

300 - Foundation Skills & Business Literacy

301 - Basic Business Reading

Understanding of basic written information such as emails, procedures, directions, and memos.

Behaviors

- ▶ Demonstrates understanding of written material in work related documents.
- ▶ Demonstrates understanding of basic vocabulary and workplace terminology.
- ▶ Follows basic written directions accurately and consistently.
- ▶ Accurately interprets and follows written workplace policies, including Human Resources, Safety, IT, and Security procedures.
- ▶ Identifies areas in written documents being used for work that have apparent problems, e.g. they are out-of-date, ambiguous, or incorrect, and brings the potential issues to the attention of appropriate persons.

Behavioral Questions

Experienced

- ▶ Describe a time you had to read something challenging in the workplace.
- ▶ Describe the type of reading you had to do at your last job.

Inexperienced

- ▶ Describe the most difficult book or article you have read.

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302 - Basic Business Writing

Communication of ideas and information through emails, notes, texts, letters, reports, or memos.

Behaviors

- ▶ Consistently uses correct spelling, grammar, punctuation, and use of words when writing.
- ▶ Writes clearly and concisely by using the least amount of words necessary to be effective in communicating ideas.
- ▶ Adjusts writing style to meet the needs of the person or groups that will be the readers.
- ▶ Proactively reviews own writing and makes edits as needed to ensure legibility and neatness, clarity, and accuracy.
- ▶ Demonstrates appropriate professionalism in workplace writing, i.e. appropriate vocabulary, use of designated forms or letterhead, etc.
- ▶ Anticipates when a written document may be complex or confusing for those that will receive it and follows-up to ensure the document has been properly interpreted.
- ▶ Ensures that written communications or documents sent outside the organization are professional, follow organization standards, and do not in any way jeopardize the organization.

Behavioral Questions

Inexperienced

- ▶ Describe a report or paper you have written.

Experienced

- ▶ Describe a time you were asked to write a report/other document for work which was challenging.
- ▶ Describe a typical example of a report or other writing that you created in your last position.

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303 - Business Arithmetic

Basic computations using addition, subtraction, multiplication and division to answer business questions or solve business problems.

Behaviors

- ▶ Recognizes when it is appropriate to use arithmetic to solve a problem or answer a question.
- ▶ Effectively performs the processes of addition, subtraction, multiplication, and division with little or no error.
- ▶ Quickly recognizes obvious errors in arithmetic, i.e. answers that "just cannot be correct."
- ▶ Applies the correct order of operation for addition, subtraction, multiplication, and division in problems involving arithmetic.
- ▶ Applies the appropriate amount of verifying of results based on the use and importance of the calculation
- ▶ Effectively and appropriately uses appropriate tools such as calculators and/or spreadsheets based on the nature and complexity of the calculation

Behavioral Questions

Inexperienced

- ▶ Describe a time you had to use math to solve a problem.

Experienced

- ▶ Describe a time you noticed and fixed a math error before it caused (or continued to cause) a problem.
- ▶ Describe a time you used math to solve a problem at work.

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304 - Basic Math and Statistics

Knowledge and use of a variety of basic math or statistics concepts and practices such as basic algebra or geometry, descriptive statistics, and related terminology commonly used in a work setting.

Behaviors

- ▶ Understands basic mathematical terminology such as averages, discounts, metric measures, medians, and/or measurements such as dimensions, angles, and altitudes.
- ▶ Effectively performs common math operations and measurements used in work setting such as averages, discounts, dimensions, weights, etc.
- ▶ Correctly uses appropriate tools to perform calculations such as spreadsheets or calculators.
- ▶ When faced with a problem, selects the best math or statistical approach, and avoids using approaches that aren't appropriate.
- ▶ Understands basic statistics or math calculations in documents, tables, spreadsheets, or discussions and accurately interprets what the results mean to the organization.
- ▶ Understands and properly uses common data displays such as bar graphs, pie charts, scatter diagrams, and trend lines.
- ▶ Quickly identifies obvious mathematical or statistical errors when making calculations or in reports.
- ▶ Explains own use of math or statistics as needed in a manner that is helpful and understandable.
- ▶ Identifies areas of opportunity for the company based on evaluation of mathematical/statistical results.

