Generalized Work Activities Questionnaire

O*NET
The Occupational Information Network™
Background Information

This survey is designed to capture the diversity of American workers. This questionnaire will be administered to a large number of workers with differing amounts of job experience in many different jobs. Your answers to these questions will help us to know if the goal of diversity is being achieved. Therefore, it is very important that you give accurate answers to these questions.

Please read each question carefully and mark your answer by putting an X in the box beside your answer, or by writing an answer on the line provided.

B1. What is the title of your job? (PLEASE PRINT)

B2. For how long have you worked at this job? (Mark one box)
   - Ten years or more
   - At least 6 years, but less than 10 years
   - At least 3 years, but less than 6 years
   - At least 1 year, but less than 3 years
   - At least 3 month, but less than 12 months
   - At least 1 month, but less than 3 months
   - Less than 1 month

B3. In what year were you born? ........................................ 1 9 ___ ___

B4. Are you male or female? (Mark one box)
   - Male
   - Female

B5. Are you Hispanic or Latino? (Mark one box)
   - Yes
   - No
B6. What is your race? (Mark one or more boxes)

☐ American Indian or Alaska Native
☐ Asian
☐ Black or African American
☐ Native Hawaiian or Other Pacific Islander
☐ White

B7. Do you have any of the following long-lasting conditions?

a. Blindness, deafness, or a severe vision or hearing impairment? ............
   Yes ☐ No ☐

b. A condition that substantially limits one or more basic physical activities
   such as walking, climbing stairs, reaching, lifting, or carrying? ............
   Yes ☐ No ☐

B8. Because of a physical, mental, or emotional condition lasting 6 months or
more, do you have any difficulty doing any of the following activities?

a. Learning, remembering or concentrating? ..............................
   Yes ☐ No ☐

b. Dressing, bathing, or getting around inside the home? ....................
   Yes ☐ No ☐

c. Going outside the home alone to shop or visit a doctor’s office? ...........
   Yes ☐ No ☐

d. Working at a job or business? ..............................................
   Yes ☐ No ☐
Instructions for Making Work Activities Ratings

These questions are about work activities. A work activity is a set of similar actions that are performed together in many different jobs. You will be asked about a series of different work activities and how they relate to your current job - that is, the job you hold now.

Each activity in this questionnaire is named and defined.

For example:

| Getting Information | Observing, receiving, and otherwise obtaining information from relevant sources. |

You are then asked to answer two questions about that activity:

A How important is the activity to your current job?

For example:

| How important is GETTING INFORMATION to the performance of your current job? |
|---|---|---|---|---|
| Not Important* | Somewhat Important | Important | Very Important | Extremely Important |
| 1 | 2 | 3 | 4 | 5 |

Mark your answer by putting an X through the number that represents your answer.

Do not mark on the line between the numbers.

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

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

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

| What level of GETTING INFORMATION is needed to perform your current job? |
|---|---|---|
| Following a standard blueprint | Reviewing a budget | Reviewing the results of a large financial audit |
| 9 | 9 | 9 |
| 1 | 2 | 3 | 4 | 5 |

Mark your answer the same way you did for the first question.
1. Getting Information

Observing, receiving, and otherwise obtaining information from all relevant sources.

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

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

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

- Follow a standard blueprint: 9
- Review a budget: 9
- Study international tax laws: 9

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2. Identifying Objects, Actions, and Events

Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

A. How **important** is IDENTIFYING OBJECTS, ACTIONS, AND EVENTS to the performance of your current job?

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<tr>
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* If you marked Not Important, skip LEVEL below and go on to the next activity.

B. What **level** of IDENTIFYING OBJECTS, ACTIONS, AND EVENTS is needed to perform your current job?

- Test an automobile transmission: 9
- Judge the acceptability of food products: 9
- Determine the reaction of a virus to a new drug: 9

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Highest Level
### 3. Monitoring Processes, Materials, or Surroundings

Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.

