budget estimates for completeness, accuracy, and conformance with procedures and regulations. Examine requests for budget revisions, recommend approval or denial, and draft correspondence. Analyze budgeting and accounting reports to maintain expenditure controls. Provide technical assistance in the preparation of budgets.			Analyze data or information Communicate with other workers Get information needed to do the job Monitor and control resources	Information Gathering Management of Financial Resources Mathematics Problem Identification Technical Time Management	Mathematical Reasoning Number Facility Written Comprehension
4	4	7	TASKS PERFORMED	5	6
You	Mgr.	Final	<i>You and your manager complete this section independently. Final results are agreed upon together.</i>	Final	Final
N/A	N/A	N/A	Analyze accounting records to determine financial resources required to implement program and submit recommendations for budget allocations.		Customer Satisfaction
N/A	✓	✓	Recommend approval or disapproval of requests for funds.	✓	Personal/Professional Learning and Growth
N/A	N/A	N/A	Testify regarding proposed budgets before examining and fund-granting authorities to clarify reports and gain support for estimated budget needs.		Process Management/ Improvement
N/A	N/A	N/A			✓ Financial Results
0 ¹	5	5	Current Time Spent: 0-100%	Time Spent Tips <i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>	Performance Codes 1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary
0	5	5	12 Month Objective: 0-100%		
0	2	2	Current Performance: 1-5		
0	3	3	12 Month Objective: 1-5		
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.</i>			Today's Date: _____ Next Performance Development Meeting : _____		
Why do you want to develop this area of your job?					
Which customer will be affected by this objective?					
How will you contribute toward an organizational goal?					
How will you know you have met your objective?					
What will the rewards be for meeting your objective?					
What tools or resources will you need?					
What are two skills you will be using most?					
Are there any classes that would be useful?					
How will you detect and discuss problems on a regular basis?					
Who will document your progress?					

¹ SME did not think she performed these activities

21308A O*NET Occupational Descriptors PURCHASING AGENTS AND CONTRACT SPECIALISTS			1	EXPERTISE REQUIRED Refer to Skills and Abilities Chart for more details.	2	CONTINUING EDUCATION RECOMMENDATIONS Refer to Continuing Education Chart for more details.	3
Services Provided		Major Activities		Skills	Abilities	Administration and Management Computer Applications General Buying Operations	
Compile and analyze statistical data to determine feasibility of buying products and to establish price objectives for contract transactions.		Analyze data or information Judge qualities of things, services, people Make decisions and solve problems Resolve conflict, negotiate with others		Active Listening Management of Financial Resources Negotiation Persuasion Technical Time Management	Oral Comprehension Oral Expression Written Comprehension		
4 🏠 You	4 🏠 Mgr.	7 🏠 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>	5 🏠 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>	6 🏠 Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>
N/A	N/A	N/A	Formulate policies and procedures for bid proposals and procurement of goods and services.		Immediate Work Group: including your manager and other Office Professionals.		Customer Satisfaction
N/A	✓	✓	Locate and arrange for purchase of goods and services necessary for efficient operation of organization.	✓	Other Internal: company workers not included in your immediate work group		Personal/Professional Learning and Growth
N/A	N/A	N/A	Negotiate and administer contracts with suppliers and vendors.	✓	External: customers, partners, suppliers		Process Management/Improvement
N/A	N/A	N/A	🏠		🏠	✓	Financial Results
0 ²	10	10	Current Time Spent: 0-100%	Time Spent Tips	Performance Codes	🏠	
0	10	5	12 Month Objective: 0-100%	Refer to Time Spent Worksheet . Calculate after all 10 descriptors have been reviewed.	1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary		
0	3	3	Current Performance: 1-5				
0	3	3	12 Month Objective: 1-5				
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.</i>			Today's Date: _____ Next Performance Development Meeting : _____				
Why do you want to develop this area of your job?							
Which customer will be affected by this objective?							
How will you contribute toward an organizational goal ?							
How will you know you have met your objective?							
What will the rewards be for meeting your objective?							
What tools or resources will you need?							
What are two skills you will be using most?							
Are there any classes that would be useful?							
How will you detect and discuss problems on a regular basis?							
Who will document your progress?							

