This Occupational Competency Analysis Profile (OCAP) for business administration and management is an employer-verified competency list that evolved from a modified DACUM (Developing a Curriculum) job analysis process involving business, industry, labor, and community agency representatives throughout Ohio. The competency list consists of six units: (1) economic and business concepts, (2) management and supervision, (3) accounting and financial functions, (4) information technology, (5) general office functions, and (6) communications. Competencies for employability also are listed in six units: career development, decision making and problem solving, work ethic, job-seeking skills, job retention and career advancement skills, and technology in the workplace. Each OCAP identifies the occupational, academic, and employability skills (competencies), clustered into broader subunits and units and coded by priority, needed to enter a given occupation or occupational area. The OCAP guide also includes an academic job profile showing levels of proficiency in academic areas needed for business administration and management; a total list of academic competencies as well as a list of the competencies needed for these occupations; and a list of the members of the verification panels. (KC)
BUSINESS ADMINISTRATION AND MANAGEMENT

VERIFICATION PANEL

Terrie Huston, CPS, Secretarial Consultant, Columbus, Ohio
Chuck Johnson, National City Bank, Northwest, Toledo, Ohio
Christina Lombardo, Checkfree Corporation, Columbus, Ohio
Jerry Reeder, G.T.E. North Telephone Operations, Marion, Ohio
Michael L. Schlecht, Whirlpool Corporation, Marion, Ohio
Thomas G. Schneider, Investors Asset Management, Medina, Ohio
Chris Spengler, CPS/CAM, The University of Toledo, Toledo, Ohio
Walter G. Williams, Organizational Transfer and Outplacement Consultant, Cincinnati, Ohio

Division of Vocational and Adult Education
Ohio Department of Education

Vocational Instructional Materials Laboratory
Center on Education and Training for Employment
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Vocational Instructional Materials Laboratory
Center on Education and Training for Employment - The Ohio State University
1900 Kenny Road
Columbus, Ohio 43210
Introduction

What is an OCAP?

According to the Action Plan for Accelerating the Modernization of Vocational Education: Ohio’s Future at Work—

A comprehensive and verified employer competency list will be developed and kept current for each program

—Imperative 3, Objective 2—

The Occupational Competency Analysis Profiles (OCAPs) are the Ohio Division of Vocational and Adult Education’s response to that objective.

OCAPs are competency lists—verified by expert workers—that evolve from a modified DACUM job analysis process involving business, industry, labor, and community agency representatives from throughout Ohio. The OCAP process is directed by the Vocational Instructional Materials Laboratory located at The Ohio State University’s Center on Education and Training for Employment.

How is the OCAP used?

Each OCAP identifies the occupational, academic, and employability skills (or competencies) needed to enter a given occupation or occupational area. The OCAP not only lists the competencies but also clusters those competencies into broader units and details the knowledge, skills, and attitudes (competency builders) needed to perform each competency.

Within the competency list are two levels of items: core and advancing. Core items, which are essential for entry-level employment, are required to be taught and are the basis for questions on the Ohio Vocational Competency Assessment (OVCA). Advancing items (marked with an asterisk) are those needed to advance in a given occupation.

School districts may add as many units, competencies, and/or competency builders as desired to reflect local employment needs, trends, and specialties. Local advisory committees should be actively involved in the identification and verification of additional items. Vocational and applied academic instructors will be able to formulate their courses of study using the varied contents of the OCAP and will be able to monitor competency gains via the new criterion-referenced competency testing program, which is tied to the competencies identified on the OCAP.
OCAPs are updated using materials located through an extensive review of the literature. The Vocational Instructional Materials Laboratory wishes to extend thanks and appreciation to the panel of teachers that reviewed this updated OCAP prior to verification to fine-tune and polish it for presentation to the subject-matter experts on the verification panel. The following teachers served on the Business Administration and Management Teacher Review Panel:

Carolyn Basford, *Centerville High School*, Centerville, Ohio
Roy Bendel, *Cuyahoga Valley Career Center*, Brecksville, Ohio
Dona L. Cardone, *Medina County Career Center*, Medina, Ohio
Chris Hamm, *Warren County Career Center*, Lebanon, Ohio
Occupational Competency Analysis Profile:
Business Administration and Management
Unit 1: Economic and Business Concepts

Competency 1.1: Demonstrate knowledge of the nature of business

Competency Builders:

1.1.1 Identify types of business organizations and functions
1.1.2 Explain the components of a business plan
1.1.3 Identify business reporting and information flow
1.1.4 Identify the ways in which organizational functions are interdependent
1.1.5 Identify types of communication channels (e.g., formal, informal)
1.1.6 Define the role of strategic planning in a business
1.1.7 Identify generally accepted business ethics
1.1.8 Differentiate between ethics and legality

Competency 1.2: Demonstrate knowledge of economic concepts

Competency Builders:

1.2.1 Explain basic economic concepts
1.2.2 Interpret economic terminology
1.2.3 Describe the characteristics of a free enterprise system
1.2.4 Compare/contrast various forms of competition (e.g., pure competition, oligopoly, monopoly)
1.2.5 Identify the cyclical nature of the economy (e.g., unemployment, recession, inflation, balance of trade, budget deficits)
1.2.6 Identify the effects of public and private economic activity on the business sector
1.2.7 Identify how world economic geography concepts, boundaries, barriers, cultures, and politics impact on the balance of trade and import/export processes
1.2.8 Compare/contrast foreign economic and political systems
1.2.9 Compare/contrast international and U.S. banking practices
1.2.10 Apply economic concepts to the global market

Competency 1.3: Demonstrate knowledge of legal concepts

Competency Builders:

1.3.1 Explain basic business law concepts
1.3.2 Interpret legal terminology
1.3.3 Identify the terms of company contracts, policies, and procedures
1.3.4 Identify basic kinds of commercial paper
1.3.5 Interpret contracts and/or legal documents*
1.3.6 Classify contracts that fall within the statute of frauds*
1.3.7 Identify elements of an enforceable contract
1.3.8 Identify requirements of negotiability
1.3.9 Identify workers’ rights regarding workplace issues (e.g., safety, drug testing, harassment, discrimination, privacy)
1.3.10 Describe how various laws impact working conditions, wages and hours, civil rights, social security, disability, unemployment insurance, and pensions
1.3.11 Describe government regulations relevant to conducting business
1.3.12 Describe how various laws impact competition (e.g., Sherman Act, Robinson-Patman, NAFTA)
1.3.13 Identify international law and the role of governments as they pertain to business*
1.3.14 Compare/contrast international and U.S. legal practices*
1.3.15 Apply legal concepts to the global market*

*Advancing
Competency 1.4: Demonstrate knowledge of marketing concepts

**Competency Builders:**

1.4.1 Explain basic marketing concepts (internal and external)
1.4.2 Interpret marketing terminology (e.g., marketing mix)
1.4.3 Identify ways businesses compete with one another (e.g., quality, service, status, price)
1.4.4 Identify target markets
1.4.5 Analyze internal and external markets
1.4.6 Determine appropriate customer service levels
1.4.7 Identify strategies for relating to customers
1.4.8 Identify strategies for monitoring internal and external customer needs
1.4.9 Identify alternative marketing strategies (e.g., micro, macro, smart services)
1.4.10 Select marketing concepts appropriate to identified markets

Competency 1.5: Demonstrate knowledge of management concepts

**Competency Builders:**

1.5.1 Define management
1.5.2 Identify management styles
1.5.3 Explain the major functions of management (e.g., planning, organizing, leading, controlling, and evaluating)
1.5.4 Identify the activities that are part of each management function
1.5.5 Compare/contrast management functions
1.5.6 Identify ways in which authority, accountability, and responsibility relate to task accomplishment
1.5.7 Identify problem-solving steps and techniques
1.5.8 Identify decision-making skills and techniques
1.5.9 Identify critical thinking skills and techniques
1.5.10 Describe past, current, and emerging management trends (e.g., quality circles, suggestion systems, total quality management, risk management, total preventive maintenance, continuous improvement, time management, team building, inventory management, flexible time, telecommuting)
1.5.11 Compare/contrast foreign cultures and customs
1.5.12 Explain the influences of foreign management styles

Unit 2: Management and Supervision

Competency 2.1: Maintain a safe working environment

**Competency Builders:**

2.1.1 Access needed safety information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
2.1.2 Identify health and safety standards established by government agencies
2.1.3 Explain relationships between health, safety, and productivity
2.1.4 Comply with government and/or company rules and regulations related to health and safety
2.1.5 Identify preventive measures for dealing with the main causes of accidents in the facility
2.1.6 Identify preventive measures for dealing with the main causes of health problems (e.g., carpal tunnel syndrome) in the facility

*Continued*
Competency 2.1:  Maintain a safe working environment—Continued

2.1.7 Identify preventive measures for dealing with violations of personnel security
2.1.8 Ensure maintenance of a clean work area
2.1.9 Perform safety audits and inspections
2.1.10 Solve safety problems using problem-solving, decision-making, and critical thinking skills

Competency 2.2:  Guide assigned areas of responsibility/accountability using goals consistent with established organizational goals and strategies

Competency Builders:

2.2.1 Set short- and long-term goals for assigned areas of responsibility/accountability
2.2.2 Demonstrate commitment to established goals and vision
2.2.3 Obtain support for goals
2.2.4 Provide support for goals
2.2.5 Monitor goal achievement
2.2.6 Adjust goals
2.2.7 Communicate goal achievement
2.2.8 Provide recognition for goal achievement

Competency 2.3:  Perform staffing functions

Competency Builders:

2.3.1 Develop plans and procedures for identifying staffing needs
2.3.2 Implement staffing needs plan
2.3.3 Develop job descriptions
2.3.4 Develop hiring and promotion policies and procedures in compliance with state and federal employment laws*
2.3.5 Prepare guidelines for selecting most qualified person for specific position
2.3.6 Comply with state and federal employment laws and company hiring policies and procedures
2.3.7 Identify resources for locating candidates
2.3.8 Recruit employees
2.3.9 Identify most appropriate candidates for position (e.g., appropriate skills, team fit, contractual specifications)
2.3.10 Interview candidates for position
2.3.11 Follow up on information provided on job applications (e.g., contact references listed)
2.3.12 Recommend or select applicants for employment
2.3.13 Orient new employees
2.3.14 Maintain personnel records
2.3.15 Comply with labor contracts
2.3.16 Comply with Workers’ Compensation guidelines
2.3.17 Provide for unconventional work schedules (e.g., flex time, shared positions)
2.3.18 Identify additional or alternative employee benefits that the company might consider furnishing to employees and their families

*Advancing
Competency 2.4: Manage employee performance

**Competency Builders:**

2.4.1 Apply management/leadership style appropriate for situation
2.4.2 Communicate performance expectations
2.4.3 Create/maintain an environment supportive of productivity
2.4.4 Monitor employee performance
2.4.5 Maintain performance records
2.4.6 Evaluate employee performance
2.4.7 Provide constructive criticism and feedback
2.4.8 Counsel employees (e.g., concerning personal issues, career objectives, drug and alcohol abuse, violence)
2.4.9 Discipline employees
2.4.10 Make recommendations based on employee performance (e.g., transfer, promote, dismiss)
2.4.11 Manage the change process (e.g., for right sizing, technologies, globalization, retraining)
2.4.12 Adhere to company policies and federal laws concerning nondiscrimination and harassment
2.4.13 Demonstrate sensitivity to diversity, including gender, culture, race, language, physical and mental challenges, and family structures
2.4.14 Demonstrate appreciation of diversity, including gender, culture, race, language, physical and mental challenges, and family structures
2.4.15 Apply knowledge of motivational theories in selecting management techniques (e.g., Maslow, Herzberg)
2.4.16 Solve personnel problems using problem-solving, decision-making, and critical thinking skills

Competency 2.5: Provide employee development activities*

**Competency Builders:**

2.5.1 Analyze employee development needs (e.g., retraining, updating, stress management)*
2.5.2 Select development strategies designed to meet individual and group needs*
2.5.3 Identify the benefits of employee development activities offered outside the organization (e.g., workshops, conferences, course work, professional associations)*
2.5.4 Secure personnel, resources, materials, and equipment for employee development activities*
2.5.5 Monitor employee development activities*
2.5.6 Keep employees informed about development opportunities*
2.5.7 Encourage employee participation in development activities*
2.5.8 Evaluate employee progress*
2.5.9 Provide feedback to employees concerning their progress*
2.5.10 Provide formal and informal recognition for employee development*

Competency 2.6: Perform strategic planning functions*

**Competency Builders:**

2.6.1 Guide the planning process using problem-solving, decision-making, and critical thinking skills*
2.6.2 Analyze needs*
2.6.3 Secure needed information through research*
2.6.4 Develop goals and objectives*
2.6.5 Prioritize goals and objectives*

*Continued*
**Competency 2.6:** Perform strategic planning functions*—Continued

2.6.6 Develop action plan for achieving objectives*
2.6.7 Project trends and outcomes using forecasting techniques*
2.6.8 Prepare budgets*
2.6.9 Analyze budgets*
2.6.10 Develop strategic plan*

**Competency 2.7:** Perform routine management functions

**Competency Builders:**

2.7.1 Guide the management process using problem-solving, decision-making, and critical thinking skills
2.7.2 Develop management objectives
2.7.3 Conduct task analyses
2.7.4 Create/maintain organizational and/or departmental charts
2.7.5 Maintain procedure manuals
2.7.6 Solve space utilization problems using math and problem-solving skills
2.7.7 Follow chain of command
2.7.8 Maintain confidentiality
2.7.9 Clarify company policies and procedures
2.7.10 Communicate cost containment factors
2.7.11 Prepare budgets
2.7.12 Monitor budget activity
2.7.13 Prepare managerial reports
2.7.14 Analyze daily production reports
2.7.15 Represent the organization to the public

**Competency 2.8:** Perform project management functions*

**Competency Builders:**

2.8.1 Guide the project management process using problem-solving, decision-making, and critical thinking skills*
2.8.2 Identify tools used in project planning (e.g., PERT, GANTT)*
2.8.3 Analyze needs*
2.8.4 Establish priorities*
2.8.5 Determine quality measures and countermeasures*
2.8.6 Prepare project budgets*
2.8.7 Develop project plans*
2.8.8 Meet project time lines*
2.8.9 Schedule employee work assignments*
2.8.10 Develop management reporting system*
2.8.11 Monitor project progress*
2.8.12 Collect project data and records*
2.8.13 Analyze project data and records*
2.8.14 Interpret project data and records*
2.8.15 Take action on the basis of project data and records*

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Competency 2.9: Manage work flow and operations

*Competency Builders:*

2.9.1 Plan physical layout and work flow
2.9.2 Illustrate business or job procedures/operations using flowcharts
2.9.3 Prioritize work
2.9.4 Establish/maintain operating policies and procedures
2.9.5 Establish/maintain production standards
2.9.6 Establish/maintain linkages with other departments*
2.9.7 Systematize work
2.9.8 Communicate operating policies and procedures, priorities, linkages, and standards*
2.9.9 Provide work assignments and instructions
2.9.10 Monitor progress
2.9.11 Solve work flow/operations problems using problem-solving, decision-making, and critical thinking skills
2.9.12 Prepare productivity reports*
2.9.13 Communicate contents of productivity reports to others in accordance with company procedures*

Competency 2.10: Maintain company security (facilities, equipment, products, information)

*Competency Builders:*

2.10.1 Access needed information using company references (e.g., procedural manuals, documentation, standards, work flowcharts)
2.10.2 Plan security procedures in accordance with business ethics*
2.10.3 Communicate security procedures internally
2.10.4 Comply with security procedures (i.e., established rules, regulations, and codes)
2.10.5 Document security procedures
2.10.6 Perform security checks
2.10.7 Correct security problems using problem-solving, decision-making, and critical thinking skills

Competency 2.11: Support the company’s social and community involvement

*Competency Builders:*

2.11.1 Propose environmental, education, and community needs and social issues on which to focus company support
2.11.2 Select issues on which to focus company support*
2.11.3 Participate in social and/or community activities
2.11.4 Encourage staff involvement
2.11.5 Recognize the importance of the company’s social and community relationships and their effects on the company
Unit 3: Accounting and Financial Functions

Competency 3.1: Apply mathematical skills

Competency Builders:

3.1.1 Solve addition, subtraction, multiplication, and division problems manually
3.1.2 Solve addition, subtraction, multiplication, and division problems using a calculator
3.1.3 Convert/reduce fractions
3.1.4 Compute percentages and ratios
3.1.5 Solve business-related problems using algebraic formulas
3.1.6 Determine whether sufficient, insufficient, or extraneous information is given for solving a problem
3.1.7 Solve finance charge and annual percentage rate problems using a calculator
3.1.8 Solve compound interest problems
3.1.9 Construct tables or graphs using computer software
3.1.10 Interpret tables and graphs (line, circle, and bar)
3.1.11 Apply business statistics
3.1.12 Compute business and financial data
3.1.13 Perform data analysis and probability*

Competency 3.2: Perform general accounting functions

Competency Builders:

3.2.1 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
3.2.2 Apply generally accepted accounting principles and procedures in various business environments
3.2.3 Apply basic managerial accounting concepts
3.2.4 Select computer software appropriate for the function to be performed
3.2.5 Select mathematical skills appropriate for the function to be performed
3.2.6 Process receivables
3.2.7 Process payables
3.2.8 Process purchases
3.2.9 Monitor expense accounts
3.2.10 Prepare budgets
3.2.11 Make financial decisions using problem-solving, decision-making, and critical thinking skills

*Advancing
Competency 3.3: Perform payroll functions

Competency Builders:

3.3.1 Access needed information using manufacturers’ manuals, documentation, terminology, and other reference materials
3.3.2 Comply with company policies and procedures related to payroll
3.3.3 Apply generally accepted accounting principles and procedures
3.3.4 Select mathematical skills appropriate for the function to be performed
3.3.5 Select computer software appropriate for the function to be performed
3.3.6 Process payroll documents
3.3.7 Calculate employee earnings and deductions
3.3.8 Prepare payroll checks
3.3.9 Complete payroll records
3.3.10 Monitor personnel costs
3.3.11 Prepare payroll tax reports