**A. How important is MONITORING PROCESSES, MATERIALS, OR SURROUNDINGS to the performance of your current job?**

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

**B. What level of MONITORING PROCESSES, MATERIALS, OR SURROUNDINGS is needed to perform your current job?**

- Check to see if baking bread is done
- Test electrical circuits
- Check the status of a patient in critical medical care

<table>
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<th>Score</th>
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<tr>
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<tr>
<td>Test electrical circuits</td>
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<tr>
<td>Check the status of a patient</td>
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</table>

Highest Level

### 4. Inspecting Equipment, Structures, or Materials

Inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.

**A. How important is INSPECTING EQUIPMENT, STRUCTURES, OR MATERIALS to the performance of your current job?**

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

**B. What level of INSPECTING EQUIPMENT, STRUCTURES, OR MATERIALS is needed to perform your current job?**

- Check that doors to building are locked
- Inspect equipment in a chemical processing plant
- Inspect a nuclear reactor

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<td>Inspect a nuclear reactor</td>
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Highest Level
5. Estimating the Quantifiable Characteristics of Products, Events, or Information

Estimating sizes, distances, and quantities; or determining time, costs, resources, or materials needed to perform a work activity.

A. How important is ESTIMATING THE QUANTIFIABLE CHARACTERISTICS OF PRODUCTS, EVENTS, OR INFORMATION to the performance of your current job?

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

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

B. What level of ESTIMATING THE QUANTIFIABLE CHARACTERISTICS OF PRODUCTS, EVENTS, OR INFORMATION is needed to perform your current job?

Estimate the size of household furnishings to be crated
Estimate the time required to evacuate a city in the event of a major disaster
Estimate the amount of natural resources that lie beneath the world’s oceans
1 2 3 4 5 6 7

Highest Level

6. Judging the Qualities of Objects, Services, or People

Assessing the value, importance, or quality of things or people.

A. How important is JUDGING THE QUALITIES OF OBJECTS, SERVICES, OR PEOPLE to the performance of your current job?

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

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

B. What level of JUDGING THE QUALITIES OF OBJECTS, SERVICES, OR PEOPLE is needed to perform your current job?

Determine whether to remove a tree that has been damaged
Determine the value of property lost in a fire
Establish the value of a recently discovered ancient art work
1 2 3 4 5 6 7

Highest Level
7. Evaluating Information to Determine Compliance with Standards

Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

A. How important is EVALUATING INFORMATION TO DETERMINE COMPLIANCE WITH STANDARDS to the performance of your current job?

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

B. What level of EVALUATING INFORMATION TO DETERMINE COMPLIANCE WITH STANDARDS is needed to perform your current job?

Review forms for completeness
Evaluate a complicated insurance claim
Make a ruling in court for completeness
for compliance with policy terms
on a complicated motion

9 9 9

1 2 3 4 5 6 7

Highest Level

8. Processing Information

Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

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

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

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

Tabulate the costs of parcel deliveries
Calculate the adjustments for insurance claims
Compile data for a complex scientific report

9 9 9

1 2 3 4 5 6 7

Highest Level
9. **Analyzing Data or Information**

Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

A. **How important** is ANALYZING DATA OR INFORMATION to the performance of your current job?

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

B. **What level** of ANALYZING DATA OR INFORMATION is needed to perform your current job?

- Determine the location of a lost order
- Determine the interest cost to finance a new building
- Analyze the cost of medical care services for all hospitals in the country

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Highest Level

10. **Making Decisions and Solving Problems**

Analyzing information and evaluating results to choose the best solution and solve problems.

A. **How important** is MAKING DECISIONS AND SOLVING PROBLEMS to the performance of your current job?

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

B. **What level** of MAKING DECISIONS AND SOLVING PROBLEMS is needed to perform your current job?

- Determine the meal selection for a cafeteria
- Select the location for a major department store
- Make the final decision about a company’s 5-year plan

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Highest Level
11. Thinking Creatively

Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.

