

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>			
			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			
			Current Time Spent: 0-100%			Time Spent Tips		Performance Codes						
			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						
			Current Performance											
			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							
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
			Plan and adjust work schedules and assign duties to meet customer demands.		External: customers, partners, suppliers		Process Management/Improvement
							Financial Results
			Current Time Spent: 0-100%	Time Spent Tips	Performance Codes		
			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		
			Current Performance: 1-5				
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21117 O*NET Occupational Descriptors BUDGET 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	
Service Provided			Major Activities		Skills		Abilities		Computer Applications Economics and Accounting Mathematics	
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 🏠 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 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.			Customer Satisfaction	
			Recommend approval or disapproval of requests for funds.			Other Internal: company workers not included in your immediate work group			Personal/Professional Learning and Growth	
			Testify regarding proposed budgets before examining and fund-granting authorities to clarify reports and gain support for estimated budget needs.			External: customers, partners, suppliers			Process Management/ Improvement	
			🏠			🏠			Financial Results	
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Who will document your progress?										

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>
			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
			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
			Negotiate and administer contracts with suppliers and vendors.				External: customers, partners, suppliers			Process Management/Improvement
			🏠				🏠			Financial Results
			Current Time Spent: 0-100%			Time Spent Tips		Performance Codes		🏠
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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			
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			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
			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		🏠
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Are there any classes that would be useful?								
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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>
			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
			Organize and develop training procedure manuals and guides.		External: customers, partners, suppliers		Process Management/Improvement
			Schedule classes based on availability of classrooms, equipment and instructors.				Financial Results
			Current Time Spent: 0-100%	Time Spent Tips	Performance Codes		
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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>		
			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.							🏠			
			Current Time Spent: 0-100%			Time Spent Tips Refer to Time Spent Worksheet . Calculate after all 10 descriptors have been reviewed.			Performance Codes 1 = unsatisfactory 2 = marginal 3 = average 4 = good 5 = exemplary			🏠	
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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>
			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
			Current Time Spent: 0-100%		Time Spent Tips		Performance Codes		
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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		
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			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.		Customer Satisfaction
			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		Personal/Professional Learning and Growth
			Evaluate and select providers of services, such as meeting facilities, speakers, and transportation, according to customer requirements.		External: customers, partners, suppliers		Process Management/Improvement
			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.				
			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		
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21999C O*NET Occupational Descriptors EXECUTIVE SECRETARIES AND ADMINISTRATIVE ASSISTANTS			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 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		
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			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	
			Current Time Spent: 0-100%			Time Spent Tips		Performance Codes				
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