² SME did not think she performed these activities

21511C O*NET Occupational Descriptors EMPLOYEE RELATIONS SPECIALIST			1	EXPERTISE REQUIRED <i>Refer to Skills and Abilities Chart for more details.</i>	2	CONTINUING EDUCATION RECOMMENDATIONS Refer to Continuing Education Chart for more details.	3	
Services Provided			Major Activities		Skills	Abilities	Computer Applications English Language Personnel and Human Resources	
Perform a variety of duties to promote employee welfare, such as resolving human relations problems and promoting employee health and well-being.			Communicate with other workers Establish and maintain relationships Get information needed to do the job Organize plan, prioritize		Active Listening Idea Evaluation Social Perceptiveness Speaking Technical Time Management	Oral Comprehension Oral Expression Speech Clarity Written Comprehension Written Expression		
4 🏠 You	4 🏠 Mgr.	7 🏠 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>		5 🏠 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>	6 🏠 Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>
✓	✓	✓	Interview workers and discuss with personnel, human relations and other work-related problems that adversely affect morale, health and productivity			Immediate Work Group: including your manager and other Office Professionals.	✓	Customer Satisfaction
✓	✓	✓	Evaluate and resolve human relations, or work-related problems, and meet with management to determine appropriate action.		✓	Other Internal: company workers not included in your immediate work group	✓	Personal/Professional Learning and Growth
✓	✓	✓	Explain and provide advice to workers about company and government rules, regulations, procedures, and need for compliance.		✓	External: customers, partners, suppliers		Process Management/Improvement
			🏠			🏠		Financial Results
10	10	10	Current Time Spent: 0-100%		Time Spent Tips <i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>	Performance Codes 1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary	🏠	
10	15	10	12 Month Objective: 0-100%					
3.5	4	4	Current Performance: 1-5					
4	4	4	12 Month Objective: 1-5					
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.</i>					🏠 Today's Date: <u>May 12, 2000</u> Next Performance Development Meeting : <u>June 31, 2000</u>			
Why do you want to develop this area of your job?					Be manager's eyes and ears and set an example for other people			
Which customer will be affected by this objective?					Immediate group and internal employees			
How will you contribute toward an organizational goal ?					Employees will become more productive			
How will you know you have met your objective?					I'll sleep better at night and won't take things so personally			
What will the rewards be for meeting your objective?					Shopping spree at Barnes and Noble			
What tools or resources will you need?					Support from my manger			
What are two skills you will be using most?					Speaking and active listening			
Are there any classes that would be useful?					Speaking under duress, active listening, behavioral interviewing			
How will you detect and discuss problems on a regular basis?					Other Assistants will let me know			
Who will document your progress?					I will			

21511D O*NET Occupational Descriptors EMPLOYEE TRAINING SPECIALISTS			1	EXPERTISE REQUIRED Refer to Skills and Abilities Chart for more details.	2	CONTINUING EDUCATION RECOMMENDATIONS Refer to Continuing Education Chart for more details.	3
Services Provided		Major Activities		Skills	Abilities	Computer Applications Education and Training	
Coordinate and conduct employee training programs to train new and existing employees how to perform required work, improve work methods, or comply with policies, procedures, or regulations.		Staff organizational units Communicate with other workers Coach and develop others Communicate with persons outside the organization		Implementation Planning Learning Strategies Reading Comprehension Technical Time Management	Oral Comprehension Oral Expression Speech Clarity Written Expression		
4 You	4 Mgr.	7 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>	5 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>	6 Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>
✓	N/A	✓	Confer with managers, instructors, or customer representatives of industrial or commercial establishment to determine training needs.		Immediate Work Group: including your manager and other Office Professionals.	✓	Customer Satisfaction
✓	✓	✓	Develop and conduct orientation and training for employees or customers of industrial or commercial establishment.	✓	Other Internal: company workers not included in your immediate work group	✓	Personal/Professional Learning and Growth
✓	N/A	✓	Organize and develop training procedure manuals and guides.		External: customers, partners, suppliers		Process Management/Improvement
✓	N/A	✓	Schedule classes based on availability of classrooms, equipment and instructors.				Financial Results
10	10	10	Current Time Spent: 0-100%	Time Spent Tips	Performance Codes		
10	10	5	12 Month Objective: 0-100%	<i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>	1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary		
3.5	3	3	Current Performance: 1-5				
4	3	3	12 Month Objective: 1-5				
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.</i>						Today's Date: _____ Next Performance Development Meeting : _____	
Why do you want to develop this area of your job?							
Which customer will be affected by this objective?							
How will you contribute toward an organizational goal ?							
How will you know you have met your objective?							
What will the rewards be for meeting your objective?							
What tools or resources will you need?							
What are two skills you will be using most?							
Are there any classes that would be useful?							
How will you detect and discuss problems on a regular basis?							
Who will document your progress?							