Competency 3.4: Perform financial analyses*

Competency Builders:

3.4.1 Interpret data on financial statements (e.g., income statement, balance sheet, cash flow statement, net worth statement)*
3.4.2 Analyze financial reports*
3.4.3 Prepare comparative (actual vs. budgeted) income statements*
3.4.4 Prepare cost and revenue analyses*
3.4.5 Prepare financial statement analyses*
3.4.6 Interpret sales forecasts*
3.4.7 Explain how dynamic foreign exchange rates affect profit*
3.4.8 Compare/contrast traditional and nontraditional sources of financing*

Unit 4: Information Technology

Competency 4.1: Demonstrate knowledge of computerized information processing

Competency Builders:

4.1.1 Identify applications of computers in business
4.1.2 Explain data processing concepts
4.1.3 Interpret information processing terminology
4.1.4 Interpret software licensing agreements
4.1.5 Identify computer hardware components and software
4.1.6 Identify current operating systems
4.1.7 Locate needed information on computer printouts
4.1.8 Interpret information on computer printouts
4.1.9 Locate errors on computer printouts
4.1.10 Identify the procedures for installing equipment and software

*Advancing
Competency 4.2: Perform basic word processing functions

*Competency Builders:*

4.2.1 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
4.2.2 Follow written and/or oral specifications
4.2.3 Apply basic communication skills
4.2.4 Apply basic computer skills
4.2.5 Create files using word processing functions
4.2.6 Input data using word processing functions
4.2.7 Process data using word processing functions
4.2.8 Output data using word processing functions
4.2.9 Verify accuracy of output
4.2.10 Integrate word processing files with other application software
4.2.11 Perform desktop publishing functions

Competency 4.3: Perform basic spreadsheet functions

*Competency Builders:*

4.3.1 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
4.3.2 Follow written and/or oral specifications
4.3.3 Apply mathematical skills (e.g., algebraic, statistical)
4.3.4 Apply basic computer skills
4.3.5 Create files using spreadsheet functions
4.3.6 Input data using spreadsheet functions
4.3.7 Process data using spreadsheet functions
4.3.8 Output data using spreadsheet functions
4.3.9 Verify accuracy of output
4.3.10 Integrate spreadsheet files with other application software

Competency 4.4: Perform basic database functions

*Competency Builders:*

4.4.1 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
4.4.2 Follow written and/or oral specifications
4.4.3 Apply basic computer skills
4.4.4 Create files using database functions
4.4.5 Input data using database functions
4.4.6 Process data using database functions
4.4.7 Output data using database functions
4.4.8 Verify accuracy of output
4.4.9 Integrate database files with other application software
Competency 4.5: Perform basic graphics functions

**Competency Builders:**

- **4.5.1** Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
- **4.5.2** Follow written and/or oral specifications
- **4.5.3** Apply basic communication skills
- **4.5.4** Apply basic computer skills
- **4.5.5** Create files using graphics functions
- **4.5.6** Input data using graphics functions
- **4.5.7** Process data using graphics functions
- **4.5.8** Output data using graphics functions
- **4.5.9** Verify accuracy of output
- **4.5.10** Integrate graphics files with other application software

Competency 4.6: Perform basic electronic communications functions

**Competency Builders:**

- **4.6.1** Comply with copyright and privacy laws
- **4.6.2** Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
- **4.6.3** Follow written and/or oral specifications
- **4.6.4** Employ applications and features of electronic communication systems (e.g., bulletin boards, information services, electronic library retrieval services, worldwide networks, electronic banking, computer conferencing, video technology)
- **4.6.5** Compare/contrast network architectures (i.e., star, ethernet, ring, bus configuration)*
- **4.6.6** Send/receive messages/documents via electronic mail
- **4.6.7** Send/receive messages/documents via electronic data interchange (EDI)
- **4.6.8** Send/receive messages/documents via personal communications network (PCN)
- **4.6.9** Send/receive messages/documents via facsimile machine

Competency 4.7: Perform multimedia communication functions

**Competency Builders:**

- **4.7.1** Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
- **4.7.2** Follow written and/or oral specifications
- **4.7.3** Apply basic communication skills
- **4.7.4** Apply basic computer skills
- **4.7.5** Create presentations using more than one medium (e.g., computer display, video equipment, audio equipment)
- **4.7.6** Create files using presentation software
- **4.7.7** Input data using presentation software
- **4.7.8** Process data using presentation software
- **4.7.9** Determine method of output (e.g., slides, overheads, printed material, monitors, LCD panels)
- **4.7.10** Identify outside or inside sources for producing output
- **4.7.11** Output data using presentation software
- **4.7.12** Verify accuracy of output
- **4.7.13** Integrate presentation files with other application software

*Advancing
Competency 4.8: Select equipment and software

**Competency Builders:**

4.8.1 Apply problem-solving, decision-making, and critical thinking skills in recommending and selecting equipment and software
4.8.2 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
4.8.3 Evaluate equipment and software
4.8.4 Recommend equipment and software for lease or purchase
4.8.5 Make final equipment and software selections*
4.8.6 Order equipment and software
4.8.7 Install equipment and software

Competency 4.9: Maintain equipment and software

**Competency Builders:**

4.9.1 Schedule routine maintenance
4.9.2 Maintain software
4.9.3 Update software
4.9.4 Troubleshoot malfunctions using problem-solving skills
4.9.5 Correct minor malfunctions
4.9.6 Report major malfunctions
4.9.7 Inventory equipment and software
4.9.8 Maintain inventory records
4.9.9 Prepare inventory reports

Unit 5: General Office Functions

Competency 5.1: Perform telephone operations

**Competency Builders:**

5.1.1 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
5.1.2 Employ telephone etiquette
5.1.3 Place local calls
5.1.4 Place national and international calls using direct dial, telephone credit card, or operator assistance
5.1.5 Verify information provided by other party
5.1.6 Take phone messages
5.1.7 Send/receive messages via mobile communications
5.1.8 Send/receive messages via voice messaging
5.1.9 Send/receive messages via teleconferencing
5.1.10 Maintain lists of needed numbers (e.g., phone, fax, e-mail)
Competency 5.2: Maintain files

Competency Builders:

5.2.1 Access needed information using company and manufacturers’ references (e.g., procedural manuals, documentation, standards, work flowcharts)
5.2.2 Select filing/storage system appropriate for materials to be filed (e.g., manual, automated, microfilm)
5.2.3 Organize files (e.g., alphabetic, numeric, alpha-numeric, geographic, or subject filing system)
5.2.4 Index files
5.2.5 File documents and integrated media (e.g., electronic resumes, videos, disks)
5.2.6 Secure files for legality and confidentiality
5.2.7 Retrieve documents and integrated media
5.2.8 Update files
5.2.9 Identify legal and other considerations related to records retention
5.2.10 Determine retention schedule
5.2.11 Purge files according to retention schedule
5.2.12 Streamline files (e.g., consolidate, archive, destroy)

Competency 5.3: Maintain supplies and forms

Competency Builders:

5.3.1 Prepare budget for supplies and forms
5.3.2 Prepare cost justification for the purchasing of supplies and forms
5.3.3 Prioritize requests
5.3.4 Order supplies and forms
5.3.5 Verify supplies and forms received
5.3.6 Store supplies and forms in a secure location
5.3.7 Issue supplies and forms
5.3.8 Inventory supplies and forms
5.3.9 Purge supplies and forms
5.3.10 Prepare inventory reports

Competency 5.4: Duplicate materials

Competency Builders:

5.4.1 Comply with copyright laws
5.4.2 Differentiate between types of duplication resources and methods available and their features
5.4.3 Identify factors to consider in determining most appropriate duplication resource and method to use
5.4.4 Recommend vendors based on specified criteria (e.g., features, support and maintenance services)
5.4.5 Follow established equipment maintenance procedures
5.4.6 Troubleshoot equipment problems using problem-solving and decision-making skills
Competency 5.5: Arrange domestic and international travel

**Competency Builders:**

5.5.1 Determine most appropriate method of travel
5.5.2 Plan trips (e.g., work with travel agent, arrange car rentals, make hotel reservations)
5.5.3 Gather information needed for international travel (e.g., health policies, driving regulations, customs procedures and restrictions, passport and visa requirements, monetary exchange procedures, time differences, weather, embassy locations, ground transportation, cultural differences, government travel alerts)
5.5.4 Develop travel itinerary
5.5.5 Complete expense reports

Unit 6: Communications

**Competency 6.1: Apply communication skills**

**Competency Builders:**

6.1.1 Guide communication activities using problem-solving, decision-making, and critical thinking skills
6.1.2 Guide communication activities using established rules for grammar, spelling, and sentence construction
6.1.3 Evaluate audience
6.1.4 Determine means of communication appropriate to audience and situation (e.g., telephone, meeting, electronic mail, written communications)
6.1.5 Determine timing of communications
6.1.6 Follow written and/or oral instructions
6.1.7 Apply creativity in oral and written communications
6.1.8 Proofread documents
6.1.9 Edit documents using proofreading symbols
6.1.10 Correct documents
6.1.11 Interpret oral, written, and nonverbal communication
6.1.12 Interpret charts, graphs, schematics, illustrations, tables, and other visual aids
6.1.13 Use nonverbal communication to reinforce intended message
6.1.14 Present messages in a form that assists recipient’s understanding (e.g., write and speak concisely, write legibly)
6.1.15 Demonstrate active listening skills
6.1.16 Secure needed information using questioning techniques
6.1.17 Participate in group discussions and meetings
6.1.18 Support communication using charts, graphs, schematics, illustrations, tables, and other visual aids
6.1.19 Assess communication skills (verbal, nonverbal, written, oral)
6.1.20 Refine communication skills
Competency 6.2: Maintain open communications

Competency Builders:

6.2.1 Employ active listening skills
6.2.2 Evaluate audience
6.2.3 Build personal communications
6.2.4 Develop communications with superiors
6.2.5 Develop communications with subordinates
6.2.6 Develop communications with peers
6.2.7 Develop communications with other departments
6.2.8 Develop communications with customers
6.2.9 Build trust through communications
6.2.10 Employ negotiation skills
6.2.11 Employ conflict resolution skills
6.2.12 Determine sensitivity of subject
6.2.13 Determine timing of communications
6.2.14 Develop an approachable atmosphere

Competency 6.3: Gather information needed for international business communications

Competency Builders:

6.3.1 Access needed information using internal and external resources
6.3.2 Identify greetings and simple phrases in the language of each country in which business is conducted
6.3.3 Develop proficiency in the language of each country in which business is frequently conducted*
6.3.4 Identify social customs specific to each country before visits (e.g., acceptable and potentially offensive behaviors)
6.3.5 Identify business protocol specific to each country in which business is conducted
6.3.6 Identify behaviors specific to the U.S. that could cause offense when business is conducted with another country
6.3.7 Solve cultural dilemmas using problem-solving, decision-making, and critical thinking skills

Competency 6.4: Compose documents

Competency Builders:

6.4.1 Evaluate audience
6.4.2 Gather information
6.4.3 Organize information
6.4.4 Develop outline
6.4.5 Draft document
6.4.6 Credit outside sources used
6.4.7 Solicit input from others
6.4.8 Dictate document
6.4.9 Prepare final document
6.4.10 Annotate letters, reports, and/or news articles
6.4.11 Compose various types of business communications (e.g., memos, letters, reports)

*Advancing
Competency 6.5: Deliver oral presentations

*Competency Builders:*

6.5.1 Evaluate audience
6.5.2 Gather information
6.5.3 Compose presentation outline
6.5.4 Prepare presentation materials
6.5.5 Supplement oral presentations with the use of audiovisuals
6.5.6 Practice presentation
6.5.7 Revise presentation based on feedback from practice session
6.5.8 Deliver presentation incorporating both verbal and nonverbal communication skills
6.5.9 Obtain feedback on the effectiveness of presentation

Competency 6.6: Conduct meetings

*Competency Builders:*

6.6.1 Plan meetings
6.6.2 Select type of meeting and strategies appropriate for the tasks to be accomplished
6.6.3 Set agendas
6.6.4 Schedule meeting
6.6.5 Invite appropriate personnel
6.6.6 Determine need for outside speakers
6.6.7 Assign responsibility for tasks associated with the planned meeting (e.g., room arrangement, refreshments, staff presentations, materials duplication, audiovisual setup, taking of minutes)
6.6.8 Make introductions
6.6.9 Establish ground rules
6.6.10 Encourage questions and comments, and group participation
6.6.11 Adhere to set agenda items
6.6.12 Adhere to established meeting time line
6.6.13 Establish procedure for handling nonagenda items (e.g., recording such items on an issues list)
6.6.14 Determine appropriate action, time frame, and accountability for tasks
6.6.15 Distribute minutes in timely manner to appropriate persons
6.6.16 Employ parliamentary procedure*
Occupational Competency Analysis Profile:

Employability
Unit 1: Career Development

Competency 1.1: Investigate career options

Competency Builders:
1.1.1 Determine interests and aptitudes
1.1.2 Identify career options
1.1.3 Research interests, knowledge, abilities, and skills needed in an occupation
1.1.4 Select careers that best match interests and aptitudes
1.1.5 Identify advantages and disadvantages of career options, including self-employment and nontraditional careers

Competency 1.2: Utilize career information

Competency Builders:
1.2.1 Identify a range of career information resources
1.2.2 Use a range of resources to obtain career information (e.g., handbooks, career materials, labor market information, and computerized career-information delivery systems)
1.2.3 Demonstrate knowledge of various classification systems that categorize occupations and industries (e.g., Dictionary of Occupational Titles)
1.2.4 Describe the educational requirements of various occupations
1.2.5 Identify individuals in selected occupations as possible information resources, role models, or mentors
1.2.6 Describe the impact of factors such as population, climate, employment trends, and geographic location on occupational opportunities
1.2.7 Assess differences in the wages, benefits, annual incomes, cost of living, and job opportunities associated with selected career options
1.2.8 Determine labor market projections for selected career options

Competency 1.3: Participate in a career exploration activity

Competency Builders:
1.3.1 Identify career exploration activities (e.g., job shadowing, mentoring, volunteer experiences, part-time employment, and cooperative education)
1.3.2 Compare traits, skills, and characteristics required for specific career choices with individual’s traits, skills, and characteristics
1.3.3 Recognize potential conflicts between personal characteristics and career choice areas
1.3.4 Describe the impact of exploration activities on current career choices

Competency 1.4: Assess the relationship between educational achievement and career planning

Competency Builders:
1.4.1 Describe how skills developed in academic and vocational programs relate to career goals
1.4.2 Describe how education relates to the selection of a college major, further training, and/or entry into the job market
1.4.3 Identify skills that can apply to a variety of occupational requirements
1.4.4 Explain the importance of possessing learning skills in the workplace
Competency 1.5: Develop an individual career plan

**Competency Builders:**

1.5.1 Identify career goal(s)
1.5.2 Identify worker conditions, education, training, and employment opportunities related to selected career goal(s)
1.5.3 Describe school and community resources available to help achieve career goal(s)
1.5.4 Identify career ladders possible within selected career goal(s)*
1.5.5 Identify additional experiences needed to move up identified career ladders*
1.5.6 Recognize that changes may require retraining and upgrading of employees’ skills

Competency 1.6: Annually review/revise the individual career plan

**Competency Builders:**

1.6.1 Identify experiences that have reinforced selection of the specific career goal(s) listed on the individual career plan
1.6.2 Identify experiences that have changed the specific career goal(s) listed on the individual career plan
1.6.3 Modify the career goals(s) and educational plans on the individual career plan
1.6.4 Ensure that parents or guardians provide input into the individual career plan process
1.6.5 Identify the correlation between the individual career plan and the actual courses to be taken in high school
1.6.6 Identify the correlation between the individual career plan and postsecondary training, adult education, or employment

Unit 2: Decision Making and Problem Solving

Competency 2.1: Apply decision-making techniques in the workplace

**Competency Builders:**

2.1.1 Identify the decision to be made
2.1.2 Compare alternatives
2.1.3 Determine the consequences of each alternative
2.1.4 Make decisions based on values and goals
2.1.5 Evaluate the decision made

Competency 2.2: Apply problem-solving techniques in the workplace

**Competency Builders:**

2.2.1 Diagnose the problem, its urgency, and its causes
2.2.2 Identify alternatives and their consequences in relation to the problem
2.2.3 Recognize multicultural and nonsexist dimensions of problem solving
2.2.4 Explore possible solutions to the problem using a variety of resources
2.2.5 Compare/contrast the advantages and disadvantages of each solution
2.2.6 Determine appropriate action
2.2.7 Implement action
2.2.8 Evaluate results of action implemented
Unit 3: Work Ethic

Competency 3.1: Evaluate the relationship of self-esteem to work ethic

Competency Builders:
3.1.1 Identify special characteristics and abilities in self and others
3.1.2 Identify internal and external factors that affect self-esteem
3.1.3 Identify how individual characteristics relate to achieving personal, social, educational, and career goals
3.1.4 Identify the relationship between personal behavior and self-concept

Competency 3.2: Analyze the relationship of personal values and goals to work ethic both in and out of the workplace

Competency Builders:
3.2.1 Distinguish between values and goals
3.2.2 Determine the importance of values and goals
3.2.3 Evaluate how one's values affect one's goals
3.2.4 Identify own short- and long-term goals
3.2.5 Prioritize own short- and long-term goals
3.2.6 Identify how one's values are reflected in one's work ethic
3.2.7 Identify how interactions in the workplace affect one's work ethic
3.2.8 Identify how life changes affect one's work ethic