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

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

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

Change the spacing on a printed report  Adapt popular music for a high school band  Create new computer software

9 9 9

1 2 3 4 5 6 7

Highest Level

12. Updating and Using Relevant Knowledge

Keeping up-to-date technically and applying new knowledge to your job.

A. How important is UPDATING AND USING RELEVANT KNOWLEDGE to the performance of your current job?

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

B. What level of UPDATING AND USING RELEVANT KNOWLEDGE is needed to perform your current job?

Keep up with price changes in a small retail store  Keep current on changes in maintenance procedures for repairing sports cars  Learn information related to a complex and rapidly changing technology

9 9 9

1 2 3 4 5 6 7

Highest Level
13. Developing Objectives and Strategies

Establishing long-range objectives and specifying the strategies and actions to achieve them.

A. How important is DEVELOPING OBJECTIVES AND STRATEGIES to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

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

B. What level of DEVELOPING OBJECTIVES AND STRATEGIES is needed to perform your current job?

Plan the holiday schedule for an airline workforce Develop the plan to complete the merger of two organizations over a 3-year period Develop a 10-year business plan for an organization

9 9 9

1 2 3 4 5 6 7

Highest Level

14. Scheduling Work and Activities

Scheduling events, programs, and activities, as well as the work of others.

A. How important is SCHEDULING WORK AND ACTIVITIES to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

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

B. What level of SCHEDULING WORK AND ACTIVITIES is needed to perform your current job?

Make appointments for patients using a predetermined schedule Prepare the work schedule for salesclerks in a large retail store Schedule a complex conference program with multiple, parallel sessions

9 9 9

1 2 3 4 5 6 7

Highest Level
15. Organizing, Planning, and Prioritizing Work

Developing specific goals and plans to prioritize, organize, and accomplish your work.

A. How important is ORGANIZING, PLANNING, AND PRIORITIZING WORK to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

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

B. What level of ORGANIZING, PLANNING, AND PRIORITIZING WORK is needed to perform your current job?

Organize a work schedule that is repetitive and easy to plan
Plan and organize your own activities that often change
Prioritize and plan multiple tasks several months ahead

9 9 9

1 2 3 4 5 6 7

Highest Level

16. Performing General Physical Activities

Performing physical activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stooping, and handling of materials.

A. How important is PERFORMING GENERAL PHYSICAL ACTIVITIES to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

1 2 3 4 5

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

B. What level of PERFORMING GENERAL PHYSICAL ACTIVITIES is needed to perform your current job?

Walk between work stations in a small office
Paint the outside of a house
Climb up and down poles to install electricity

9 9 9

1 2 3 4 5 6 7

Highest Level
17. Handling and Moving Objects

Using hands and arms in handling, installing, positioning, and moving materials, and manipulating things.

A. How important is Handling and Moving Objects to the performance of your current job?

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

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

B. What level of Handling and Moving Objects is needed to perform your current job?

- Change settings on copy machines
- Arrange books in a library
- Load boxes on an assembly line

1. 9
2. 9
3. 9

Highest Level

18. Controlling Machines and Processes

Using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).

A. How important is Controlling Machines and Processes to the performance of your current job?

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

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

B. What level of Controlling Machines and Processes is needed to perform your current job?

- Operate a cash register
- Operate a drilling rig
- Operate a precision milling machine

1. 9
2. 9
3. 9

Highest Level
19. Working with Computers

Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

A. How important is WORKING WITH COMPUTERS to the performance of your current job?

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<th>Description</th>
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* If you marked Not Important, skip LEVEL below and go on to the next activity.

B. What level of WORKING WITH COMPUTERS is needed to perform your current job?

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<th>Activity</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Enter employee information into a computer database</td>
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<tr>
<td>2</td>
<td>Write software for keeping track of parts in inventory</td>
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<tr>
<td>3</td>
<td>Set up a new computer system for a large multinational company</td>
</tr>
</tbody>
</table>

20. Operating Vehicles, Mechanized Devices, or Equipment

Running, maneuvering, navigating, or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft, or water craft.