21511E O*NET Occupational Descriptors PERSONNEL RECRUITERS			1		EXPERTISE REQUIRED Refer to Skills and Abilities Chart for more details.		2		CONTINUING EDUCATION RECOMMENDATIONS Refer to Continuing Education Chart for more details.		3		
Services Provided			Major Activities			Skills			Abilities			Computer Applications	
Seek out, interview, and screen applicants to fill existing and future job openings and to promote career opportunities within an organization.			Coach and develop others Communicate with other workers Communicate with persons outside the organization Staff organizational units			Active Listening Idea Generation Judgment & Decision Making Technical Time Management			Oral Comprehension Oral Expression Speech Clarity Written Comprehension			Personnel and Human Resources	
4 🏠 You	4 🏠 Mgr.	7 🏠 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>			6 🏠 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>			6 🏠 Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>		
✓	N/A	✓	Arrange for interviews and travel and lodging for selected applicants at company expense.				Immediate Work Group: including your manager and other Office Professionals.			✓	Customer Satisfaction		
✓	✓	✓	Conduct reference and background checks on applicants.			✓	Other Internal: company workers not included in your immediate work group				Personal/Professional Learning and Growth		
✓	✓	✓	Evaluate recruitment and selection criteria to ensure conformance to professional, statistical, and testing standards, and recommend revisions as needed.			✓	External: customers, partners, suppliers				Process Management/Improvement		
✓	✓	✓	Interview applicants to determine interests, qualifications, and employment eligibility plans and assist in developing employment and curriculum plans.				🏠 🏠				Financial Results		
✓	✓	✓	Provide potential applicants with information regarding facilities, operations, benefits, and career or job opportunities in organization.							🏠			
2	5	5	Current Time Spent: 0-100%			Time Spent Tips <i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>			Performance Codes 1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary			🏠	
5	5	5	12 Month Objective: 0-100%										
3	4	4	Current Performance: 1-5										
3.5	4	4	12 Month Objective: 1-5										
Performance Development Strategy – Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.						🏠 Today's Date: _____ Next Performance Development Meeting : _____							
Why do you want to develop this area of your job?													
Which customer will be affected by this objective?													
How will you contribute toward an organizational goal ?													
How will you know you have met your objective?													
What will the rewards be for meeting your objective?													
What tools or resources will you need?													
What are two skills you will be using most?													
Are there any classes that would be useful?													
How will you detect and discuss problems on a regular basis?													
Who will document your progress?													

21905 O*NET Occupational Descriptors MANAGEMENT ANALYSTS			1		EXPERTISE REQUIRED Refer to Skills and Abilities Chart for more details.		2		CONTINUING EDUCATION RECOMMENDATIONS Refer to Continuing Education Chart for more details.		3		
Services Provided			Major Activities			Skills			Abilities			Administration and Management Computer Applications Time Management	
Review, analyze and suggest improvements to business and organizational systems to assist management in operating more efficiently and effectively. Conduct organizational studies and evaluations, design systems and procedures, conduct work simplification and measurement studies, and prepare operations and procedures manuals.			Analyze data or information Communicate with other workers Get information needed to do the job Provide consultation and advice to others			Identification of Key Causes Reading Comprehension Speaking Technical Time Management Writing			Speech Clarity Oral Expression Written Expression				
4	4	7	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>			5	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>			6	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>		
You	Mgr.	Final				Final				Final			
✓	N/A	✓	Review forms and reports, and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.				Immediate Work Group: including your manager and other Office Professionals.				Customer Satisfaction		
✓	N/A	✓	Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.			✓	Other Internal: company workers not included in your immediate work group				Personal/Professional Learning and Growth		
✓	N/A	✓	Prepare manuals and train workers in use of new forms, reports, procedures, equipment, according to organizational policy.				External: customers, partners, suppliers			✓	Process Management/Improvement		
											Financial Results		
10	0 ³	10	Current Time Spent: 0-100%			Time Spent Tips		Performance Codes					
5	N/A	5	12 Month Objective: 0-100%			Refer to Time Spent Worksheet . Calculate after all 10 descriptors have been reviewed.		1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary					
3.5	N/A	2	Current Performance: 1-5										
4	N/A	3	12 Month Objective: 1-5										
Performance Development Strategy – Is this an area of your job you want to develop? If yes, then you and your manager should complete this section together. Focus your answers around the details described above.						Today's Date: _____ Next Performance Development Meeting: _____							
Why do you want to develop this area of your job?													
Which customer will be affected by this objective?													
How will you contribute toward an organizational goal ?													
How will you know you have met your objective?													
What will the rewards be for meeting your objective?													
What tools or resources will you need?													
What are two skills you will be using most?													
Are there any classes that would be useful?													
How will you detect and discuss problems on a regular basis?													
Who will document your progress?													