Competency 3.3: Demonstrate work ethic

Competency Builders:
3.3.1 Examine factors that influence work ethic
3.3.2 Display initiative
3.3.3 Demonstrate dependable attendance and punctuality
3.3.4 Demonstrate organizational skills
3.3.5 Adhere to schedules and deadlines
3.3.6 Demonstrate a willingness to learn
3.3.7 Demonstrate a willingness to accept feedback and evaluation
3.3.8 Demonstrate interpersonal skills required for working with and for others
3.3.9 Describe appropriate employer-employee interactions for various situations
3.3.10 Express feelings and ideas in an appropriate manner for the workplace

Competency 3.4: Demonstrate safety skills

Competency Builders:
3.4.1 Practice safe work habits
3.4.2 Identify safety hazards
3.4.3 Employ preventative safety measures
3.4.4 Demonstrate appropriate care and use of equipment and facilities to ensure safety
3.4.5 Comply with safety and emergency procedures
Unit 4:   Job-Seeking Skills

Competency 4.1:   Prepare for employment

*Competency Builders:*

4.1.1 Identify traditional and nontraditional employment sources
4.1.2 Utilize employment sources
4.1.3 Research job opportunities, including nontraditional careers
4.1.4 Interpret equal employment opportunity laws
4.1.5 Explain the critical importance of personal appearance, hygiene, and demeanor throughout the employment process
4.1.6 Prepare for generic employment tests and those specific to an occupation/organization

Competency 4.2:   Develop a résumé

*Competency Builders:*

4.2.1 Identify personal strengths and weaknesses
4.2.2 List skills and/or abilities, career objective(s), accomplishments/achievements, educational background, work experience, volunteer/community contributions, and organizational memberships
4.2.3 Select an acceptable résumé format
4.2.4 Use correct grammar and spelling and concise wording
4.2.5 Secure references
4.2.6 Complete the résumé

Competency 4.3:   Complete the job application process

*Competency Builders:*

4.3.1 Explain the importance of an application form
4.3.2 Obtain job application forms
4.3.3 Demonstrate appropriate behaviors (e.g., personal appearance, hygiene, and demeanor) for obtaining job application forms in person
4.3.4 Describe methods for handling illegal questions on job application forms
4.3.5 Demonstrate legible written communication skills using correct grammar and spelling and concise wording
4.3.6 Return application to appropriate person
4.3.7 Request interview
4.3.8 Follow up on application status

Competency 4.4:   Demonstrate interviewing skills

*Competency Builders:*

4.4.1 Investigate interview procedures
4.4.2 Demonstrate appropriate behaviors (e.g. appearance, hygiene, and demeanor) for the interview
4.4.3 Demonstrate question-and-answer techniques
4.4.4 Demonstrate methods for handling difficult and/or illegal interview questions
4.4.5 Use correct grammar and concise wording
OCAP: Employability

Competency 4.5: Secure employment

Competency Builders:

4.5.1 Identify present and future employment opportunities within an occupation/organization
4.5.2 Research the organization/company
4.5.3 Use follow-up techniques to enhance employment potential
4.5.4 Evaluate job offer(s)
4.5.5 Respond to job offer(s)

Unit 5: Job Retention and Career Advancement Skills

Competency 5.1: Analyze the organizational structure of the workplace

Competency Builders:

5.1.1 Identify employer expectations regarding job performance, work habits, attitudes, personal appearance, and hygiene
5.1.2 Comply with company policies and procedures
5.1.3 Examine the role/relationship between employee and employer
5.1.4 Recognize opportunities for advancement and reasons for termination
5.1.5 Recognize the organization’s ethics.

Competency 5.2: Maintain positive relations with others

Competency Builders:

5.2.1 Exhibit appropriate work habits and attitudes
5.2.2 Identify behaviors for establishing successful working relationships
5.2.3 Cooperate through teamwork and group participation
5.2.4 Demonstrate a willingness to compromise
5.2.5 Identify methods for dealing with harassment, bias, and discrimination based on race, color, national origin, gender, religion, disability, or age
5.2.6 Cooperate with authority
5.2.7 Accept supervision

Competency 5.3: Demonstrate accepted social and work behaviors

Competency Builders:

5.3.1 Demonstrate a positive attitude
5.3.2 Demonstrate accepted conversation skills
5.3.3 Use good manners
5.3.4 Accept responsibility for assigned tasks
5.3.5 Demonstrate personal hygiene
5.3.6 Demonstrate knowledge of a position
5.3.7 Perform quality work
Competency 5.4: Analyze opportunities for personal and career growth*

*Competency Builders:

5.4.1 Determine opportunities within chosen occupation/organization*
5.4.2 Determine other career opportunities outside chosen occupation/organization*
5.4.3 Evaluate the factors involved in considering a new position within or outside an occupation/organization*
5.4.4 Exhibit characteristics needed for advancement*

Unit 6: Technology in the Workplace

Competency 6.1: Demonstrate knowledge of technology issues

*Competency Builders:

6.1.1 Demonstrate knowledge of the characteristics of technology
6.1.2 Demonstrate knowledge of how technology systems are applied
6.1.3 Assess the impact of technology on the individual, society, and environment
6.1.4 Demonstrate knowledge of the evolution of technology
6.1.5 Identify how people, information, tools and machines, energy, capital, physical space, and time influence the selection and use of technology
6.1.6 Identify legal and ethical issues related to technology (e.g., confidentiality, information sharing, copyright protection)

Competency 6.2: Demonstrate skills related to technology issues

*Competency Builders:

6.2.1 Exhibit willingness to adapt to technological change
6.2.2 Utilize technological systems
6.2.3 Utilize a variety of resources and processes to solve technological problems
6.2.4 Employ higher-order thinking skills for solving technological problems
6.2.5 Work as a team member in solving technological problems
6.2.6 Use technology in a safe and responsible manner
6.2.7 Apply science, mathematics, communication, and social studies concepts to solve technological problems
6.2.8 Demonstrate ingenuity and creativity in the use of technology*
6.2.9 Utilize a formal method (systems approach) in solving technological problems*
Unit 7: Lifelong Learning

Competency 7.1: Apply lifelong learning practices to individual situations

Competency Builders:

7.1.1 Define lifelong learning
7.1.2 Identify factors that cause the need for lifelong learning
7.1.3 Identify changes that may require the retraining and upgrading of employee’s skills
7.1.4 Identify avenues for lifelong learning
7.1.5 Participate in lifelong learning activities

Competency 7.2: Adapt to change

Competency Builders:

7.2.1 Analyze the causes and effects of change
7.2.2 Identify the effect of change on goals
7.2.3 Identify the importance of flexibility when reevaluating goals
7.2.4 Evaluate the need for lifelong learning experiences in adapting to change

Unit 8: Economic Education

Competency 8.1: Analyze how an economy functions as a whole

Competency Builders:

8.1.1 Describe how individuals and societies make choices to satisfy needs and wants with limited resources
8.1.2 Identify how production factors (land, labor, capital, and entrepreneurship) are used to produce goods and services
8.1.3 Illustrate how individuals and households exchange their resources for the income they use to buy goods and services
8.1.4 Explain how individuals and business firms use resources to produce goods and services to generate income
8.1.5 Identify characteristics of command, market, and traditional economies*
8.1.6 Describe how all levels of government assess taxes in order to provide services

Competency 8.2: Analyze how an economic system is a framework within which decisions are made by individuals and groups

Competency Builders:

8.2.1 List several individuals and groups that make economic decisions at the local, state, and national levels
8.2.2 Identify the important roles that local, state, and national governments play in a market economy

Continued
Competency 8.2: Analyze how an economic system is a framework within which decisions are made by individuals and groups—Continued

8.2.3 List examples of how government decisions affect individuals
8.2.4 Identify how geographic locations affect the political and economic systems of the world
8.2.5 Evaluate how markets allocate goods and services
8.2.6 Explain how resources, goods, and services are exchanged in markets
8.2.7 Explain competition and its effect on the market

Competency 8.3: Analyze the importance of making informed personal financial decisions

Competency Builders:

8.3.1 Describe the need for personal management records
8.3.2 Create a personal budget
8.3.3 Create a budget for a family of four for one month
8.3.4 Explain how credit affects personal/family finances
8.3.5 Identify steps to avoid credit problems
8.3.6 Make informed consumer choices in response to personal needs and wants
8.3.7 Identify factors that influence consumer decisions (e.g., advertisements, peer groups, price, and location)
8.3.8 Explain the costs and benefits for individuals of various types of taxation at the local, state, and federal levels

Unit 9: Balancing Work and Family

Competency 9.1: Analyze the effects of family on work

Competency Builders:

9.1.1 Recognize how family values, goals, and priorities are reflected in the workplace
9.1.2 Identify present and future family structures and responsibilities
9.1.3 Describe personal and family roles
9.1.4 Analyze concerns of working parent(s)
9.1.5 Examine how family responsibilities can conflict with work
9.1.6 Identify ways to resolve family-related conflicts
9.1.7 Explain how to use support systems/community resources to help resolve family-related conflicts

Competency 9.2: Analyze the effects of work on family

Competency Builders:

9.2.1 Identify responsibilities associated with paid and nonpaid work
9.2.2 Compare the advantages and disadvantages of multiple incomes
9.2.3 Explain how work can conflict with family responsibilities
9.2.4 Explain how work-related stress can affect families
9.2.5 Identify family support systems and resources
Unit 10: Citizenship in the Workplace

Competency 10.1: Exercise the rights and responsibilities of citizenship in the workplace

Competency Builders:
10.1.1 Identify the basic rights and responsibilities of citizenship in the workplace
10.1.2 Identify situations in which compromise is necessary
10.1.3 Examine how individuals from various backgrounds contribute to the workplace
10.1.4 Demonstrate initiative to facilitate cooperation
10.1.5 Give/receive constructive criticism to enhance cooperation

Competency 10.2: Prepare to work in a multicultural society

Competency Builders:
10.2.1 Identify ways to live in a multicultural society with mutual respect and appreciation for others
10.2.2 Examine how culture and experience create differences in people
10.2.3 Demonstrate respect for the contributions made by all people
10.2.4 Investigate personal cultural background as a means of developing self-respect
10.2.5 Make personal choices that reduce discrimination, isolation, and prejudice
10.2.6 Work effectively with people irrespective of their race, gender, religion, ethnicity, disability, age, or cultural background

Unit 11: Leadership

Competency 11.1: Evaluate leadership styles appropriate for the workplace

Competency Builders:
11.1.1 Identify characteristics of effective leaders
11.1.2 Compare leadership styles
11.1.3 Demonstrate effective delegation skills
11.1.4 Investigate empowerment concepts
11.1.5 Identify opportunities to lead in the workplace

Competency 11.2: Demonstrate effective teamwork skills

Competency Builders:
11.2.1 Identify the characteristics of a valuable team member
11.2.2 Identify methods of involving each team member
11.2.3 Contribute to team efficiency and success
11.2.4 Determine ways to motivate team members
Competency 11.3: Utilize effective communication skills

Competency Builders:

11.3.1 Identify the importance of listening
11.3.2 Demonstrate effective listening skills
11.3.3 Demonstrate assertive communication techniques
11.3.4 Recognize the importance of verbal and nonverbal cues and messages
11.3.5 Prepare written material
11.3.6 Analyze written material
11.3.7 Give/receive feedback
11.3.8 Communicate thoughts
11.3.9 Use appropriate language
11.3.10 Follow oral and written instructions
11.3.11 Demonstrate effective telephone techniques
11.3.12 Identify technology in communications

Unit 12: Entrepreneurship

Competency 12.1: Evaluate the role of small business

Competency Builders:

12.1.1 Identify the impact of small business on the local economy
12.1.2 Examine the relationship of small business to a national (USA) and global economy
12.1.3 Identify factors that contribute to the success of small business
12.1.4 Identify factors that contribute to the failure of small business
12.1.5 Identify the components of a business plan

Competency 12.2: Examine entrepreneurship as a personal career option

Competency Builders:

12.2.1 Evaluate personal interests and skills
12.2.2 Compare personal interests and skills with those necessary for entrepreneurship
12.2.3 Determine motives for becoming an entrepreneur
12.2.4 Identify the advantages and disadvantages of owning a small business
12.2.5 Compare business ownership to working for others
Academic Job Profile
The Purpose of Job Profiling

Developed by American College Testing (ACT), the purpose of the Job Profiling process is to identify the level of applied academic skills that, according to business and industry, students must master to qualify for and be successful in their occupation of choice. The results of Job Profile "leveling" can help teachers to better target instruction toward their students' needs.

As part of the Ohio Vocational Competency Assessment (OVCA) program, the Vocational Instructional Materials Laboratory (VIML) at The Ohio State University has conducted Job Profiling workshops in which representatives of business, industry, labor, and community organizations identified the academic skill levels needed by entry-level workers in the occupational areas covered by the OCAPs. The Job Profiling, which was carried out in fall 1994 and spring 1995, was sponsored by the Ohio Department of Education, Division of Vocational and Adult Education.

OVCA—What Is It?

The Ohio Vocational Competency Assessment (or OVCA) package consists of two assessment components: OCAP and Work Keys. Together they measure entry-level occupational, academic, and employability skills. All OVCA items are criterion-referenced, use a multiple-choice format, and are administered using a traditional paper-and-pencil method. The OVCA is designed to do the following:

- Provide one dimension of a multi-assessment strategy for career passport credentialing
- Evaluate learner readiness for jobs requiring specific occupational, academic, and employability skills
- Assist educators in curriculum development
- Provide state-aggregated learning gain scores to comply with regulations in the Carl D. Perkins Vocational and Applied Technology Act of 1992

OCAP. The OCAP component of OVCA assesses students in occupational skills—employment requirements—in a particular occupational area. Assessment is based on the core competencies identified through the OCAP process, and each multiple-choice assessment item is correlated to those essential competencies.

Work Keys. The Work Keys component, developed by ACT, measures students' applied academic skills. All OVCA packages contain two Work Keys assessments:

- Applied Mathematics measures students' ability to analyze, set up, and solve math problems typically found in the workplace.
- Locating Information measures students' ability to use graphic documents to insert, extract, and apply information.

In addition, certain taxonomies will use the following Work Keys assessments:

- Reading for Information will be used by Business, Marketing, Home Economics, Health Education, and Cosmetology taxonomies.
- Applied Technology will be used by Trade and Industrial and Agricultural Education taxonomies.

Other optional Work Keys assessments, not included in the basic OVCA package, are Teamwork, Listening, and Writing.

Each Work Keys assessment is further broken down into four to five levels of achievement, with higher numbers indicating higher achievement in the assessed skill (descriptions of the levels for each Work Keys assessment are provided on pp. 35-41). For each academic skill, the Job Profiling process identifies the level required for successful entry into an occupational area.
Job Profiling—How It Works

VIML’s Job Profiling process was initiated by mailing surveys to current workers in OCAP occupations all across Ohio. The survey’s purpose: to have actual workers in specific occupations rate job tasks according to each task’s frequency and criticality—that is, the amount of time spent performing each task relative to other tasks and the importance of each task to overall job performance.

To complete the survey, participants examined OCAP competencies for their occupation. Based on the survey’s results, VIML staff produced a list of the most critical competencies in each occupation.

The next stage of Job Profiling was to convene committees of subject-matter experts to perform “leveling,” which involved the following tasks:

- Examining the frequency and criticality competency lists for an occupation
- Reviewing the levels associated with each of the seven Work Keys academic skills: Locating Information, Reading for Information, Applied Mathematics, Applied Technology, Listening, Writing, and Teamwork
- Identifying the level of skill students must master relative to each Work Keys academic skill in order to successfully perform the occupational competencies

Finally, in 1995, the initial leveling of Work Keys academic skills for the occupational area covered by this OCAP was revalidated by the new employer panel convened to update the OCAP (see inside back cover).

Example of Job Profiling

For every occupational area, there are shaded graphs to represent each of the seven Work Keys academic skills. Each graph shows the range of levels for that particular skill; the shading represents the academic skill level required by an entry-level worker in that occupation, as determined by the Job Profiling committee. For example:

![Applied Mathematics Graph]

In the example shown, Applied Mathematics has a skill range of 3–7. The required skill level, determined by Job Profiling and shown by the highlighting, is 6.
### Academic Job Profile: Business Administration and Management

<table>
<thead>
<tr>
<th>Skill Area</th>
<th>Level 7</th>
<th>Level 6</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
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<td>Applied Mathematics</td>
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<td>Locating Information</td>
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<td>Writing</td>
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**NOTE:** Definitions of each level in each of the seven academic skill areas are provided on the pages that follow.
Levels of Work Keys Defined

The skills needed to achieve each level for each of the seven Work Keys* academic skills are as follows.

Applied Mathematics

Applied Mathematics measures skill in applying mathematical reasoning to work-related problems. There are five levels of complexity, 3 through 7, with Level 3 being the least complex and Level 7 the most complex. The levels build on each other, each incorporating the skills at the preceding levels.

Level 3
- Perform basic mathematical operations (addition, subtraction, multiplication, and division) and conversions from one form to another, using whole numbers, fractions, decimals, or percentages.
- Translate simple verbal problems into mathematical equations.
- Directly apply logical information provided to solve problems, including those with measurements and dollars and cents.

Level 4
- Perform one or two mathematical operations (such as addition, subtraction, or multiplication) on several positive or negative numbers. (Division of negative numbers is not covered until Level 5.)
- Add commonly known fractions, decimals, or percentages (e.g., ½, .75, 25%) or add three fractions that share a common denominator.
- Calculate averages, simple ratios, proportions, and rates, using whole numbers and decimals.
- Reorder verbal information before performing calculations.
- Read simple charts or graphs to obtain information needed to solve a problem.

Level 5
- Look up and calculate single-step conversions within English or non-English measurement systems (e.g., converting ounces to pounds or centimeters to meters) or between measurement systems (e.g., converting centimeters to inches).
- Make calculations using mixed units (e.g., hours and minutes).
- Determine what information, calculations, and unit conversions are needed to find a solution.

Level 6
- Calculate using negative numbers, fractions, ratios, percentages, mixed numbers, and formulas.
- Identify and correct errors in calculations.
- Translate complex verbal problems into mathematical expressions, using considerable setup and multiple-step calculations or conversions.