A. How important is OPERATING VEHICLES, MECHANIZED DEVICES, OR EQUIPMENT to the performance of your current job?

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B. What level of OPERATING VEHICLES, MECHANIZED DEVICES, OR EQUIPMENT is needed to perform your current job?

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<thead>
<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>1</td>
<td>Drive a car</td>
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<tr>
<td>2</td>
<td>Drive an 18-wheel tractor-trailer</td>
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<tr>
<td>3</td>
<td>Hover a helicopter in strong wind</td>
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Highest Level
21. Drafting, Laying Out, and Specifying Technical Devices, Parts, and Equipment

Providing documentation, detailed instructions, drawings, or specifications to tell others about how devices, parts, equipment, or structures are to be fabricated, constructed, assembled, modified, maintained, or used.

A. How important is DRAFTING, LAYING OUT, AND SPECIFYING TECHNICAL DEVICES, PARTS, AND EQUIPMENT to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

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

B. What level of DRAFTING, LAYING OUT, AND SPECIFYING TECHNICAL DEVICES, PARTS, AND EQUIPMENT is needed to perform your current job?

Specify the lighting for a work area  Specify the furnishings for a new school  Draw the electronic circuitry for a high-speed scientific computer

9  9  9

1  2  3  4  5  6  7

Highest Level

22. Repairing and Maintaining Mechanical Equipment

Servicing, repairing, adjusting, and testing machines, devices, moving parts, and equipment that operate primarily on the basis of mechanical (not electronic) principles.

A. How important is REPAIRING AND MAINTAINING MECHANICAL EQUIPMENT to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

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

B. What level of REPAIRING AND MAINTAINING MECHANICAL EQUIPMENT is needed to perform your current job?

Make simple, external adjustments  Adjust a to a door hinge with ordinary Overhaul a hand tools  grandfather clock  power plant turbine

9  9  9

1  2  3  4  5  6  7

Highest Level
23. Repairing and Maintaining Electronic Equipment

**Servicing, repairing, calibrating, regulating, fine-tuning, or testing machines, devices, and equipment that operate primarily on the basis of electrical or electronic (not mechanical) principles.**

**A. How important is REPAIRING AND MAINTAINING ELECTRONIC EQUIPMENT to the performance of your current job?**

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

**B. What level of REPAIRING AND MAINTAINING ELECTRONIC EQUIPMENT is needed to perform your current job?**

- Use knobs to adjust a television picture: 9
- Make repairs by removing and replacing circuit boards: 9
- Use complex test equipment to calibrate electronic equipment: 9

Highest Level

24. Documenting/Recording Information

**Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.**

**A. How important is DOCUMENTING/RECORDING INFORMATION to the performance of your current job?**

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

**B. What level of DOCUMENTING/RECORDING INFORMATION is needed to perform your current job?**

- Record the weights of trucks that use the highways: 9
- Document the results of a crime scene investigation: 9
- Maintain information about the use of orbiting satellites for private industry communications: 9

Highest Level
25. **Interpreting the Meaning of Information for Others**

Translating or explaining what information means and how it can be used.

A. **How important** is **INTERPRETING THE MEANING OF INFORMATION FOR OTHERS** to the performance of your current job?

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

B. **What level** of **INTERPRETING THE MEANING OF INFORMATION FOR OTHERS** is needed to perform your current job?

- Interpret a blood pressure reading
- Interpret how foreign tax laws apply to U.S. exports
- Interpret a complex experiment in physics for general audiences

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Highest Level

26. **Communicating with Supervisors, Peers, or Subordinates**

Providing information to supervisors, coworkers, and subordinates by telephone, in written form, e-mail, or in person.

A. **How important** is **COMMUNICATING WITH SUPERVISORS, PEERS, OR SUBORDINATES** to the performance of your current job?