Behavioral Questions

Experienced

- ▶ Describe a time you communicated the meaning of calculations or statistics to others at work.
- ▶ Describe a time you used math to solve or understand an issue at work.

Inexperienced

- ▶ Describe a time you used math in a creative way to solve a problem.

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305 - Time Management

Recognizing priorities and allocating time among various responsibilities.

Behaviors

- ▶ Schedules calendar to create efficiencies such as multipurpose meetings, minimizing travel times, and elimination of low priority tasks
- ▶ Sets needed but not excessive time frames for completing work and consistently completes work on schedule.
- ▶ Identifies and completes tasks of most importance before other less important tasks.
- ▶ Re-prioritizes tasks as needed to frequently to resolve urgent issues or new priorities.
- ▶ Anticipates and minimizes common causes of wasted time (e.g. excessive email, unplanned interruptions, etc.) As possible reserves some blocks of time for work with few or no distractions.
- ▶ Manages challenges or delays effectively so as to not jeopardize required delivery schedules, renegotiating time frames as necessary.
- ▶ As possible uses technology to speed the completion of work and/or to reduce travel time (e.g. remote meetings)
- ▶ Anticipates likely problems or delays in advance and works to resolve them in advance or plans for additional resources in order to complete work in a timely manner.
- ▶ Identifies areas where time savings can be realized without jeopardizing quality or safety.

Behavioral Questions

Inexperienced

- ▶ Describe a time when you had to let something drop in order to meet deadlines on other goals or projects.
- ▶ Describe a time you accomplished a number of goals with limited time.

Experienced

- ▶ Describe a time you managed competing work objectives on a tight deadline.

300 - Foundation Skills & Business Literacy

306 - Business Acumen

Understanding of the key drivers and finances of the business in order to help maximize its performance.

Behaviors

- ▶ Is familiar with the mission and current goals of the organization.
- ▶ Shows understanding of the business's competitive advantages and how these contribute to financial gain.
- ▶ Demonstrates an understanding of how one's own work impacts other parts of the company and the bottom line.
- ▶ Understands the roles of all the key business functions (e.g. sales, marketing, finance, operations, and support functions) and how they work together and interrelate.
- ▶ Understands the industry in which the organization operates, including the key opportunities, constraints, and competitive advantages.
- ▶ Recognizes and recommends opportunities to make the company more efficient and competitive.
- ▶ Collects and leverages economic, financial, and/or industry data to solve business problems or identify opportunities.
- ▶ Maintains and applies knowledge of the company's strengths and weaknesses in decision making.
- ▶ Considers the business's long-term and short-term goals in making decisions or recommendations.

Behavioral Questions

Inexperienced

- ▶ Describe a time when you were able to accomplish a task by leveraging your knowledge of practices that are used in business.

Experienced

- ▶ Describe a time when you were able to work cooperatively with an organization support function such as Sales, IT, Purchasing, etc. to achieve your objectives.
- ▶ Describe a time when you were chiefly responsible for achieving an important organizational goal.
- ▶ Describe how you have leveraged organization competitive advantages in your work.
- ▶ Tell me about a time when your knowledge of your organization's business model impacted a decision you made or the way you handled an issue.

300 - Foundation Skills & Business Literacy

307 - Financial Acumen

Competency composed of behaviors that demonstrate an ability to understand and utilize financial reports to make decisions, incorporate financial terminology into reports, and demonstrate familiarity with budgeting and accounting procedures.