Level 7
- Solve problems requiring multiple steps of logic and calculation.
- Solve problems involving more than one unknown, nonlinear functions (e.g., rate of change), and applications of basic statistical concepts (e.g., error of measurement).
- Locate errors in multiple-step calculations.
- Solve problems with unusual content or format, or with incomplete or implicit information.

Locating Information

Locating Information measures skill in using information taken from workplace graphics such as diagrams, blueprints, floor plans, tables, forms, graphs, charts, and instrument gauges. There are four levels of complexity, 3 through 6, with Level 3 being the least complex and Level 6 the most complex. The levels build on each other, each incorporating the skills at the preceding levels.

Level 3
- Find one or two pieces of information in elementary workplace graphics, such as simple order forms, bar graphs, tables, flowcharts, and floor plans.
- Fill in one or two pieces of information that are missing from elementary workplace graphics.

Level 4
- Find several pieces of information in straightforward workplace graphics, such as basic order forms, line graphs, tables, instrument gauges, maps, flowcharts, and diagrams.
- Summarize and/or compare information and trends in a single straightforward graphic.
- Summarize and/or compare information and trends among more than one straightforward workplace graphic, such as a bar chart and a data table showing related information.

Level 5
- Summarize and/or compare information and trends in single complicated workplace graphics, such as detailed forms, tables, graphs, maps, instrument gauges, and diagrams.
- Summarize and/or compare information and trends among more than one complicated workplace graphic, such as a bar chart and a data table showing related information.

Level 6
- Make decisions, draw conclusions, and/or apply information to new situations using several related and complex workplace graphics that contain a great amount of information or have challenging presentations (e.g., very detailed graphs, charts, tables, forms, maps, blueprints, diagrams).
**Reading for Information**

*Reading for Information* measures skill in reading and understanding work-related reading materials. There are five levels of complexity, 3 through 7, with Level 3 being the least complex and Level 7 the most complex. Although Level 3 is the least complex, it still represents a level of reading skill well above “no skill at all.” The levels build on each other, each incorporating the skills at the preceding levels.

**Level 3**
- Identify uncomplicated key concepts and simple details.
- Recognize the proper placement of a step in a sequence of events, or the proper time to perform a task.
- Identify the meaning of words that are defined within a passage.
- Identify the meaning of simple words that are not defined within a passage.
- Recognize the application of instructions from a passage to situations that are described in the passage.

**Level 4**
- Identify details that are more subtle than those in Level 3.
- Recognize the application of more complex instructions, some of which involve several steps, to described situations.
- Recognize cause-effect relationships.

**Level 5**
- Identify the paraphrased definition of jargon or technical terms that are defined in a passage and recognize the application of jargon or technical terms to stated situations.
- Recognize the definition of acronyms that are defined in a passage.
- Identify the appropriate definition of words with multiple meanings.
- Recognize the application of instructions from a passage to new situations that are similar to the situations described in the reading materials.
- Recognize the applications of more complex instructions to described situations, including conditionals and procedures with multiple steps.

**Level 6**
- Recognize the application of jargon or technical terms to new situations.
- Recognize the application of complex instructions to new situations.
- Recognize the less-common meaning of a word with multiple meanings from context.
- Generalize from a passage to situations not described in the passage.
- Identify implied details.
- Explain the rationale behind a procedure, policy, or communication.
- Generalize from a passage to a somewhat similar situation.

**Level 7**
- Recognize the definitions of difficult, uncommon jargon or technical terms from context.
- Generalize from a passage to situations neither described in nor completely similar to those in a passage.
Applied Technology

*Applied Technology* measures skill in solving problems of a technological nature, involving the basic principles of mechanics, electricity, fluid dynamics, and thermodynamics as they apply to machines and equipment found in the workplace. There are four levels of complexity, 3 through 6, with Level 3 being the least complex and Level 6 the most complex. Although Level 3 is the least complex, it still represents a level of applied technology skill well above “no skill at all.” The levels build on each other, each incorporating the skills at the preceding levels.

**Level 3**
- Apply the elementary physical principles underlying the operation of uncomplicated systems or tools.
- Recognize and identify relevant aspects of simple problems that involve one uncomplicated system or tool.
- Select appropriate methods or materials needed to solve problems.

**Level 4**
- Recognize, identify, and order relevant aspects of one moderately complex system or more than one uncomplicated system.
- Evaluate alternative solutions to determine the most appropriate one for the situation presented.

**Level 5**
- Solve problems based on one complex system, or one or more uncomplicated tools or systems.
- Understand and apply moderately difficult principles of mechanics, electricity, thermodynamics, and fluid dynamics, in addition to understanding complex machines and systems.
- Recognize, identify, and order relevant aspects of a problem before reaching an appropriate solution.

**Level 6**
- Solve problems that do not contain all the information needed to solve them, and/or in which the information provided may be out of logical order.
- Solve problems that contain extraneous information.
- Solve problems involving one or more tools or systems having a wide range of complexity.
- Apply difficult physical principles.
- Understand and correctly interpret the interaction of several complex systems.
Listening

Listening measures skill in listening to and understanding work-related messages; receiving information from customers, coworkers, or suppliers; and then writing down the information to communicate it to someone else. Students demonstrate their ability to distinguish and communicate critical information and noncritical information. Critical information consists of those details that the recipient of the message must have in order to understand the message and act upon it (e.g., names, phone numbers, addresses, times). Noncritical information can improve a message by providing details that further explain the message or its tone, but the absence of this noncritical information does not interfere with the recipient's ability to understand and accurately act upon the message. Each Listening level describes the content and quality of messages students write to describe an audio message.

<table>
<thead>
<tr>
<th>Level 0</th>
<th>No meaningful information, or totally inaccurate information.</th>
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<tbody>
<tr>
<td>Level 1</td>
<td>Minimal pertinent information; enough context to provide clues as to gist of situation or source of further information.</td>
</tr>
<tr>
<td>Level 2</td>
<td>Some pertinent information; may have incorrect critical information, but sketch of the situation is correct.</td>
</tr>
<tr>
<td>Level 3</td>
<td>All the critical information that is present is correct; may be missing a few pieces of critical information.</td>
</tr>
<tr>
<td>Level 4</td>
<td>All critical information is given and is correct; may be missing subtle details or tone; may have incorrect noncritical information that does not interfere with central meaning.</td>
</tr>
<tr>
<td>Level 5</td>
<td>All critical information is present and correct; response conveys insight into situation through tone and/or subtle details.</td>
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**Writing**

*Writing* measures skill at writing work-related messages; receiving information from customers, coworkers, or suppliers; and then writing down the information to communicate it to someone else. Each *Writing* level rates the *writing mechanics* (such as sentence structure and grammar) and *writing style* of messages students write to describe an audio message.

| Level 0 | An attempt is made at the message, but the message is completely garbled with no recognizable sentence structure. |
| Level 1 | Message conveyed inadequately; overall lack of proper sentence structure. |
| Level 2 | Message conveyed inadequately; weak sentence structure; large number of mechanical errors. |
| Level 3 | Message conveyed clearly; most sentences complete; some mechanical errors. |
| Level 4 | Message conveyed clearly; all sentences are complete; may have a few minor mechanical errors; may have a choppy style. |
| Level 5 | Message conveyed clearly; good sentence structure; no mechanical errors; highly appropriate for business setting and situation; smooth, logical style. |
Teamwork

Teamwork measures skill in choosing behaviors and/or actions that simultaneously support team interrelationships and lead toward the accomplishment of work tasks. There are four levels of complexity, 3 through 6, with Level 3 being the least complex and Level 6 the most complex. Although Level 3 is the least complex, it still represents a level of teamwork skill well above "no skill at all." The levels build on each other, each incorporating the skills at the preceding levels.

Level 3
- Identify team goals and ways to work with other team members to accomplish those goals.
- Choose actions that support the ideas of other team members to accomplish team goals.
- Recognize that a team is having problems finishing a task and identify the cause of those problems.

Level 4
- Identify the organization of tasks and the time schedule that would help accomplish team goals efficiently and effectively.
- Select approaches that accept direction from other team members in order to accomplish tasks and to build and keep up good team relations.
- Identify behaviors that show appreciation for the personal and professional qualities of other team members and respect for their diversity.

Level 5
- Identify courses of action that give direction to other team members effectively.
- Choose approaches that encourage and support the efforts of other team members to further team relationships and/or task accomplishment.
- Consider the possible effects of alternative behaviors on both team relationships and team accomplishments and select the one that would best help the team meet its goals.

Level 6
- Identify the focus of team activity and select a new focus if that would help the team meet its goals more effectively.
- Select approaches that show the willingness to give and take direction as needed to further team goals (e.g., recognize the organization of team members' tasks that would best serve the larger goals of the team).
- Choose approaches that encourage a team to act as a unit and reach agreement when discussing specific issues.
- Identify actions that would help manage differences of opinion among team members, moving the team toward its goals while valuing and supporting individual diversity.
Academic Competencies
Total List of Academic Competencies

Three products of the Ohio Department of Education, Division of Curriculum, Instruction, and Professional Development, describe the academic skills that should be possessed by each student at the end of each grade level:

- Model Competency-Based Language Arts Program
- Model Competency-Based Mathematics Program
- Model Competency-Based Science Program

The following lists were derived from the academic competencies delineated for Grades 9-12 in these documents. Although the competencies are listed separately by grade level in the original documents, the levels were combined—and in some cases refined—for OCAP purposes, any overlap was eliminated, and a numbering system was imposed for ease of reference.

During the course of the OCAP workshops, each of the representatives from business, industry, labor, and community-based organizations was given a copy of these lists of academic competencies and instructed to circle the competencies that an entry-level employee should possess. The results from each panel were tallied to identify those required academic competencies most crucial to entry level in each specific occupational area. The results for this OCAP are presented on pp. 59-70.

**Unit: Communications Skills**

**Subunit: Reading—Structure**

Competencies:

- RS1 Exhibit knowledge of language structure
- RS2 Recognize that there may be more than one interpretation of reading selections
- RS3 Recognize various literary devices (e.g., metaphor, simile, personification, hyperbole, pun, alliteration)
- RS4 Recognize and discuss literary elements (e.g., plot, dialogue, theme, setting, characterization)
- RS5 Develop and use an increasingly sophisticated vocabulary gained through context
- RS6 Apply knowledge of language structure to reading
- RS7 Explain why there may be more than one interpretation of reading selections
- RS8 Recognize effect of literary devices on meaning
- RS9 Analyze author's use of literary elements
- RS10 Recognize relationship of structure to meaning
- RS11 Describe various interpretations and levels of meaning in reading selections (e.g., symbolism, nuance)
- RS12 Characterize author's use of literary devices
- RS13 Characterize use of literary techniques (e.g., irony, satire, allegory, onomatopoeia)
- RS14 Critique a variety of literature with regard to plot, dialogue, theme, setting, and characterization
- RS15 Apply an expanding vocabulary gained through reading
- RS16 Explain various interpretations and levels of meaning in reading selections (e.g., symbolism, nuance)
- RS17 Analyze use of literary devices (e.g., extended metaphor, simile, personification, hyperbole, pun, alliteration)
- RS18 Understand use of literary techniques (e.g., irony, satire, allegory, onomatopoeia)
- RS19 Analyze and synthesize pieces of literature with regard to plot, dialogue, theme, setting, and characterization
Subunit: Reading—Meaning Construction

Competencies:
RM1 Demonstrate ability to recognize appropriate pre-reading strategies
RM2 Describe effectiveness of a reading selection
RM3 Read to clarify personal thinking and knowledge
RM4 Support interpretation of text by locating and citing specific information
RM5 Develop personal response to a variety of literary works
RM6 Recognize diverse literary interpretations
RM7 Engage in self-selected reading activities
RM8 Confirm and extend meaning in reading by researching new concepts and facts
RM9 Self-monitor and apply corrective strategies when communication has been interrupted or lost
RM10 Use features of literary genres to extend meaning
RM11 Assess effectiveness of a selection read
RM12 Use reading as a possible problem-solving strategy to clarify personal thinking and knowledge
RM13 Use knowledge of semantic elements (e.g., figurative language, denotation, connotation, dialect) to clarify meaning when reading
RM14 Predict, recognize, interpret, and analyze themes based on familiarity with author's work
RM15 Compare and contrast literary genres
RM16 Assess validity and quality of selection read (e.g., predict, summarize, analyze, infer)
RM17 Clarify meaning when reading, using knowledge of literary devices, stylistic diction, and other semantic elements
RM18 Compare personal reaction to critical assessment of a literary selection
RM19 Assess validity of diverse literary interpretations
RM20 Use reference books to find, evaluate, and synthesize information
RM21 Identify tone of a literary work (e.g., ironic, serious, conversational, humorous)
RM22 Critique validity of diverse literary interpretations
RM23 Integrate personal reaction to and critical assessment of a literary selection

Subunit: Reading—Application

Competencies:
RA1 Select and read material for personal enjoyment and information
RA2 Read a variety of complete, unabridged works (e.g., self-selected or assigned stories, essays, nonfiction, plays, novels, poetry)
RA3 Employ various reading strategies (e.g., scanning, skimming, reviewing, questioning, testing, retaining) according to purpose
RA4 Participate in selection of books, materials, and topics for literature study groups
RA5 Develop and apply knowledge of the interrelationship of concepts (e.g., construction of webs, graphs, timelines)
RA6 Read selections from a variety of styles and formats, recognizing that style and format influence meaning
RA7 Extend value of reading, writing, speaking, viewing, and listening by pursuing, through reading, new concepts and interests developed as a result of these activities
RA8 Read extensively from the works of a particular author, and explain elements of author's style

Subunit: Reading—Multidisciplinary

Competencies:
RM1 Connect themes and ideas across disciplines through literature
RM2 Read to facilitate learning across curriculum
RM3 Read to develop awareness of human rights and freedom
RM4 Participate actively in a community of learners
Academic Competencies: Total List

RM5 Recognize and explain interaction between literature and various cultural domains (e.g., social, technological, political, economic)
RM6 Explore and analyze a variety of cultural elements, attitudes, beliefs, and value structures by reading and experiencing our diverse literary tradition, including works by men and women of many racial, ethnic, and cultural groups
RM7 Value thinking and language of others
RM8 Relate literature to historical period about which or in which it was written
RM9 Read to facilitate content learning

Subunit: Writing—Structure

Competencies:
WS1 Develop and expand a repertoire of organizational strategies (e.g., narration, comparison/contrast, and description) through practice and discussion
WS2 Clarify word choice according to audience, topic, and purpose
WS3 Locate and correct errors in usage, spelling, and mechanics (e.g., subject-verb agreement, parallel construction, pronoun reference, punctuation, capitalization, sentence structure) using a variety of resources
WS4 Recognize information gained from primary and secondary sources
WS5 Develop writing that contains ordered, related, well-developed paragraphs with sentences of varied lengths and patterns
WS6 Use information from a variety of sources to develop an integrated piece of writing
WS7 Evaluate and revise writing to focus on such things as audience, tone, and purpose
WS8 Recognize differences between documentation and reference list styles
WS9 Develop extended pieces of writing that contain ordered, related, well-developed paragraphs with sentences of varied lengths and patterns
WS10 Select from a repertoire of organization strategies a pattern appropriate to a topic (e.g., narration, example, detail, comparison/contrast, classification)
WS11 Synthesize information from a variety of sources to construct meaning
WS12 Refine word choice and tone according to audience, situation, and purpose
WS13 Appropriately cite information gained from primary and secondary sources
WS14 Use style manuals or software to prepare documentation and reference lists
WS15 Develop effectively organized pieces of expository writing containing strong voice, clear thesis, and well-developed ideas
WS16 Identify organization patterns appropriate to writing topic
WS17 Respond to others’ suggested revisions to a writing piece

Subunit: Writing—Meaning Construction

Competencies:
WM1 Demonstrate knowledge of the recursive nature of the writing process by applying it appropriately to various topics, situations, and audiences (e.g., making connections between prior knowledge and new information, consulting other sources)
WM2 Develop criteria for writing evaluation using scoring guides (e.g., rubric/holistic scale, primary trait scoring) and peer/teacher assistance to clarify meaning
WM3 Respond to others’ suggested revisions to a piece of writing (e.g., self-question, re-read, revise)
WM4 Use word processing, graphics, and publishing as aids for constructing meaning in writing
WM5 Engage in self-initiated writing activities
WM6 Incorporate personal criteria with generally accepted standards for writing evaluation
WM7 Evaluate, analyze, and synthesize information for writing
WM8 Evaluate own writing using personal and established scoring criteria
WM9 Assess personal/peer revisions to a writing piece
WM10 Recognize and refine personal writing styles
**Subunit: Writing—Application**

Competencies:

- **WA1** Apply appropriate writing techniques (e.g., prewriting, drafting, revising, editing, presenting) suitable for varied writing tasks
- **WA2** Use sentence-combining techniques to improve syntactic fluency and maturity
- **WA3** Write in response to prompted and self-selected topics in practical, persuasive, descriptive, narrative, and expository domains
- **WA4** Develop personal voice in writing
- **WA5** Consider audience and purpose for writing
- **WA6** Develop criteria for selection and potential development of topic
- **WA7** Write in a journal or learning log to clarify personal thinking and knowledge
- **WA8** Apply an expanding vocabulary gained through writing
- **WA9** Make judicious use of reference sources (e.g., dictionary, thesaurus, online database, encyclopedia)
- **WA10** Demonstrate an appreciation for aesthetically pleasing language through word choice and style
- **WA11** Apply revising and editing strategies needed for writing task
- **WA12** Vary sentence lengths and patterns
- **WA13** Refine personal voice in writing
- **WA14** Vary styles and formats for intended purpose and audience
- **WA15** Apply criteria for selection and development of topic
- **WA16** Participate in peer review of writing in progress
- **WA17** Use transitions between sentences, ideas, and paragraphs in writing
- **WA18** Revise and edit papers extensively in preparation for presentation/publication
- **WA19** Develop a variety of genres (e.g., fantasy, science fiction, short stories, poetry)
- **WA20** Focus writing and tone on such elements as audience, situation, and purpose
- **WA21** Develop topic fully and appropriately
- **WA22** Use writing process to clarify personal thinking and knowledge
- **WA23** Apply appropriate recursive writing process as suggested by writing task and writer’s process
- **WA24** Develop an extended piece of writing (e.g., story, narrative poem, autobiography, novel, research paper)
- **WA25** Revise writing and tone to assure focus on such elements as audience, situation, and purpose
- **WA26** Use writing process to write reflectively