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

B. **What level** of **COMMUNICATING WITH SUPERVISORS, PEERS, OR SUBORDINATES** is needed to perform your current job?

- Write brief notes to others
- Report the results of a sales meeting to a supervisor
- Create videotaped presentation of a company’s internal policies

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Highest Level
27. Communicating with People Outside the Organization

Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

A. How important is COMMUNICATING WITH PEOPLE OUTSIDE THE ORGANIZATION to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

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

B. What level of COMMUNICATING WITH PEOPLE OUTSIDE THE ORGANIZATION is needed to perform your current job?

Have little contact with people outside the organization  Make standard presentations about available services  Prepare or deliver press releases

9  9  9

28. Establishing and Maintaining Interpersonal Relationships

Developing constructive and cooperative working relationships with others, and maintaining them over time.

A. How important is ESTABLISHING AND MAINTAINING INTERPERSONAL RELATIONSHIPS to the performance of your current job?

Not Important*  Somewhat Important  Important  Very Important  Extremely Important

1  2  3  4  5

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

B. What level of ESTABLISHING AND MAINTAINING INTERPERSONAL RELATIONSHIPS is needed to perform your current job?

Exchange greetings with a coworker  Maintain good working relationships with almost all coworkers and clients  Gain cooperation from a culturally diverse group of executives hostile to your company

9  9  9

Highest Level
29. Assisting and Caring for Others

Providing personal assistance, medical attention, emotional support, or other personal care to others such as coworkers, customers, or patients.

A. How important is ASSISTING AND CARING FOR OTHERS to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

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

B. What level of ASSISTING AND CARING FOR OTHERS is needed to perform your current job?

Help a coworker complete an assignment

Assist a stranded traveler in finding lodging

Care for seriously injured persons in an emergency room

30. Selling or Influencing Others

Convincing others to buy merchandise/goods or to otherwise change their minds or actions.

A. How important is SELLING OR INFLUENCING OTHERS to the performance of your current job?

Not Important* Somewhat Important Important Very Important Extremely Important

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

B. What level of SELLING OR INFLUENCING OTHERS is needed to perform your current job?

Convince a coworker to assist with an assignment

Deliver standard arguments or sales pitches to convince others to buy popular products

Deliver major sales campaign in a new market

Highest Level
31. Resolving Conflicts and Negotiating with Others

Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

A. How important is RESOLVING CONFLICTS AND NEGOTIATING WITH OTHERS to the performance of your current job?

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

B. What level of RESOLVING CONFLICTS AND NEGOTIATING WITH OTHERS is needed to perform your current job?

- Apologize to a customer who complains about waiting too long
- Get two subordinates to agree about vacation schedules
- Negotiate a major labor-management contract

9 9 9

1 2 3 4 5 6 7

Highest Level

32. Performing for or Working Directly with the Public

Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

A. How important is PERFORMING FOR OR WORKING DIRECTLY WITH THE PUBLIC to the performance of your current job?

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

B. What level of PERFORMING FOR OR WORKING DIRECTLY WITH THE PUBLIC is needed to perform your current job?

- Tend a highway toll booth
- Sell shoes in a popular shoe store
- Perform a monologue on national TV

9 9 9

1 2 3 4 5 6 7

Highest Level
33. **Coordinating the Work and Activities of Others**

Getting members of a group to work together to accomplish tasks.

A. **How important is COORDINATING THE WORK AND ACTIVITIES OF OTHERS to the performance of your current job?**

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B. **What level of COORDINATING THE WORK AND ACTIVITIES OF OTHERS is needed to perform your current job?**

- Exchange information during a shift change: 9
- Organize the cleanup crew after a major sporting event: 9
- Act as general contractor for building a large industrial complex: 9

34. **Developing and Building Teams**

Encouraging and building mutual trust, respect, and cooperation among team members.

