

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								
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					
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>								
✓			✓			✓			Analyze internal processes and plans or implement procedural and policy changes to improve operations.			✓					
✓			✓			✓			Coordinate activities of clerical and administrative personnel in establishment or organization.			✓					
N/A			N/A			N/A			Recommend cost saving methods to improve efficiency of department.			✓					
✓			N/A			✓			Prepare and review operational reports and schedules to ensure accuracy and efficiency.			Financial Results					
20			30			20			Current Time Spent: 0-100%			Time Spent Tips					
0			30			10			12 Month Objective: 0-100%			<i>Refer to Time Spent Worksheet. Calculate after all 10 descriptors have been reviewed.</i>					
4			4			4			Current Performance			Performance Codes					
4.5			5			5			12 Month Objective: 1-5			1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary					
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>						8						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							
❹ You	❹ Mgr.	❺ Final	TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>	❻ Final	CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>	❼ Final	CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>
✓	✓	✓	Communicate with customers to ascertain needs, advise on services, adjust complaints, or negotiate contracts.	✓	Immediate Work Group: including your manager and other Office Professionals.	✓	Customer Satisfaction
✓	✓	✓	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	✓	Personal/Professional Learning and Growth
✓	N/A	✓	Plan and adjust work schedules and assign duties to meet customer demands.	✓	External: customers, partners, suppliers		Process Management/Improvement
							Financial Results
5	35	5	Current Time Spent: 0-100%	Time Spent Tips		Performance Codes	
5	35	10	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	
4	3	3	Current Performance: 1-5				
4.5	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: _____ 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?							

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
			TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>		CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>
You	Mgr.	Final		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.	✓	Immediate Work Group: including your manager and other Office Professionals.
✓	N/A	✓	Recommend approval or disapproval of requests for funds.	✓	Other Internal: company workers not included in your immediate work group
✓	N/A	✓	Testify regarding proposed budgets before examining and fund-granting authorities to clarify reports and gain support for estimated budget needs.	✓	External: customers, partners, suppliers
8	0 ¹	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
25	0	30	12 Month Objective: 0-100%		
4	N/A	N/A	Current Performance: 1-5		
4.5	N/A	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 16, 2000</u> Next Performance Development Meeting : <u>October, 2000</u>		
Why do you want to develop this area of your job?			Starting a career transition from Administration to Finance		
Which customer will be affected by this objective?			IS Program Manager		
How will you contribute toward an organizational goal ?			Direct financial impact		
How will you know you have met your objective?			Timely and accurate data will be provided to IS Program Staff Assistant		
What will the rewards be for meeting your objective?			After receiving input from IS Manager, a Code IC Time-Off Award will be issued. SME will be learning what she wanted to.		
What tools or resources will you need?			Role definition from program manager, mentoring relationship with new staff assistant		
What are two skills you will be using most?			Management of financial resources, problem identification		
Are there any classes that would be useful?			Internal company training		
How will you detect and discuss problems on a regular basis?			Staff Assistant will not be receiving data. SME will take initiative to discuss any problems.		
Who will document your progress?			IS Program Manger and Staff Assistant		

¹ Manager was not familiar with work the SME performed in these areas

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
			🏠		🏠		Financial Results
0 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>		🏠	
0	5	5	12 Month Objective: 0-100%	Performance Codes 1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary			
N/A	4	4	Current Performance: 1-5				
N/A	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: _____ 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>
✓	N/A	N/A	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
✓	N/A	N/A	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
5	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	10	12 Month Objective: 0-100%				
4	4	4	Current Performance: 1-5				
4.5	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>				8 🏠 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?							

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	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	✓	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
✓	N/A	✓	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
40	0 ³	30	Current Time Spent: 0-100%			Time Spent Tips		Performance Codes		
30	0	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		
4.5	N/A	4.5	Current Performance: 1-5							
4.5	N/A	4.5	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>						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 Manger was not familiar with work the SME performed in these areas

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	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	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.			✓ ⁴	Customer Satisfaction				
N/A	N/A	N/A	Conduct reference and background checks on applicants.			✓ ⁵	Other Internal: company workers not included in your immediate work group			✓	Personal/Professional Learning and Growth				
✓	N/A	N/A	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				
✓	N/A	N/A	Interview applicants to determine interests, qualifications, and employment eligibility plans and assist in developing employment and curriculum plans.							✓	Financial Results				
✓	N/A	N/A	Provide potential applicants with information regarding facilities, operations, benefits, and career or job opportunities in organization.												
2	0 ⁶	0 ⁷	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	0	0	12 Month Objective: 0-100%												
3.75	N/A	N/A	Current Performance: 1-5												
4.25	N/A	N/A	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?															

⁴ SME concluded that these customers had been serviced

⁵ SME concluded that the work she did in this area contributed to these organizational goals

⁶ Manager was not familiar with work the SME performed in these areas

⁷ Consensus could not be reached

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 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	✓	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		
✓	✓	✓	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		
✓	✓	✓	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		
5	10	10	Current Time Spent: 0-100%			Time Spent Tips		Performance Codes					
5	10	10	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					
4.25	4	4	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>			8 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?													

21999F O*NET Occupational Descriptors MEETING AND CONVENTION PLANNERS			EXPERTISE REQUIRED Refer to Skills and Abilities Chart for more details.		CONTINUING EDUCATION RECOMMENDATIONS 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	
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>	
✓	N/A	✓	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	
✓	N/A	✓	Evaluate and select providers of services, such as meeting facilities, speakers, and transportation, according to customer requirements.	✓	External: customers, partners, suppliers	
✓	N/A	✓	Negotiate and administer contracts with suppliers and vendors.	☞	✓	Financial Results
✓	N/A	✓	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	☞
5	10	10	12 Month Objective: 0-100%			
4.25	3	4	Current Performance: 1-5			
4.5	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>			☞ 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
TASKS PERFORMED <i>You and your manager complete this section independently. Final results are agreed upon together.</i>			CUSTOMERS SERVICED <i>You and your manager should complete this section together. Establish clear definitions for each customer group.</i>		CONTRIBUTIONS TOWARD ORGANIZATIONAL GOALS <i>You and your manager should complete this section together.</i>
4 You	4 Mgr.	7 Final	5 Final	5 Final	
✓	N/A	✓	✓	✓	Customer Satisfaction
✓	N/A	✓			Personal/Professional Learning and Growth
✓	✓	✓			Process Management/Improvement
✓	N/A	✓			Financial Results
10	5	10	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
20	5	10	Current Time Spent: 0-100%		
4.75	4	4	12 Month Objective: 0-100%		
5	5	5	Current Performance: 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?					
How will you detect and discuss problems on a regular basis?					
Who will document your progress?					