**Subunit: Writing—Multidisciplinary**

Competencies:

- **WM1** Use writing process for learning across curriculum
- **WM2** Use writing process to demonstrate knowledge of need for human rights and freedom
- **WM3** Value and apply collaborative skills in the writing process
- **WM4** Write in response to reading, speaking, viewing, and listening
- **WM5** Use multidisciplinary resources in writing projects
- **WM6** Use writing process to facilitate learning across curriculum
- **WM7** Recognize value of and engage in collaboration in the writing process
- **WM8** Use communication processes to develop a published writing piece in collaboration with others
- **WM9** Record experiences and observations related to content learning
- **WM10** Apply collaborative skills in the writing process
- **WM11** Write collaboratively with peers
- **WM12** Use cross-disciplinary resources in writing projects

**Subunit: Listening/Visual Literacy—Structure**

Competencies:

- **LS1** Listen to and view a wide variety of genres (e.g., mystery, drama, poetry)
- **LS2** Become aware of an author’s style through listening to and viewing a variety of works
LS3 Recognize correct and appropriate grammar, diction, and syntax
LS4 Expand vocabulary through listening to and viewing varied media (e.g., recordings, films, music, news broadcasts)
LS5 Recognize beauty of language
LS6 Enhance recognition of an author’s style through listening to and viewing a variety of works
LS7 Recognize use and misuse of language in media
LS8 Refine knowledge of style through listening to and viewing multiple works by the same author
LS9 Expand and refine grammar, diction, and syntax through listening
LS10 Compare authors’ styles through viewing and listening to their works
LS11 Expand knowledge of complex grammar, diction, and syntax issues

Subunit: Listening/Visual Literacy—Meaning Construction

Competencies:
LM1 Develop critical thinking skills necessary to evaluate media and assess oral presentations
LM2 Compare new oral texts to past experiences and knowledge in order to enhance comprehension
LM3 Recognize how rhythmic patterns, silence, and cadences enhance quality of speech and literature
LM4 Focus listening and viewing on themes and/or plots
LM5 Gather information from listening and viewing experiences to enhance research
LM6 Use critical thinking skills to evaluate media and oral presentations
LM7 Use prior knowledge and experiences to facilitate comprehension of new oral texts
LM8 Identify rhythmic and time patterns in speech and literature
LM9 Identify and analyze themes and/or plots when listening and viewing
LM10 Use information gathered from listening and viewing experiences to expand research
LM11 Enhance use of critical thinking skills to evaluate media and oral presentations
LM12 Consider prior knowledge and experiences when attempting to understand the meaning of new texts
LM13 Appreciate rhythmic and time patterns of speech and literature
LM14 Select viewing and listening materials to support written text
LM15 Evaluate media and oral presentations analytically and critically
LM16 Organize prior knowledge and experiences to comprehend new texts
LM17 Organize and use viewing and listening materials to support written text

Subunit: Listening/Visual Literacy—Application

Competencies:
LA1 Listen attentively during oral reading
LA2 Use media as stimuli for learning and thinking
LA3 Develop knowledge of structure through art, music, and literature
LA4 Use electronic media to enhance and highlight language learning
LA5 Listen and view for entertainment and enjoyment
LA6 Use technology and other media (e.g., videos, posters, maps, graphs, t-shirts) as means of expressing ideas

Subunit: Listening/Visual Literacy—Multidisciplinary

Competencies:
LM1 Facilitate learning across curriculum through critical listening and viewing
LM2 Engage in individual, small-group, and whole-group listening and viewing activities
LM3 Develop language arts (e.g., viewing, listening) projects collaboratively
LM4 Investigate language and cultural differences through listening and viewing activities
LM5 Participate in a community of learners through productive listening
Subunit: Oral Communication—Structure

Competencies:

OS1  Refine oral communication skills (e.g., voice modulation, eye contact, body language)
OS2  Demonstrate knowledge of grammar, usage, and syntax when presenting
OS3  Select topics and vocabulary suitable to audience
OS4  Organize notes and ideas for speaking (e.g., cause-effect, chronological, exemplification)
OS5  Use language imaginatively (e.g., word games, puns, limericks)
OS6  Modulate voice to enhance meaning when interpreting literature orally
OS7  Organize notes and ideas for formal, semiformal, and informal presentations of information
OS8  Refine speaking techniques for formal, semiformal, and informal settings
OS9  Develop repertoire of organizational strategies for presenting information orally
OS10 Expand vocabulary to fit topic
OS11 Select topics suitable to audience, situation, and purpose
OS12 Select appropriate strategies when organizing notes and ideas for speaking

Subunit: Oral Communications—Meaning Construction

Competencies:

OM1  Make connections between prior knowledge and new information for oral presentations
OM2  Participate in informal speaking activities (e.g., offering opinions, supporting statements, questions, clarification, entertainment)
OM3  Use interviewing techniques to gather information
OM4  Communicate orally to entertain and to inform
OM5  Participate in group communication activities (e.g., debates, panel discussions, negotiations, book-sharing, roundtables, cooperative/collaborative groups)
OM6  Take and organize notes when preparing speech/presentation
OM7  Interpret texts orally to illustrate meaning
OM8  Respond to needs of various audiences
OM9  Gather and assess information for speaking
OM10 Communicate orally to inform and persuade
OM11 Prepare and deliver formal speech/presentation
OM12 Participate in a variety of oral interpretations
OM13 Assess needs of audience, and adjust language and presentation according to their knowledge
OM14 Analyze and synthesize information for speaking
OM15 Describe effectiveness of a literary selection
OM16 Describe topic or idea in order to clarify personal/audience thinking
OM17 Analyze and synthesize information gathered from a variety of sources (e.g., interviews, hypermedia, reference works) for speaking
OM18 Describe validity and/or quality of a literary selection and justify selection
OM19 Interpret orally a variety of literature
OM20 Describe topic or idea to clarify meaning for others

Subunit: Oral Communication—Application

Competencies:

OA1  Become proficient at using interviewing techniques
OA2  Give an oral interpretation for a specific audience
OA3  Develop and apply oral communication skills for cooperative/collaborative learning
OA4  Use oral communication for a variety of purposes and audiences (e.g., negotiations, book reviews, rationales)
OA5  Develop and apply decision-making strategies
OA6  Practice interviewing techniques
OA7  Apply interviewing techniques to purposeful interviews
OA8  Focus oral interpretation on a specific audience
Subunit: Oral Communications—Multidisciplinary
Competencies:
- OM1 Value thinking and language of others
- OM2 Develop oral projects collaboratively
- OM3 Be involved in individual, small-group, and whole-group language activities
- OM4 Participate actively in a community of learners
- OM5 Investigate language and cultural differences through oral language activities

Unit: Mathematics Skills

Subunit: Numbers and Number Relations
Competencies:
- NR1 Compare, order, and determine equivalence of real numbers
- NR2 Estimate answers, compute, and solve problems involving real numbers
- NR3 Compare and contrast real number system, rational number system, and whole number system
- NR4 Extend knowledge to complex number system, and develop facility with its operation

Subunit: Measurement
Competencies:
- M1 Estimate and use measurements
- M2 Understand the need for measurement and the probability that any measurement is accurate to some designated specification
- M3 Understand and apply measurements related to power and work
- M4 Understand and apply measurement concepts of distance-rate-time problems and acceleration problems with real-world experiments
- M5 Use real experiments to investigate elasticity, heat, sound, electricity, magnetism, light, acceleration, velocity, energy, and gravity
- M6 Use real-world problem situations involving mass and weight
- M7 Use real-world problem situations involving simple harmonic motion
- M8 Establish ratios with and without common units
- M9 Construct and interpret maps, tables, charts, and graphs as they relate to real-world mathematics
- M10 Understand and solve rate-change problems
- M11 Understand and solve right triangle relationships as they relate to measurement—specifically those that deal with the Pythagorean theorem
- M12 Graph and interpret ordered pairs
- M13 Compute total sales from a variety of items
- M14 Comprehend and compute rates of growth or decay
- M15 Comprehend, compute, and interpret real problems involving annuities
- M16 Develop an ability to identify real problems and provide possible solutions
- M17 Express and apply different types of measurement scales
- M18 Determine area and volume

NOTE: The math subunit on problem solving was not included on this list since it should be a continuing thread throughout all instruction rather than a separate set of competencies.
Subunit: Estimation and Mental Computation

Competencies:
E1 Use estimation to eliminate choices in multiple-choice tests
E2 Use estimation to determine reasonableness of problem situations in a wide variety of applications
E3 Estimate shape of graphs of various functions and algebraic expressions
E4 Use mental computation when computer and calculator are inappropriate

Subunit: Data Analysis and Probability

Competencies:
D1 Organize data into tables, charts, and graphs
D2 Understand and apply measures of central tendency, variability, and correlation
D3 Use curve fitting to predict from data
D4 Use experimental or theoretical probability, as appropriate, to represent and solve problems involving uncertainty
D5 Use computer simulations and random number generators to estimate probabilities
D6 Test hypotheses using appropriate statistics
D7 Read, interpret, and use tables, charts, and graphs to identify patterns, note trends, draw conclusions, and make predictions
D8 Identify probabilities of events involving unbiased objects
D9 Use sampling and recognize its role in statistical claims
D10 Design a statistical experiment to study problem, conduct experiment, and interpret and communicate outcomes
D11 Describe normal curve in general terms, and use its properties
D12 Create and interpret discrete probability distributions
D13 Understand concept of random variable
D14 Apply concept of random variable to generate and interpret probability distributions, including binomial, uniform, normal, and chi square

Subunit: Algebra

Competencies:
A1 Describe problem situations by using and relating numerical, symbolic, and graphical representations
A2 Use language and notation of functions in symbolic and graphing settings
A3 Recognize, relate, and use the equivalent ideas of zeros of a function, roots of an equation, and solution of an equation in terms of graphical and symbolic representations
A4 Describe and use logic of equivalence in working with equations, inequalities, and functions
A5 Develop graphical techniques of solution for problem situations involving functions
A6 Explore and describe characterizing features of functions
A7 Make arguments and proofs in algebraic settings
A8 Factor difference of two squares
A9 Determine slope, midpoint, and distance
A10 Explore and combine rational functions
A11 Explore factoring techniques
A12 Solve quadratic equations by factoring and formula
A13 Set up and solve linear equations
A14 Solve systems of linear equations with two variables
A15 Describe geometric situations and phenomena using variables, equations, and functions
A16 Describe measures of central tendency, mean, median, mode, and variance algebraically and graphically
A17 Represent inequalities on the number line and in the coordinate plane
A18 Use coordinate arguments in making geometric proofs
## Academic Competencies: Total List

| A19 | Symbolize transformations of figures and graphs |
| A20 | Explore geometric basis for functions of trigonometry |
| A21 | Graph linear functions |
| A22 | Develop and use vectors to represent direction and magnitude, including operations |
| A23 | Use polar and parametric equations to describe, graph, and solve problem situations |
| A24 | Represent sequences and series as functions both algebraically and graphically |
| A25 | Explore recursive functions and procedures using spreadsheets, other computer utilities, and notions appropriate to these problem situations |
| A26 | Describe and solve algebraic situations with matrices |
| A27 | Describe and use inverse relationship between functions, including exponential and logarithmic |
| A28 | Analyze and describe errors (and their sources) that can be made when using computers and calculators to solve problems |
| A29 | Decide whether problem situation is best solved using computer, calculator, paper and pencil, or mental arithmetic/estimation techniques |
| A30 | Explore relationships between complex numbers and vectors |
| A31 | Make arguments concerning limits, convergence and divergence in contexts involving sequences, series, and other types of functions |
| A32 | Represent transformations in the plane with matrices |
| A33 | Contrast and compare algebras of rational, real, and complex numbers with characteristics of a matrix algebra system |
| A34 | Construct polynomial approximations of a function over specified intervals of convergence |
| A35 | Examine complex polynomial approximations of a function over specified intervals of convergence |
| A36 | Translate verbal statements into symbolic language |
| A37 | Simplify algebraic expressions |
| A38 | Use laws and exponents (including scientific notation) |
| A39 | Expand and extend idea of vectors and linear algebra to higher dimensional situations |
| A40 | Use the idea of independent basis elements for a vector space and associated fundamental concepts of finite dimensional linear algebra |
| A41 | Develop and communicate arguments about limit situations |
| A42 | Use matrices to describe and apply transformations |
| A43 | Develop and use polar and parametric equations to represent problem situations |
| A44 | Explore proofs by mathematical induction |

### Subunit: Geometry

Competencies:

| G1  | Create and interpret drawings of three-dimensional objects |
| G2  | Represent problem situations with geometric models and apply properties of figures |
| G3  | Apply Pythagorean theorem |
| G4  | Demonstrate knowledge of angles and parallel and perpendicular lines |
| G5  | Explore inductive and deductive reasoning through applications to various subject areas |
| G6  | Translate between synthetic and coordinate representations |
| G7  | Identify congruent and similar figures using transformation with computer programs |
| G8  | Deduce properties of figures using transformations and coordinates |
| G9  | Use deductive reasoning |
| G10 | Explore compass and straightedge constructions in context of geometric theorems |
| G11 | Demonstrate knowledge of and ability to use proof |
| G12 | Use variety of proof techniques (e.g., synthetic, transformational, and coordinate) |
| G13 | Use variety of proof formats, including T-proof (i.e., two-column) and paragraph proof |
| G14 | Explore different proof strategies |
| G15 | Investigate different proofs of theorems |
| G16 | Develop knowledge of an axiomatic system |
| G17 | Apply transformations and coordinates in problem solving |
| G18 | Represent problem situations with geometric models, and apply properties of figures |
G19 Deduce properties of figures using vectors
G20 Analyze properties of Euclidean transformations, and relate translations to vectors
G21 Apply vectors in problem solving
G22 Develop further knowledge of axiomatic systems by investigating and comparing various geometries

**Subunit: Patterns, Relations, and Functions**

Competencies:

P1 Model real-world phenomena with polynomial and exponential functions
P2 Explore relationship between zeros and intercepts of functions
P3 Translate among tables, algebraic expressions, and graphs of functions
P4 Use graphing calculator or computer to generate graph of a function
P5 Explore relationship between a linear function and its inverse
P6 Describe and use characteristics of polynomial functions in problem-solving situations
P7 Explore conic sections, and graph using graphing calculator or computer
P8 Apply trigonometric functions to problem situations involving triangles
P9 Discover general relationships between algebraic description of conic, kind of conic, and special properties of that conic
P10 Explore periodic real-world phenomena using sine and cosine functions
P11 Analyze effects of parameter changes on graphs
P12 Use graphing calculator or computer to graph functions
P13 Develop a knowledge of rational and transcendental functions
P14 Understand connections between trigonometric and circular functions
P15 Use circular functions to model periodic real-world functions
P16 Solve trigonometric equations, and verify trigonometric identities
P17 Understand connections between trigonometric functions and polar coordinates, exponential functions, logarithmic functions, complex numbers, and series
P18 Model real-world phenomena with a variety of functions
P19 Graph using polar coordinates
P20 Explore graphs in three dimensions
P21 Explore functions of several variables
P22 Explore recursive functions using spreadsheets and/or programming languages

**Unit: Science Skills**

**Subunit: Scientific Inquiry**

Competencies:

Q1 Check the appropriateness and accuracy of measures and computations using various strategies (e.g., estimations, unit analysis, determination of significant figures)
Q2 Use ratios, proportions, and probabilities in appropriate problem situations
Q3 Translate information from and represent information in various forms with equal ease (e.g., tables, charts, graphs, diagrams, geometric figures)
Q4 Use existing algebraic formulas and create new ones in appropriate problem-solving situations
Q5 Estimate and justify probabilities of outcomes of familiar situations based on experimentation and other strategies
Q6 Invent apparatus and mechanical tools needed to perform unique tasks in various situations
Q7 Identify, compare, and contrast different modes of inquiry, habits of mind, and attitudes and dispositions
Q8 Design investigations that are safe and ethical (i.e., obtain consent and inform others of potential outcomes, risks, and benefits; and show evidence of concern for the health and safety of humans and non-human species)
Q9 Make and read scale drawings, maps, models, and other representations to aid planning and understanding
Q10 Seek elaboration and justification of data and ideas, and reflect on alternative interpretations of the information
Q11 Use appropriate units for counts and measures
Q12 Create and use databases (electronic and other) to collect, organize, and verify data and observations
Q13 Design and conduct investigations with multiple variables
Q14 Communicate the results of investigations clearly in a variety of situations
Q15 Examine relationships in nature, offer alternative explanations for the observations, and collect evidence that can be used to help judge among explanations
Q16 Trace the development (e.g., history, controversy, and ramifications) of various theories, focusing on supporting evidence and modification with new evidence
Q17 Select, invent, and use tools, including analog and digital instruments, to make and record direct measurements
Q18 Observe and document events and characteristics of complex systems
Q19 Explain the influence of perspective (e.g., spatial, temporal, and social) on observation and subsequent interpretations
Q20 Create multiple representations of the same data using a variety of symbols, descriptive languages, mathematical concepts, and graphic techniques
Q21 Generate testable hypotheses for observations of complex systems and interactions
Q22 Document potentially hazardous conditions and associated risks in selected homes and public areas
Q23 Participate in public debates, relying on documented and verified data to construct and represent a position on scientific issues
Q24 Construct and test models of physical, biological, social, and geological systems
Q25 Read, verify, debate, and, where necessary, refute research published in popular or technical journals of science (e.g., Discover, Omni, Popular Mechanics)
Q26 Explore discrepant events and develop and test explanations of what was observed
Q27 Conduct theory-based research using surveys, observational instruments, and other methods
Q28 Modify personal opinions, interpretations, explanations, and conclusions based on new information
Q29 Analyze error and develop explanations in various domains
Q30 Formulate taxonomic schemes based upon multivariate models that help to explain similarities and differences in form, distribution, behavior, survival, and origin of objects and organisms
Q31 Demonstrate various logical connections between related concepts (e.g., entropy, conservation of energy)
Q32 Account for discrepancies between theories and observations
Q33 Analyze the changes within a system when inputs, outputs, and interactions are altered
Q34 Create, standardize, and document procedures
Q35 Determine the sources of significant disparities between the predicted and recorded results, and change research procedures to minimize disparities
Q36 Research, locate, and propose applications for abstract patterns (e.g., fractals, Fibonacci sequences, string theory, orbitals)
Q37 Recognize and utilize classification systems for particles, elements, compounds, phenomena, organisms, and others for exploring and predicting properties and behaviors
Q38 Suggest and defend alternative experimental designs and data explanations (e.g., sampling, controls, safeguards)
Q39 Recognize and communicate differences between questions that can be investigated in a scientific way and those that rely on other ways of knowing
Q40 Draw conclusions based on the relationships among data analysis, experimental design, and possible models and theories
Q41 Suggest new questions as a result of reflection on and discussions about own scientific investigations
Q42 Investigate, assess, and comment on strengths and weakness of the descriptive and predictive powers of science
Q43 Create new information from representations of data in a variety of forms (e.g., symbols, descriptive languages, graphic formats) utilizing a variety of techniques (e.g., interpolations, extrapolations, linear regressions, central tendencies, correlations)
Subunit: Scientific Knowledge