A. **How important is DEVELOPING AND BUILDING TEAMS to the performance of your current job?**

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B. **What level of DEVELOPING AND BUILDING TEAMS is needed to perform your current job?**

- Encourage two coworkers to stick with a tough assignment: 9
- Lead an assembly team in an automobile plant: 9
- Lead a large team to design and build a new aircraft: 9

Highest Level
### 35. Training and Teaching Others

Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.

**A. How important is TRAINING AND TEACHING OTHERS to the performance of your current job?**

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

**B. What level of TRAINING AND TEACHING OTHERS is needed to perform your current job?**

- Give coworkers brief instructions on a simple procedural change: 9
- Teach a social sciences course to high school students: 9
- Develop and conduct training programs for a medical school: 9

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Highest Level

### 36. Guiding, Directing, and Motivating Subordinates

Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

**A. How important is GUIDING, DIRECTING, AND MOTIVATING SUBORDINATES to the performance of your current job?**

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

**B. What level of GUIDING, DIRECTING, AND MOTIVATING SUBORDINATES is needed to perform your current job?**

- Work occasionally as a backup supervisor: 9
- Supervise a small number of subordinates in a well-paid industry: 9
- Manage a severely downsized unit: 9

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Highest Level
### 37. Coaching and Developing Others

Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.

**A. How important is COACHING AND DEVELOPING OTHERS to the performance of your current job?**

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

**B. What level of COACHING AND DEVELOPING OTHERS is needed to perform your current job?**

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<td>Lowest Level</td>
<td>Show a coworker how to operate a piece of equipment</td>
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<td>Highest Level</td>
<td>Provide on-the-job training for clerical workers</td>
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<td>Coach a college athletic team</td>
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### 38. Providing Consultation and Advice to Others

Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.

**A. How important is PROVIDING CONSULTATION AND ADVICE TO OTHERS to the performance of your current job?**

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**B. What level of PROVIDING CONSULTATION AND ADVICE TO OTHERS is needed to perform your current job?**

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<td>Work in a position that requires little advising of others</td>
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<td>Highest Level</td>
<td>Recommend a new software package to increase operational efficiency</td>
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<td>Provide ideas for changing an organization to increase profitability</td>
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### 39. Performing Administrative Activities

Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

**A. How important is PERFORMING ADMINISTRATIVE ACTIVITIES to the performance of your current job?**

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

**B. What level of PERFORMING ADMINISTRATIVE ACTIVITIES is needed to perform your current job?**

- Complete routine paperwork on standard forms: **9**
- Complete tax forms required of self-employed people: **9**
- Serve as the benefits director for a large computer sales organization: **9**

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<tr>
<td>Complete routine paperwork on standard forms</td>
<td>Complete tax forms required of self-employed people</td>
<td>Serve as the benefits director for a large computer sales organization</td>
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### 40. Staffing Organizational Units

Recruiting, interviewing, selecting, hiring, and promoting employees in an organization.

**A. How important is STAFFING ORGANIZATIONAL UNITS to the performance of your current job?**

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

**B. What level of STAFFING ORGANIZATIONAL UNITS is needed to perform your current job?**

- Work in a position that has minimal staffing requirements: **9**
- Interview candidates for a sales position and make hiring recommendations: **9**
- Direct a large recruiting and employment program for a large international manufacturing organization: **9**

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<tr>
<td>Work in a position that has minimal staffing requirements</td>
<td>Interview candidates for a sales position and make hiring recommendations</td>
<td>Direct a large recruiting and employment program for a large international manufacturing organization</td>
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</table>
A. How important is Monitoring and Controlling Resources to the performance of your current job?

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

B. What level of Monitoring and Controlling Resources is needed to perform your current job?

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<td>1</td>
<td>Work as a housekeeper responsible for keeping track of linens</td>
</tr>
<tr>
<td>2</td>
<td>Work as a chef responsible for ordering food for the menu</td>
</tr>
<tr>
<td>3</td>
<td>Serve as a financial executive in charge of a large company's budget</td>
</tr>
</tbody>
</table>

* Highest Level