Behaviors

- ▶ Understands basic financial concepts, such as cash flow, cost of capital, etc.
- ▶ Understands basic financial reports, such as a balance sheets and income statements and the interrelationships of how changes in one statement affects other statements.
- ▶ Understands and correctly uses common financial terminology and measures, such as ROI, EBITDA, Sarbanes Oxley (SOX), etc.
- ▶ Is familiar with the internal established financial processes of the organization, such as budgeting and basic accounting procedures.
- ▶ Remains up-to-date with the financial performance of the organization, i.e. awareness of how close the company is to meeting financial goals at any given time.
- ▶ Properly completes budgets according to organization requirements.
- ▶ Completes financial reports and documentation in an accurate, complete, and timely manner.
- ▶ Allocates financial resources in a manner that maximizes the benefit of the organization

Behavioral Questions

Experienced

- ▶ Describe a time you made a measurable impact on increasing revenue or reducing costs.
- ▶ Tell me about a time when you leveraged your financial knowledge to solve a problem or enhance organization performance?
- ▶ Tell me about a time when you used a variety of organizational resources to achieve a challenging financial goal.
- ▶ Tell me about a time you achieved a challenging financial goal at work.

Inexperienced

- ▶ Describe a time you managed a challenging financial situation.

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308 - Judgment

Consideration of benefits and drawbacks of possible actions and identification of most favorable option for the organization.

Behaviors

- ▶ Evaluates different situations or circumstances and draws sound conclusions.
- ▶ Effectively uses all available resources, including experience, reflection, research, or other reasonable sources in order to make sound judgments.
- ▶ Carefully factors team or company goals rather than what is best for oneself.
- ▶ Gives proper consideration to laws, policies, procedures, or organization values prior to making judgments.
- ▶ Strives to keep personal biases out of workplace judgments.
- ▶ If a poor judgment has been made, rectifies with affected parties and avoids making a similar error again.
- ▶ Knows when it is important to seek approval from others before acting on judgments.
- ▶ Understands when others have valuable perspectives that must be considered prior to making a judgment.
- ▶ Recognizes those situations when it is necessary to "think out of the box" because conventional approaches will not be sufficient for achieving goals.

Behavioral Questions

Inexperienced

- ▶ Describe a time where you had to assess a certain situation and draw a conclusion in your previous role/field of study.
- ▶ Tell me about a time where a judgment you made did not work out as intended.

Experienced

- ▶ Describe a time you had to assess a situation and come to a conclusion in the workplace.

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309 - Technical Skills (Generic)

Possession of a competent level of technical and professional skills in job-related areas.

Behaviors

- ▶ Displays knowledge and skills necessary to perform assigned duties.
- ▶ Demonstrates practical application of technical knowledge; is able to use specific knowledge to benefit a department or the organization as a whole.
- ▶ Effectively uses available technology.
- ▶ Performs increasingly more complex tasks to expand one's area of technical expertise.
- ▶ Acquires and refines current developments in areas of expertise in a way that adds value or insight to one's team or organization.
- ▶ Acts as a resource in his or her area of specialty, is knowledgeable and can effectively communicate concepts/information to others.
- ▶ Seeks feedback and suggestions to improve one's performance such as quality of work, productivity, or effectiveness.
- ▶ Willingly learns and adapts to changes in procedures, functionality, or tasks.

Behavioral Questions

Experienced

- ▶ Describe a time when you did not have the information needed to accomplish a job task.
- ▶ Describe a time when you took the initiative to enhance your own technical skills.
- ▶ Describe a time you had to adapt your work style to changing job requirements.
- ▶ Describe how you have used technology to enhance your workplace effectiveness.
- ▶ Describe how you stayed up to date on important job knowledge in your last position.

Inexperienced

- ▶ Describe a time when you had to "stretch" your skills to accomplish a challenging task.
- ▶ Describe a time you began a challenging new role or position.
- ▶ Tell me how you have kept your skills sharp in your favorite hobby or activity.
- ▶ With new information becoming available all the time it can be difficult to stay up to date on any topic. Describe how you have kept your knowledge of some topic current.