Competencies:

K1 Investigate various types of dynamic equilibrium (e.g., biological, geological, mechanical, chemical)

K2 Investigate the relationship between the rates of energy exchange and the relative energy level of components within systems (e.g., trophic levels of ecosystems, osmosis, rate of heating and cooling, storms)

K3 Investigate patterns in the natural world (e.g., heredity, crystalline structures, population and resource distributions, diffraction, dispersion, polarization)

K4 Investigate models and theories that help to explain the interactions of components in systems (e.g., conservation of mass, energy, and momentum; foodwebs; natural selection; entropy; plate tectonics; chaos; relativity; social-psychology)

K5 Investigate degrees of kinship among organisms and groups of organisms

K6 Investigate the limits of the definition of life, and investigate organisms and physical systems that exist at or near these limits (e.g. viruses, quarks, black holes)

K7 Investigate estimates and measurements of a wide range of distances and rates of change

K8 Investigate the historical development of theories of change over time (e.g., natural selection, continental drift, the big bang, geologic change)

K9 Investigate physical and chemical changes in living and nonliving systems (e.g., photosynthesis, weathering processes, glaciation, thermal effects of materials, energy cells)

K10 Investigate simulations of nuclear change (e.g., radioactivity, half life, carbon dating)

K11 Investigate conservation principles associated with physical, chemical, and nuclear changes

K12 Formulate descriptions of the impacts of various forms of mechanical and electromagnetic waves on various organisms and objects

K13 Formulate models and hypotheses for patterns in the natural world (e.g., earth structures, transportation systems, migrations, communications, constellations)

K14 Formulate explanations for the influences of objects and organisms on each other over time

K15 Formulate and interpret explanations for change phenomena (e.g., mass extinctions, stellar evolution, punctuated equilibrium, molecular synthesis)

K16 Formulate and interpret explanations for the magnitudes of diversity at different periods of geologic time (e.g., mutation, global cataclysms, continental drift, competition, mass extinctions)

K17 Formulate interpretations of the structure, function, and diversity in a variety of organisms and physical systems (e.g., DNA and RNA variants, nucleons, interaction particles)

K18 Formulate understandings of geologic time (e.g., millennia, periods, epochs)

K19 Formulate an understanding of the historical development of the model of the universe (e.g., Aristotle, Ptolemy, Copernicus, Brahe, Kepler, Galileo, Newton, Einstein)

K20 Formulate explanations and representations of the production, transmission, and conservation of energy in biological and physical systems (e.g., weather, volcanism, earthquakes, electricity, magnetism, cellular respiration)

K21 Formulate models and hypotheses about patterns in the natural world (e.g., social behavior, molecular structure, energy transformation, entropy, randomness, aging, chaos, hormonal cycles)

K22 Formulate interpretations of the relationship between energy exchange and the interfaces between components within systems

K23a Formulate estimations for the range of energies within and between various phenomena (e.g., thermal, electromagnetic, thermonuclear, chemical, electrical)

K23b Formulate explanations for the historical development of descriptions of motions interactions and transformations of matter and energy (e.g., classical Newtonian mechanics, special and general relativity, chaos)

K24 Formulate models that can be used to describe fundamental molecular interactions in living and nonliving systems (e.g., cell membranes, semiconductors).

K25 Formulate an understanding of the degree of relationship among organisms and objects based on molecular structure (e.g., proteins, nucleic acids)

K26 Formulate hypotheses and models that may account for observable events (e.g., electricity and magnetism, gravitation, atoms, bonding, chemical reactions, quantum effects, energy flow on biological systems, predator-prey relationships)
K27 Formulate models and hypotheses about change over time (e.g., natural selection, speciation, punctuated equilibrium, phyletic gradualism, stellar evolution, plate tectonics, radioactive decay, quantum mechanical theory)
K28 Formulate lists of limitations, and propose refinements of standard classification systems (e.g., periodic table, IUPAC, Linnean, standard model)
K29 Formulate specific cases of limitations and possible exceptions of theories and principles regarding the interactions of moving objects and organisms (e.g., fluid flow in vessels, motion near the speed of light, Heisenberg uncertainty principle, meteorological prediction, local variation and diversity, earthquake prediction, energy transport in cellular respiration)
K30 Formulate plans and contingencies that can be used to accommodate for changes to and stresses on systems (e.g., wildlife and habitat management, corrosion prevention, noise abatement, structure design)
K31 Formulate models of molecular, atomic, ionic, and subatomic structures and the physical and biological implications of these structures (e.g., genes, nucleons, quarks)
K32 Formulate estimates for a wide range of measurements and scales (e.g., angstroms to light years)
K33 Formulate and interpret representations of time from origin to present accounting for phenomena of scale (e.g., smoothness, punctuations, chaos)
K34 Formulate interpretations of the historical development of various theories of possible causes of diversity among physical and biological phenomena (e.g., the works of Aristotle, Mendel, Darwin, McClintock)
K35 Formulate models and hypotheses that can be used to explain the interactions of components within technological and ecological systems

Subunit: Conditions for Learning Science

Competencies:
C1 Participate actively in dialogue about and resolution of community issues
C2 Assess information from various countries in the original language or translated form to ascertain the perspectives of many cultures
C3 Analyze the scientific ideas presented in science fiction stories and films
C4 Perform and repeat investigations to verify data, determine regularity, and reduce the impact of experimental error
C5 Present the results of investigations in a variety of forums
C6 Contribute to the decisions regarding topics for investigation
C7 Use various creative means to communicate interpretations of scientific ideas, concepts, phenomena, and events
C8 Consider the scientific thinking and language of others
C9 Individually and collaboratively produce clearly written representations of investigative results
C10 Fulfill responsibilities as part of a research group
C11 Select and utilize resources by various criteria (e.g., efficiency, effectiveness, health, safety) that are appropriate to the investigations being conducted by groups
C12 Present persuasive argument based on the scientific aspects of controversial issues
C13 Collect, store, retrieve, and manipulate information with available technologies that may range from hand processes up through computer applications
C14 Investigate social issues with a scientific perspective (e.g., human rights, wellness, economics, futurism, environmental ethics)
C15 Keep journals of observations and inferences made over an extended period of time, and reflect upon the impact of these recorded ideas on own thinking and actions
C16 Examine the intellect, perspectives, and ethics of notable scientists
C17 Collect and analyze observations made over extended periods of time and compare these to scientific theories
C18 Create presentations of scientific understandings using diverse modes of expressions
C19 Conduct formal scientific debates in the classroom
C20 Wonder about the likelihood of events that may occur by chance or coincidence
C21 Plan and conduct field trips and experiences for small and large groups
C22 Analyze the historical context that leads to and has led to scientific theories
C23 Seek information on topics of personal scientific interest from a variety of sources
C24 Conduct learner-developed investigations independently and collaboratively over periods of weeks and months
C25 Listen attentively and critically to presentations of scientific information made by others
C26 Conduct analyses of propaganda related to scientific issues
C27 Perform investigations that require observations over varying periods of time
C28 Experience scientific concepts as interpreted by other cultures through multimedia and local and global specialists
C29 Access appropriate technology to perform complicated, time-consuming tasks
C30 Relate historical accounts of science to the cultural context in which they were written
C31 Work as a contributing member of a collaborative research group
C32 Examine the influences of social and political structures and realities that contribute to inquiry about scientific issues
C33 Use technology (e.g., desktop publishing, teleconferencing, networking) to communicate scientific ideas
C34 Explore and analyze a variety of perspectives on science (e.g., works by men and women of many racial, ethnic, and cultural groups)
C35 Lead groups of learners of various ages in designing, planning, and conducting science activities
C36 Respect the scientific thinking of others and self
C37 Recognize and contrast different epistemologies
C38 Develop possible courses of action in response to scientific issues of local and global concern
C39 Determine the validity of research conclusions in relation to the design, performance, and results
C40 Develop multimedia presentations of group and individual research projects and investigations appropriate for a variety of audiences and forums
C41 Produce interesting and scientifically correct stories and present them using various modes of expression
C42 Reflect on the ideas and content found in own journal records
C43 Examine ambiguous results and formulate explanations
C44 Recognize and synthesize the contributions to scientific thought of individuals from many cultures
C45 Construct models and simulations of the component structures and functions of living and nonliving entities
C46 Lead multi-age groups in the examination of and planned resolution for scientific issues
C47 Recognize and choose members of research teams based upon the merit of their ideas and skills
C48 Construct a portfolio of products, documentation, and self-evaluations of own abilities, skills, and experiences
C49 Synthesize scientific information from a variety of sources
C50 Evaluate and prioritize scientific issues based upon risk-benefit analyses
C51 Refine scientific skills from a variety of experiences

**Subunit: Applications for Science Learning**

**Competencies:**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Answer student-determined questions by designing databases and drawing inferences from the analyses of the information in these databases</td>
</tr>
<tr>
<td>A2</td>
<td>Make personal behavior decisions by interpreting information that has a scientific basis</td>
</tr>
<tr>
<td>A3</td>
<td>Propose courses of action that will validate and demonstrate personal understandings of scientific principles</td>
</tr>
<tr>
<td>A4</td>
<td>Guide other learners in their understanding of the interactions of technologies and society at various periods in time</td>
</tr>
<tr>
<td>A5</td>
<td>Promote and carry out practices that contribute to a sustainable environment</td>
</tr>
</tbody>
</table>
Academic Competencies: Total List

A6  Study and propose improvements in public services and systems in own community
A7  Choose consumer materials utilizing personal and environmental risk and benefit information
A8  Make inferences and draw conclusions using databases, spreadsheets, and other technologies
A9  Do simple troubleshooting on common electrical and mechanical systems, identifying and eliminating possible causes of malfunctions
A10 Construct devices that perform simple, repetitive actions
A11 Investigate the functionality of various geometric shapes in the natural world and the designed world (e.g., translations from spherical to plane representations cause distortions; triangular shapes contribute to rigidity and stability in structures; round shapes minimize boundary for a given capacity)
A12 Make decisions regarding personal and public health
A13 Evaluate the social and ecological risks and benefits resulting from the use of various consumer products
A14 Analyze the contributions of advances in technology through history to own everyday life
A15 Identify and reduce risks and threats to a sustainable environment
A16 Extend the limits of human capabilities using technological enhancements
A17 Use and recognize various propaganda techniques
A18 Solve unique problems using the results of systematic analyses
A19 Choose everyday consumer products that utilize recent innovation and pass appropriate performance criteria
A20 Refine personal career interests through investigations of the diversity of manufacturing, research, service, and invention processes
A21 Predict and investigate the working of toys and tools while controlling and manipulating variables (e.g., friction, gravity, forces)
A22 Write, follow, modify, and extend instructions (e.g., equations, algorithms, formulas, flow diagrams, illustrations)
A23 Create products, make inferences, and draw conclusions using databases, spreadsheets, and other technologies
A24 Predict various scenarios and propose solutions to community issues using scientific information (e.g., actuarial tables, census data, topographic maps, incidence data, climatic data)
A25 Use scientific evidence to consider options and formulate positions about the health and safety of others and self
A26 Search for, use, create, and store objects and information using various strategies and methods of organization and access
A27 Research and write environmental impact statements of own design
A28 Compare school-based science perspectives with those gained through cutting-edge technological applications
A29 Design management plans for natural and human-altered environments (e.g., woodlots, patios, lots, lawns, farmlands, forests)
A30 Refine personal career interests
A31 Promote public awareness of the interaction of technology with social issues
A32 Advocate and propose courses of action for local and global scientific issues using global networks
A33 Use appropriate technologies to prepare and present the findings of investigations incorporating tables, graphs, diagrams, and text
A34 Make informed consumer choices by evaluating and prioritizing information, evidence, and strategies
A35 Develop an informed point of view that allows for validation or refutation of the scientific statements and claims of advocates before pursuing courses of action (e.g., contributing support, signing petitions, casting votes)
A36 Differentiate between observations and inferences in the exploration of evidence related to personal, scientific, and community issues
A37 Develop and write environmental impact, and safety and hygiene management plans
A38 Use technology to collect, analyze, and communicate information (e.g., electronic networks, desktop publishing, remote sensing, graphing calculators, satellite telemetry, and others)
A39 Design, construct, and market inventions
Academic Competencies: Business Administration and Management

The Business Administration and Management OCAP panel of expert workers (see member list on the inside back cover) identified the following academic competencies (from the total list, pp. 44-58) as most crucial to the entry-level success of an employee in the area of business administration and management. It is recommended that these competencies be taught in an applied manner for students enrolled in business administration and management programs.

Unit: Communications Skills

Subunit: Reading—Structure

Competencies:

| RS1 | Exhibit knowledge of language structure |
| RS2 | Recognize that there may be more than one interpretation of reading selections |
| RS5 | Develop and use an increasingly sophisticated vocabulary gained through context |
| RS6 | Apply knowledge of language structure to reading |
| RS7 | Explain why there may be more than one interpretation of reading selections |
| RS8 | Recognize effect of literary devices on meaning |
| RS10 | Recognize relationship of structure to meaning |
| RS11 | Describe various interpretations and levels of meaning in reading selections (e.g., symbolism, nuance) |
| RS15 | Apply an expanding vocabulary gained through reading |
| RS16 | Explain various interpretations and levels of meaning in reading selections (e.g., symbolism, nuance) |
| RS17 | Analyze use of literary devices (e.g., extended metaphor, simile, personification, hyperbole, pun, alliteration) |
| RS18 | Understand use of literary techniques (e.g., irony, satire, allegory, onomatopoeia) |

Subunit: Reading—Meaning Construction

Competencies:

| RM1 | Demonstrate ability to recognize appropriate pre-reading strategies |
| RM2 | Describe effectiveness of a reading selection |
| RM3 | Read to clarify personal thinking and knowledge |
| RM4 | Support interpretation of text by locating and citing specific information |
| RM7 | Engage in self-selected reading activities |
| RM8 | Confirm and extend meaning in reading by researching new concepts and facts |
| RM9 | Self-monitor and apply corrective strategies when communication has been interrupted or lost |
| RM11 | Assess effectiveness of a selection read |
| RM12 | Use reading as a possible problem-solving strategy to clarify personal thinking and knowledge |
| RM16 | Assess validity and quality of selection read (e.g., predict, summarize, analyze, infer) |

Continued
### Subunit: Reading—Meaning Construction—Continued

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>RM17</td>
<td>Clarify meaning when reading, using knowledge of literary devices, stylistic diction, and other semantic elements</td>
</tr>
<tr>
<td>RM18</td>
<td>Compare personal reaction to critical assessment of a literary selection</td>
</tr>
<tr>
<td>RM19</td>
<td>Assess validity of diverse literary interpretations</td>
</tr>
<tr>
<td>RM20</td>
<td>Use reference books to find, evaluate, and synthesize information</td>
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</tbody>
</table>

### Subunit: Reading—Application

**Competencies:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>RA1</td>
<td>Select and read material for personal enjoyment and information</td>
</tr>
<tr>
<td>RA2</td>
<td>Read a variety of complete, unabridged works (e.g., self-selected or assigned stories, essays, nonfiction, plays, novels, poetry)</td>
</tr>
<tr>
<td>RA5</td>
<td>Develop and apply knowledge of the interrelationship of concepts (e.g., construction of webs, graphs, timelines)</td>
</tr>
<tr>
<td>RA6</td>
<td>Read selections from a variety of styles and formats, recognizing that style and format influence meaning</td>
</tr>
<tr>
<td>RA7</td>
<td>Extend value of reading, writing, speaking, viewing, and listening by pursuing, through reading, new concepts and interests developed as a result of these activities</td>
</tr>
</tbody>
</table>