³ Manager was not aware of work SME performed in these areas

21999F O*NET Occupational Descriptors MEETING AND CONVENTION PLANNERS ❶			EXPERTISE REQUIRED ❷ Refer to Skills and Abilities Chart for more details.		CONTINUING EDUCATION RECOMMENDATIONS ❸ Refer to Continuing Education Chart for more details.		
Services Provided Coordinate activities of staff and convention personnel to make arrangements for group meetings and conventions.			Major Activities Organize, plan and prioritize Schedule work and activities Coordinate work and activities of others Make decisions and solve problems		Skills Coordination Management of Personnel Resources Problem Identification Speaking Technical Time Management		
			Abilities Oral Expression Oral Comprehension Written Comprehension		Administration and Management Computer Applications Customer and Personal Service		
❹ You	❹ Mgr.	❷ Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>		❺ Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>	
✓	✓	✓	Consult with customers to determine objectives and requirements for events, such as meetings, conferences, and conventions.		✓	Immediate Work Group: including your manager and other Office Professionals.	
✓	✓	✓	Direct and coordinate activities of staff and convention personnel to make arrangements, prepare facilities, and provide services for events.		✓	Other Internal: company workers not included in your immediate work group	
✓	✓	✓	Evaluate and select providers of services, such as meeting facilities, speakers, and transportation, according to customer requirements.		✓	External: customers, partners, suppliers	
✓	✓	✓	Negotiate and administer contracts with suppliers and vendors.				Financial Results
✓	✓	✓	Plan and develop programs, budgets, and services, such as lodging, catering, and entertainment, according to customer requirements.				
5	10	10	Current Time Spent: 0-100%		Time Spent Tips <i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>		Performance Codes 1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary
10	10	10	12 Month Objective: 0-100%				
3.5	5	5	Current Performance: 1-5				
4	5	5	12 Month Objective: 1-5				
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manager should complete this section together. Focus your answers around the details described above.</i> ❸			Today's Date: _____ Next Performance Development Meeting : _____				
Why do you want to develop this area of your job?							
Which customer will be affected by this objective?							
How will you contribute toward an organizational goal ?							
How will you know you have met your objective?							
What will the rewards be for meeting your objective?							
What tools or resources will you need?							
What are two skills you will be using most?							
Are there any classes that would be useful?							
How will you detect and discuss problems on a regular basis?							
Who will document your progress?							

21999C O*NET Occupational Descriptors EXECUTIVE SECRETARIES AND ADMINISTRATIVE ASSISTANTS			EXPERTISE REQUIRED Refer to Skills and Abilities Chart for more details.		CONTINUING EDUCATION RECOMMENDATIONS Refer to Continuing Education Chart for more details.			
Services Provided Aid executive by coordinating office services, such as personnel, budget preparation and control, housekeeping, records control.		Major Activities Analyze data or information Communicate with other workers Monitor and control resources Perform administrative tasks		Skills Coordination Reading Comprehension Synthesis/Reorganization Technical Time Management Writing	Abilities Near Vision Written Comprehension	Administration and Management Computer Applications Customer and Personal Service		
4 You	4 Mgr.	7 Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>		5 Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>	6 Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>
✓		✓	Analyze operating practices and procedures to create new or to revise existing methods.			Immediate Work Group: including your manager and other Office Professionals.	✓	Customer Satisfaction
✓	✓	✓	Coordinate and direct office services, such as records, budget preparation, personnel, housekeeping, to aid executive.		✓	Other Internal: company workers not included in your immediate work group		Personal/Professional Learning and Growth
✓	✓	✓	File and retrieve corporation documents, records, and reports.			External: customers, partners, suppliers	✓	Process Management/Improvement
✓	✓	✓	Prepare records and reports, such as recommendations for solutions of administrative problems and annual reports.					Financial Results
20	20	20	Current Time Spent: 0-100%		Time Spent Tips	Performance Codes		
30	15	25	12 Month Objective: 0-100%		<i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>	1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary		
4	3	3	Current Performance: 1-5					
5	4	4	12 Month Objective: 1-5					
Performance Development Strategy – <i>Is this is an area of your job you want to develop? If yes, then you and your manger should complete this section together. Focus your answers around the details described above.</i>			Today's Date: <u>May 12, 2000</u> Next Performance Development Meeting : <u>June 31, 2000</u>					
Why do you want to develop this area of your job?			I have a new position. Help make my manager more successful.					
Which customer will be affected by this objective?			My manager					
How will you contribute toward an organizational goal ?			New and better work processes between my manager and me					
How will you know you have met your objective?			My to-do list will be shorter and I won't be micro-managed					
What will the rewards be for meeting your objective?			Higher ranking					
What tools or resources will you need?			Part-time office help					
What are two skills you will be using most?			Coordination and time management					
Are there any classes that would be useful?			Time management					
How will you detect and discuss problems on a regular basis?			Daily one-on-ones					
Who will document your progress?			I will					