### Subunit: Reading—Multidisciplinary

**Competencies:**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>RM1</td>
<td>Connect themes and ideas across disciplines through literature</td>
</tr>
<tr>
<td>RM2</td>
<td>Read to facilitate learning across curriculum</td>
</tr>
<tr>
<td>RM3</td>
<td>Read to develop awareness of human rights and freedom</td>
</tr>
<tr>
<td>RM4</td>
<td>Participate actively in a community of learners</td>
</tr>
<tr>
<td>RM5</td>
<td>Recognize and explain interaction between literature and various cultural domains (e.g., social, technological, political, economic)</td>
</tr>
<tr>
<td>RM6</td>
<td>Explore and analyze a variety of cultural elements, attitudes, beliefs, and value structures by reading and experiencing our diverse literary tradition, including works by men and women of many racial, ethnic, and cultural groups</td>
</tr>
<tr>
<td>RM7</td>
<td>Value thinking and language of others</td>
</tr>
<tr>
<td>RM9</td>
<td>Read to facilitate content learning</td>
</tr>
</tbody>
</table>
### Subunit: Writing—Structure

Competencies:

<table>
<thead>
<tr>
<th>WS1</th>
<th>Develop and expand a repertoire of organizational strategies (e.g., narration, comparison/contrast, and description) through practice and discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>WS2</td>
<td>Clarify word choice according to audience, topic, and purpose</td>
</tr>
<tr>
<td>WS3</td>
<td>Locate and correct errors in usage, spelling, and mechanics (e.g., subject-verb agreement, parallel construction, pronoun reference, punctuation, capitalization, sentence structure) using a variety of resources</td>
</tr>
<tr>
<td>WS4</td>
<td>Recognize information gained from primary and secondary sources</td>
</tr>
<tr>
<td>WS5</td>
<td>Develop writing that contains ordered, related, well-developed paragraphs with sentences of varied lengths and patterns</td>
</tr>
<tr>
<td>WS6</td>
<td>Use information from a variety of sources to develop an integrated piece of writing</td>
</tr>
<tr>
<td>WS7</td>
<td>Evaluate and revise writing to focus on such things as audience, tone, and purpose</td>
</tr>
<tr>
<td>WS9</td>
<td>Develop extended pieces of writing that contain ordered, related, well-developed paragraphs with sentences of varied lengths and patterns</td>
</tr>
<tr>
<td>WS11</td>
<td>Synthesize information from a variety of sources to construct meaning</td>
</tr>
<tr>
<td>WS12</td>
<td>Refine word choice and tone according to audience, situation, and purpose</td>
</tr>
<tr>
<td>WS13</td>
<td>Appropriately cite information gained from primary and secondary sources</td>
</tr>
<tr>
<td>WS14</td>
<td>Use style manuals or software to prepare documentation and reference lists</td>
</tr>
<tr>
<td>WS15</td>
<td>Develop effectively organized pieces of expository writing containing strong voice, clear thesis, and well-developed ideas</td>
</tr>
<tr>
<td>WS16</td>
<td>Identify organization patterns appropriate to writing topic</td>
</tr>
<tr>
<td>WS17</td>
<td>Respond to others' suggested revisions to a writing piece</td>
</tr>
</tbody>
</table>

### Subunit: Writing—Meaning Construction

Competencies:

<table>
<thead>
<tr>
<th>WM2</th>
<th>Develop criteria for writing evaluation using scoring guides (e.g., rubric/holistic scale, primary trait scoring) and peer/teacher assistance to clarify meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>WM3</td>
<td>Respond to others' suggested revisions to a piece of writing (e.g., self-question, re-read, revise)</td>
</tr>
<tr>
<td>WM4</td>
<td>Use word processing, graphics, and publishing as aids for constructing meaning in writing</td>
</tr>
<tr>
<td>WM5</td>
<td>Engage in self-initiated writing activities</td>
</tr>
<tr>
<td>WM6</td>
<td>Incorporate personal criteria with generally accepted standards for writing evaluation</td>
</tr>
<tr>
<td>WM7</td>
<td>Evaluate, analyze, and synthesize information for writing</td>
</tr>
<tr>
<td>WM8</td>
<td>Evaluate own writing using personal and established scoring criteria</td>
</tr>
<tr>
<td>WM9</td>
<td>Assess personal/peer revisions to a writing piece</td>
</tr>
<tr>
<td>WM10</td>
<td>Recognize and refine personal writing styles</td>
</tr>
</tbody>
</table>
### Subunit: Writing—Application

**Competencies:**

<table>
<thead>
<tr>
<th>WA1</th>
<th>Apply appropriate writing techniques (e.g., prewriting, drafting, revising, editing, presenting) suitable for varied writing tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>WA2</td>
<td>Use sentence-combining techniques to improve syntactic fluency and maturity</td>
</tr>
<tr>
<td>WA3</td>
<td>Write in response to prompted and self-selected topics in practical, persuasive, descriptive, narrative, and expository domains</td>
</tr>
<tr>
<td>WA4</td>
<td>Develop personal voice in writing</td>
</tr>
<tr>
<td>WA5</td>
<td>Consider audience and purpose for writing</td>
</tr>
<tr>
<td>WA6</td>
<td>Develop criteria for selection and potential development of topic</td>
</tr>
<tr>
<td>WA8</td>
<td>Apply an expanding vocabulary gained through writing</td>
</tr>
<tr>
<td>WA9</td>
<td>Make judicious use of reference sources (e.g., dictionary, thesaurus, online database, encyclopedia)</td>
</tr>
<tr>
<td>WA10</td>
<td>Demonstrate an appreciation for aesthetically pleasing language through word choice and style</td>
</tr>
<tr>
<td>WA11</td>
<td>Apply revising and editing strategies needed for writing task</td>
</tr>
<tr>
<td>WA12</td>
<td>Vary sentence lengths and patterns</td>
</tr>
<tr>
<td>WA13</td>
<td>Refine personal voice in writing</td>
</tr>
<tr>
<td>WA14</td>
<td>Vary styles and formats for intended purpose and audience</td>
</tr>
<tr>
<td>WA15</td>
<td>Apply criteria for selection and development of topic</td>
</tr>
<tr>
<td>WA16</td>
<td>Participate in peer review of writing in progress</td>
</tr>
<tr>
<td>WA17</td>
<td>Use transitions between sentences, ideas, and paragraphs in writing</td>
</tr>
<tr>
<td>WA18</td>
<td>Revise and edit papers extensively in preparation for presentation/publication</td>
</tr>
<tr>
<td>WA20</td>
<td>Focus writing and tone on such elements as audience, situation, and purpose</td>
</tr>
<tr>
<td>WA21</td>
<td>Develop topic fully and appropriately</td>
</tr>
<tr>
<td>WA22</td>
<td>Use writing process to facilitate learning across curriculum</td>
</tr>
<tr>
<td>WA24</td>
<td>Develop an extended piece of writing (e.g., story, narrative poem, autobiography, novel, research paper)</td>
</tr>
<tr>
<td>WA25</td>
<td>Revise writing and tone to assure focus on such elements as audience, situation, and purpose</td>
</tr>
<tr>
<td>WA26</td>
<td>Use writing process to write reflectively</td>
</tr>
</tbody>
</table>

### Subunit: Writing—Multidisciplinary

**Competencies:**

<table>
<thead>
<tr>
<th>WM1</th>
<th>Use writing process for learning across curriculum</th>
</tr>
</thead>
<tbody>
<tr>
<td>WM3</td>
<td>Value and apply collaborative skills in the writing process</td>
</tr>
<tr>
<td>WM4</td>
<td>Write in response to reading, speaking, viewing, and listening</td>
</tr>
<tr>
<td>WM6</td>
<td>Use writing process to facilitate learning across curriculum</td>
</tr>
<tr>
<td>WM7</td>
<td>Recognize value of and engage in collaboration in the writing process</td>
</tr>
<tr>
<td>WM9</td>
<td>Record experiences and observations related to content learning</td>
</tr>
<tr>
<td>WM10</td>
<td>Apply collaborative skills in the writing process</td>
</tr>
<tr>
<td>WM11</td>
<td>Write collaboratively with peers</td>
</tr>
<tr>
<td>WM12</td>
<td>Use cross-disciplinary resources in writing projects</td>
</tr>
</tbody>
</table>
**Subunit: Listening/Visual Literacy—Structure**

Competencies:

<table>
<thead>
<tr>
<th>LS3</th>
<th>Recognize correct and appropriate grammar, diction, and syntax</th>
</tr>
</thead>
<tbody>
<tr>
<td>LS4</td>
<td>Expand vocabulary through listening to and viewing varied media (e.g., recordings, films, music, news broadcasts)</td>
</tr>
<tr>
<td>LS7</td>
<td>Recognize use and misuse of language in media</td>
</tr>
<tr>
<td>LS9</td>
<td>Expand and refine grammar, diction, and syntax through listening</td>
</tr>
<tr>
<td>LS11</td>
<td>Expand knowledge of complex grammar, diction, and syntax issues</td>
</tr>
</tbody>
</table>

**Subunit: Listening/Visual Literacy—Meaning Construction**

Competencies:

<table>
<thead>
<tr>
<th>LM1</th>
<th>Develop critical thinking skills necessary to evaluate media and assess oral presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>LM2</td>
<td>Compare new oral texts to past experiences and knowledge in order to enhance comprehension</td>
</tr>
<tr>
<td>LM4</td>
<td>Focus listening and viewing on themes and/or plots</td>
</tr>
<tr>
<td>LM5</td>
<td>Gather information from listening and viewing experiences to enhance research</td>
</tr>
<tr>
<td>LM6</td>
<td>Use critical thinking skills to evaluate media and oral presentations</td>
</tr>
<tr>
<td>LM7</td>
<td>Use prior knowledge and experiences to facilitate comprehension of new oral texts</td>
</tr>
<tr>
<td>LM10</td>
<td>Use information gathered from listening and viewing experiences to expand research</td>
</tr>
<tr>
<td>LM11</td>
<td>Enhance use of critical thinking skills to evaluate media and oral presentations</td>
</tr>
<tr>
<td>LM12</td>
<td>Consider prior knowledge and experiences when attempting to understand the meaning of new texts</td>
</tr>
<tr>
<td>LM14</td>
<td>Select viewing and listening materials to support written text</td>
</tr>
<tr>
<td>LM15</td>
<td>Evaluate media and oral presentations analytically and critically</td>
</tr>
</tbody>
</table>

**Subunit: Listening/Visual Literacy—Application**

Competencies:

<table>
<thead>
<tr>
<th>LA1</th>
<th>Listen attentively during oral reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA2</td>
<td>Use media as stimuli for learning and thinking</td>
</tr>
<tr>
<td>LA4</td>
<td>Use electronic media to enhance and highlight language learning</td>
</tr>
<tr>
<td>LA6</td>
<td>Use technology and other media (e.g., videos, posters, maps, graphs, t-shirts) as means of expressing ideas</td>
</tr>
</tbody>
</table>

**Subunit: Listening/Visual Literacy—Multidisciplinary**

Competencies:

<table>
<thead>
<tr>
<th>LM1</th>
<th>Facilitate learning across curriculum through critical listening and viewing</th>
</tr>
</thead>
<tbody>
<tr>
<td>LM2</td>
<td>Engage in individual, small-group, and whole-group listening and viewing activities</td>
</tr>
<tr>
<td>LM4</td>
<td>Investigate language and cultural differences through listening and viewing activities</td>
</tr>
<tr>
<td>LM5</td>
<td>Participate in a community of learners through productive listening</td>
</tr>
</tbody>
</table>

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### Subunit: Oral Communication—Structure

**Competencies:**

<table>
<thead>
<tr>
<th>OS1</th>
<th>Refine oral communication skills (e.g., voice modulation, eye contact, body language)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OS2</td>
<td>Demonstrate knowledge of grammar, usage, and syntax when presenting</td>
</tr>
<tr>
<td>OS3</td>
<td>Select topics and vocabulary suitable to audience</td>
</tr>
<tr>
<td>OS4</td>
<td>Organize notes and ideas for speaking (e.g., cause-effect, chronological, exemplification)</td>
</tr>
<tr>
<td>OS5</td>
<td>Use language imaginatively (e.g., word games, puns, limericks)</td>
</tr>
<tr>
<td>OS6</td>
<td>Modulate voice to enhance meaning when interpreting literature orally</td>
</tr>
<tr>
<td>OS7</td>
<td>Organize notes and ideas for formal, semiformal, and informal presentations of information</td>
</tr>
<tr>
<td>OS8</td>
<td>Refine speaking techniques for formal, semiformal, and informal settings</td>
</tr>
<tr>
<td>OS9</td>
<td>Develop repertoire of organizational strategies for presenting information orally</td>
</tr>
<tr>
<td>OS10</td>
<td>Expand vocabulary to fit topic</td>
</tr>
<tr>
<td>OS11</td>
<td>Select topics suitable to audience, situation, and purpose</td>
</tr>
<tr>
<td>OS12</td>
<td>Select appropriate strategies when organizing notes and ideas for speaking</td>
</tr>
</tbody>
</table>

### Subunit: Oral Communications—Meaning Construction

**Competencies:**

<table>
<thead>
<tr>
<th>OM1</th>
<th>Make connections between prior knowledge and new information for oral presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>OM2</td>
<td>Participate in informal speaking activities (e.g., offering opinions, supporting statements, questions, clarification, entertainment)</td>
</tr>
<tr>
<td>OM3</td>
<td>Use interviewing techniques to gather information</td>
</tr>
<tr>
<td>OM4</td>
<td>Communicate orally to entertain and to inform</td>
</tr>
<tr>
<td>OM5</td>
<td>Participate in group communication activities (e.g., debates, panel discussions, negotiations, book-sharing, roundtables, cooperative/collaborative groups)</td>
</tr>
<tr>
<td>OM6</td>
<td>Take and organize notes when preparing speech/presentation</td>
</tr>
<tr>
<td>OM7</td>
<td>Interpret texts orally to illustrate meaning</td>
</tr>
<tr>
<td>OM8</td>
<td>Respond to needs of various audiences</td>
</tr>
<tr>
<td>OM9</td>
<td>Gather and assess information for speaking</td>
</tr>
<tr>
<td>OM10</td>
<td>Communicate orally to inform and persuade</td>
</tr>
<tr>
<td>OM11</td>
<td>Prepare and deliver formal speech/presentation</td>
</tr>
<tr>
<td>OM12</td>
<td>Participate in a variety of oral interpretations</td>
</tr>
<tr>
<td>OM13</td>
<td>Assess needs of audience, and adjust language and presentation according to their knowledge</td>
</tr>
<tr>
<td>OM14</td>
<td>Analyze and synthesize information for speaking</td>
</tr>
<tr>
<td>OM16</td>
<td>Describe topic or idea in order to clarify personal/audience thinking</td>
</tr>
<tr>
<td>OM17</td>
<td>Analyze and synthesize information gathered from a variety of sources (e.g., interviews, hypermedia, reference works) for speaking</td>
</tr>
<tr>
<td>OM19</td>
<td>Interpret orally a variety of literature</td>
</tr>
<tr>
<td>OM20</td>
<td>Describe topic or idea to clarify meaning for others</td>
</tr>
</tbody>
</table>
Subunit: Oral Communication—Application

Competencies:

| OA1 | Become proficient at using interviewing techniques |
| OA2 | Give an oral interpretation for a specific audience |
| OA3 | Develop and apply oral communication skills for cooperative/collaborative learning |
| OA4 | Use oral communication for a variety of purposes and audiences (e.g., negotiations, book reviews, rationales) |
| OA5 | Develop and apply decision-making strategies |
| OA6 | Practice interviewing techniques |
| OA7 | Apply interviewing techniques to purposeful interviews |
| OA8 | Focus oral interpretation on a specific audience |

Subunit: Oral Communications—Multidisciplinary

Competencies:

| OM1 | Value thinking and language of others |
| OM2 | Develop oral projects collaboratively |
| OM3 | Be involved in individual, small-group, and whole-group language activities |
| OM4 | Participate actively in a community of learners |
| OM5 | Investigate language and cultural differences through oral language activities |

Subunit: Numbers and Number Relations

Competencies:

| NR1 | Compare, order, and determine equivalence of real numbers |
| NR2 | Estimate answers, compute, and solve problems involving real numbers |
| NR3 | Compare and contrast real number system, rational number system, and whole number system |
| NR4 | Extend knowledge to complex number system, and develop facility with its operation |

Subunit: Measurement

Competencies:

| M1 | Estimate and use measurements |
| M2 | Understand the need for measurement and the probability that any measurement is accurate to some designated specification |
| M3 | Understand and apply measurements related to power and work |
| M4 | Understand and apply measurement concepts of distance-rate-time problems and acceleration problems with real-world experiments |
| M5 | Use real experiments to investigate elasticity, heat, sound, electricity, magnetism, light, acceleration, velocity, energy, and gravity |
| M6 | Use real-world problem situations involving mass and weight |
| M7 | Use real-world problem situations involving simple harmonic motion |
### Subunit: Measurement—Continued

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>M8</td>
<td>Establish ratios with and without common units</td>
</tr>
<tr>
<td>M9</td>
<td>Construct and interpret maps, tables, charts, and graphs as they relate to real-world mathematics</td>
</tr>
<tr>
<td>M10</td>
<td>Understand and solve rate-change problems</td>
</tr>
<tr>
<td>M11</td>
<td>Understand and solve right triangle relationships as they relate to measurement—specifically those that deal with the Pythagorean theorem</td>
</tr>
<tr>
<td>M12</td>
<td>Graph and interpret ordered pairs</td>
</tr>
<tr>
<td>M13</td>
<td>Compute total sales from a variety of items</td>
</tr>
<tr>
<td>M14</td>
<td>Comprehend and compute rates of growth or decay</td>
</tr>
<tr>
<td>M15</td>
<td>Comprehend, compute, and interpret real problems involving annuities</td>
</tr>
<tr>
<td>M16</td>
<td>Develop an ability to identify real problems and provide possible solutions</td>
</tr>
<tr>
<td>M17</td>
<td>Express and apply different types of measurement scales</td>
</tr>
<tr>
<td>M18</td>
<td>Determine area and volume</td>
</tr>
</tbody>
</table>

### Subunit: Estimation and Mental Computation

**Competencies:**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1</td>
<td>Use estimation to eliminate choices in multiple-choice tests</td>
</tr>
<tr>
<td>E2</td>
<td>Use estimation to determine reasonableness of problem situations in a wide variety of applications</td>
</tr>
<tr>
<td>E4</td>
<td>Use mental computation when computer and calculator are inappropriate</td>
</tr>
</tbody>
</table>

### Subunit: Data Analysis and Probability

**Competencies:**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1</td>
<td>Organize data into tables, charts, and graphs</td>
</tr>
<tr>
<td>D2</td>
<td>Understand and apply measures of central tendency, variability, and correlation</td>
</tr>
<tr>
<td>D3</td>
<td>Use curve fitting to predict from data</td>
</tr>
<tr>
<td>D4</td>
<td>Use experimental or theoretical probability, as appropriate, to represent and solve problems involving uncertainty</td>
</tr>
<tr>
<td>D5</td>
<td>Use computer simulations and random number generators to estimate probabilities</td>
</tr>
<tr>
<td>D6</td>
<td>Test hypotheses using appropriate statistics</td>
</tr>
<tr>
<td>D7</td>
<td>Read, interpret, and use tables, charts, and graphs to identify patterns, note trends, draw conclusions, and make predictions</td>
</tr>
<tr>
<td>D8</td>
<td>Identify probabilities of events involving unbiased objects</td>
</tr>
<tr>
<td>D9</td>
<td>Use sampling and recognize its role in statistical claims</td>
</tr>
<tr>
<td>D10</td>
<td>Design a statistical experiment to study problem, conduct experiment, and interpret and communicate outcomes</td>
</tr>
<tr>
<td>D11</td>
<td>Describe normal curve in general terms, and use its properties</td>
</tr>
<tr>
<td>D12</td>
<td>Create and interpret discrete probability distributions</td>
</tr>
<tr>
<td>D13</td>
<td>Understand concept of random variable</td>
</tr>
<tr>
<td>D14</td>
<td>Apply concept of random variable to generate and interpret probability distributions, including binomial, uniform, normal, and chi square</td>
</tr>
</tbody>
</table>
## Subunit: Algebra

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Describe problem situations by using and relating numerical, symbolic, and graphical representations</td>
</tr>
<tr>
<td>A2</td>
<td>Use language and notation of functions in symbolic and graphing settings</td>
</tr>
<tr>
<td>A16</td>
<td>Describe measures of central tendency, mean, median, mode, and variance algebraically and graphically</td>
</tr>
<tr>
<td>A28</td>
<td>Analyze and describe errors (and their sources) that can be made when using computers and calculators to solve problems</td>
</tr>
<tr>
<td>A29</td>
<td>Decide whether problem situation is best solved using computer, calculator, paper and pencil, or mental arithmetic/estimation techniques</td>
</tr>
<tr>
<td>A36</td>
<td>Translate verbal statements into symbolic language</td>
</tr>
<tr>
<td>A37</td>
<td>Simplify algebraic expressions</td>
</tr>
</tbody>
</table>

## Subunit: Geometry

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>G1</td>
<td>Create and interpret drawings of three-dimensional objects</td>
</tr>
<tr>
<td>G2</td>
<td>Represent problem situations with geometric models and apply properties of figures</td>
</tr>
<tr>
<td>G3</td>
<td>Apply Pythagorean theorem</td>
</tr>
<tr>
<td>G4</td>
<td>Demonstrate knowledge of angles and parallel and perpendicular lines</td>
</tr>
<tr>
<td>G5</td>
<td>Explore inductive and deductive reasoning through applications to various subject areas</td>
</tr>
<tr>
<td>G9</td>
<td>Use deductive reasoning</td>
</tr>
</tbody>
</table>

## Subunit: Patterns, Relations, and Functions

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>P3</td>
<td>Translate among tables, algebraic expressions, and graphs of functions</td>
</tr>
<tr>
<td>P12</td>
<td>Use graphing calculator or computer to graph functions</td>
</tr>
<tr>
<td>P20</td>
<td>Explore graphs in three dimensions</td>
</tr>
</tbody>
</table>

## Subunit: Scientific Inquiry

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Check the appropriateness and accuracy of measures and computations using various strategies (e.g., estimations, unit analysis, determination of significant figures)</td>
</tr>
<tr>
<td>Q2</td>
<td>Use ratios, proportions, and probabilities in appropriate problem situations</td>
</tr>
<tr>
<td>Q3</td>
<td>Translate information from and represent information in various forms with equal ease (e.g., tables, charts, graphs, diagrams, geometric figures)</td>
</tr>
<tr>
<td>Q4</td>
<td>Use existing algebraic formulas and create new ones in appropriate problem-solving situations</td>
</tr>
<tr>
<td>Q5</td>
<td>Estimate and justify probabilities of outcomes of familiar situations based on experimentation and other strategies</td>
</tr>
</tbody>
</table>

Continued
**Subunit: Scientific Inquiry—Continued**

<table>
<thead>
<tr>
<th>Q6</th>
<th>Invent apparatus and mechanical tools needed to perform unique tasks in various situations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q7</td>
<td>Identify, compare, and contrast different modes of inquiry, habits of mind, and attitudes and dispositions</td>
</tr>
<tr>
<td>Q8</td>
<td>Design investigations that are safe and ethical (i.e., obtain consent and inform others of potential outcomes, risks, and benefits; and show evidence of concern for the health and safety of humans and nonhuman species)</td>
</tr>
<tr>
<td>Q9</td>
<td>Make and read scale drawings, maps, models, and other representations to aid planning and understanding</td>
</tr>
<tr>
<td>Q10</td>
<td>Seek elaboration and justification of data and ideas, and reflect on alternative interpretations of the information</td>
</tr>
<tr>
<td>Q11</td>
<td>Use appropriate units for counts and measures</td>
</tr>
<tr>
<td>Q12</td>
<td>Create and use databases (electronic and other) to collect, organize, and verify data and observations</td>
</tr>
<tr>
<td>Q13</td>
<td>Design and conduct investigations with multiple variables</td>
</tr>
<tr>
<td>Q14</td>
<td>Communicate the results of investigations clearly in a variety of situations</td>
</tr>
<tr>
<td>Q16</td>
<td>Trace the development (e.g., history, controversy, and ramifications) of various theories, focusing on supporting evidence and modification with new evidence</td>
</tr>
<tr>
<td>Q17</td>
<td>Select, invent, and use tools, including analog and digital instruments, to make and record direct measurements</td>
</tr>
<tr>
<td>Q18</td>
<td>Observe and document events and characteristics of complex systems</td>
</tr>
<tr>
<td>Q20</td>
<td>Create multiple representations of the same data using a variety of symbols, descriptive languages, mathematical concepts, and graphic techniques</td>
</tr>
<tr>
<td>Q21</td>
<td>Generate testable hypotheses for observations of complex systems and interactions</td>
</tr>
<tr>
<td>Q22</td>
<td>Document potentially hazardous conditions and associated risks in selected homes and public areas</td>
</tr>
<tr>
<td>Q23</td>
<td>Participate in public debates, relying on documented and verified data to construct and represent a position on scientific issues</td>
</tr>
<tr>
<td>Q25</td>
<td>Read, verify, debate, and, where necessary, refute research published in popular or technical journals of science (e.g., Discover, Omni, Popular Mechanics)</td>
</tr>
<tr>
<td>Q27</td>
<td>Conduct theory-based research using surveys, observational instruments, and other methods</td>
</tr>
<tr>
<td>Q28</td>
<td>Modify personal opinions, interpretations, explanations, and conclusions based on new information</td>
</tr>
<tr>
<td>Q29</td>
<td>Analyze error and develop explanations in various domains</td>
</tr>
<tr>
<td>Q31</td>
<td>Demonstrate various logical connections between related concepts (e.g., entropy, conservation of energy)</td>
</tr>
<tr>
<td>Q32</td>
<td>Account for discrepancies between theories and observations</td>
</tr>
<tr>
<td>Q33</td>
<td>Analyze the changes within a system when inputs, outputs, and interactions are altered</td>
</tr>
<tr>
<td>Q34</td>
<td>Create, standardize, and document procedures</td>
</tr>
<tr>
<td>Q38</td>
<td>Suggest and defend alternative experimental designs and data explanations (e.g., sampling, controls, safeguards)</td>
</tr>
<tr>
<td>Q39</td>
<td>Recognize and communicate differences between questions that can be investigated in a scientific way and those that rely on other ways of knowing</td>
</tr>
<tr>
<td>Q40</td>
<td>Draw conclusions based on the relationships among data analysis, experimental design, and possible models and theories</td>
</tr>
<tr>
<td>Q42</td>
<td>Investigate, assess, and comment on strengths and weakness of the descriptive and predictive powers of science</td>
</tr>
</tbody>
</table>
**Subunit: Scientific Knowledge**

Competencies:

<table>
<thead>
<tr>
<th>K7</th>
<th>Investigate estimates and measurements of a wide range of distances and rates of change</th>
</tr>
</thead>
<tbody>
<tr>
<td>K30</td>
<td>Formulate plans and contingencies that can be used to accommodate for changes to and stresses on systems (e.g., wildlife and habitat management, corrosion prevention, noise abatement, structure design)</td>
</tr>
<tr>
<td>K35</td>
<td>Formulate models and hypotheses that can be used to explain the interactions of components within technological and ecological systems</td>
</tr>
</tbody>
</table>

**Subunit: Conditions for Learning Science**

Competencies:

<table>
<thead>
<tr>
<th>C1</th>
<th>Participate actively in dialogue about and resolution of community issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2</td>
<td>Assess information from various countries in the original language or translated form to ascertain the perspectives of many cultures</td>
</tr>
<tr>
<td>C5</td>
<td>Present the results of investigations in a variety of forums</td>
</tr>
<tr>
<td>C7</td>
<td>Use various creative means to communicate interpretations of scientific ideas, concepts, phenomena, and events</td>
</tr>
<tr>
<td>C8</td>
<td>Consider the scientific thinking and language of others</td>
</tr>
<tr>
<td>C10</td>
<td>Fulfill responsibilities as part of a research group</td>
</tr>
<tr>
<td>C12</td>
<td>Present persuasive argument based on the scientific aspects of controversial issues</td>
</tr>
<tr>
<td>C13</td>
<td>Collect, store, retrieve, and manipulate information with available technologies that may range from hand processes up through computer applications</td>
</tr>
<tr>
<td>C14</td>
<td>Investigate social issues with a scientific perspective (e.g., human rights, wellness, economics, futurism, environmental ethics)</td>
</tr>
<tr>
<td>C17</td>
<td>Collect and analyze observations made over extended periods of time and compare these to scientific theories</td>
</tr>
<tr>
<td>C19</td>
<td>Conduct formal scientific debates in the classroom</td>
</tr>
<tr>
<td>C25</td>
<td>Listen attentively and critically to presentations of scientific information made by others</td>
</tr>
<tr>
<td>C26</td>
<td>Conduct analyses of propaganda related to scientific issues</td>
</tr>
<tr>
<td>C29</td>
<td>Access appropriate technology to perform complicated, time-consuming tasks</td>
</tr>
<tr>
<td>C31</td>
<td>Work as a contributing member of a collaborative research group</td>
</tr>
<tr>
<td>C33</td>
<td>Use technology (e.g., desktop publishing, teleconferencing, networking) to communicate scientific ideas</td>
</tr>
<tr>
<td>C34</td>
<td>Explore and analyze a variety of perspectives on science (e.g., works by men and women of many racial, ethnic, and cultural groups)</td>
</tr>
<tr>
<td>C36</td>
<td>Respect the scientific thinking of others and self</td>
</tr>
<tr>
<td>C44</td>
<td>Recognize and synthesize the contributions to scientific thought of individuals from many cultures</td>
</tr>
</tbody>
</table>
### Subunit: Applications for Science Learning

**Competencies:**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>Make personal behavior decisions by interpreting information that has a scientific basis</td>
</tr>
<tr>
<td>A3</td>
<td>Propose courses of action that will validate and demonstrate personal understandings of scientific principles</td>
</tr>
<tr>
<td>A5</td>
<td>Promote and carry out practices that contribute to a sustainable environment</td>
</tr>
<tr>
<td>A6</td>
<td>Study and propose improvements in public services and systems in own community</td>
</tr>
<tr>
<td>A7</td>
<td>Choose consumer materials utilizing personal and environmental risk and benefit information</td>
</tr>
<tr>
<td>A8</td>
<td>Make inferences and draw conclusions using databases, spreadsheets, and other technologies</td>
</tr>
<tr>
<td>A9</td>
<td>Do simple troubleshooting on common electrical and mechanical systems, identifying and eliminating possible causes of malfunctions</td>
</tr>
<tr>
<td>A12</td>
<td>Make decisions regarding personal and public health</td>
</tr>
<tr>
<td>A13</td>
<td>Evaluate the social and ecological risks and benefits resulting from the use of various consumer products</td>
</tr>
<tr>
<td>A14</td>
<td>Analyze the contributions of advances in technology through history to own everyday life</td>
</tr>
<tr>
<td>A16</td>
<td>Extend the limits of human capabilities using technological enhancements</td>
</tr>
<tr>
<td>A17</td>
<td>Use and recognize various propaganda techniques</td>
</tr>
<tr>
<td>A19</td>
<td>Choose everyday consumer products that utilize recent innovation and pass appropriate performance criteria</td>
</tr>
<tr>
<td>A20</td>
<td>Refine personal career interests through investigations of the diversity of manufacturing, research, service, and invention processes</td>
</tr>
<tr>
<td>A22</td>
<td>Write, follow, modify, and extend instructions (e.g., equations, algorithms, formulas, flow diagrams, illustrations)</td>
</tr>
<tr>
<td>A23</td>
<td>Create products, make inferences, and draw conclusions using databases, spreadsheets, and other technologies</td>
</tr>
<tr>
<td>A24</td>
<td>Predict various scenarios and propose solutions to community issues using scientific information (e.g., actuarial tables, census data, topographic maps, incidence data, climatic data)</td>
</tr>
<tr>
<td>A25</td>
<td>Use scientific evidence to consider options and formulate positions about the health and safety of others and self</td>
</tr>
<tr>
<td>A30</td>
<td>Refine personal career interests</td>
</tr>
<tr>
<td>A31</td>
<td>Promote public awareness of the interaction of technology with social issues</td>
</tr>
<tr>
<td>A33</td>
<td>Use appropriate technologies to prepare and present the findings of investigations incorporating tables, graphs, diagrams, and text</td>
</tr>
<tr>
<td>A34</td>
<td>Make informed consumer choices by evaluating and prioritizing information, evidence, and strategies</td>
</tr>
<tr>
<td>A35</td>
<td>Develop an informed point of view that allows for validation or refutation of the scientific statements and claims of advocates before pursuing courses of action (e.g., contributing support, signing petitions, casting votes)</td>
</tr>
<tr>
<td>A37</td>
<td>Develop and write environmental impact, and safety and hygiene management plans</td>
</tr>
<tr>
<td>A38</td>
<td>Use technology to collect, analyze, and communicate information (e.g., electronic networks, desktop publishing, remote sensing, graphing calculators, satellite telemetry, and others)</td>
</tr>
</tbody>
</table>
Verification Panels

The Vocational Instructional Materials Laboratory wishes to extend thanks and appreciation to the many representatives of business, industry, labor, and community organizations who donated their time and expertise to the identification and revalidation of competencies.

The following panel was responsible for verifying the occupational competencies on the Business Administration and Management OCAP, identifying those academic competencies that an entry-level employee should possess, and determining the Work Keys academic skill levels required for successful entry into the occupation:

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terrie Huston</td>
<td>Secretarial Consultant</td>
<td>Columbus, Ohio</td>
</tr>
<tr>
<td>Chuck Johnson</td>
<td>National City Bank, Northwest</td>
<td>Toledo, Ohio</td>
</tr>
<tr>
<td>Christina Lombardo</td>
<td>Checkfree Corporation</td>
<td>Columbus, Ohio</td>
</tr>
<tr>
<td>Jerry Reeder</td>
<td>G.T.E. North Telephone Operations</td>
<td>Marion, Ohio</td>
</tr>
<tr>
<td>Michael L. Schlecht</td>
<td>Whirlpool Corporation</td>
<td>Marion, Ohio</td>
</tr>
<tr>
<td>Thomas G. Schneider</td>
<td>Investors Asset Management</td>
<td>Medina, Ohio</td>
</tr>
<tr>
<td>Chris Spengler</td>
<td>CPS/CAM, The University of Toledo</td>
<td>Toledo, Ohio</td>
</tr>
<tr>
<td>Walter G. Williams</td>
<td>Organizational Training and Outplacement Consultant</td>
<td>Cincinnati, Ohio</td>
</tr>
</tbody>
</table>

The following panel was responsible for verifying the competencies on the Employability OCAP:

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barbara J. Forster</td>
<td>Nationwide Insurance</td>
<td>Columbus, Ohio</td>
</tr>
<tr>
<td>Joan L. Hall</td>
<td>Health Management Nursing</td>
<td>Chesapeake, Ohio</td>
</tr>
<tr>
<td>Jane Highland</td>
<td>Southern Ohio Staffing, Inc.</td>
<td>Chillicothe, Ohio</td>
</tr>
<tr>
<td>Chuck Jackson</td>
<td>Butech, Inc.</td>
<td>Salem, Ohio</td>
</tr>
<tr>
<td>Garry Kessel</td>
<td>Medina Auto Parts, Inc.</td>
<td>Medina, Ohio</td>
</tr>
<tr>
<td>Joyce A. McMickens</td>
<td>Ernst &amp; Young</td>
<td>Cleveland, Ohio</td>
</tr>
<tr>
<td>Julie C. Payeff</td>
<td>The Andersons Management Corp.</td>
<td>Maumee, Ohio</td>
</tr>
<tr>
<td>Patricia Piper</td>
<td>Edison Industrial Systems Center</td>
<td>Toledo, Ohio</td>
</tr>
<tr>
<td>Gary F. Rybak</td>
<td>Red Roof Inns, Inc.</td>
<td>Hilliard, Ohio</td>
</tr>
</tbody>
</table>


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