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## Identification of Workplace Know-How Skills Expected by Employers in the Local Labor Market

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**IDENTIFICATION OF WORKPLACE KNOW-HOW SKILLS  
EXPECTED BY EMPLOYERS IN THE LOCAL LABOR MARKET**

Briefing Guide

for Presentation to  
Chamber of Commerce Education Committee

February 2, 1994

Kevin Hollenbeck  
W. E. Upjohn Institute for Employment Research

for

Education for Employment Outcomes Task Force

## EXHIBIT 1

# *Education for Employment Outcomes Task Force*

## **Mission**

The mission of the Education for Employment Outcomes Task Force is the identification, communication and implementation strategies to address the delivery of workplace know-how skills expected by employers in the local labor market.

## **Scope of Initiative**

The scope of the Education for Employment Outcomes Task Force is limited to an assessment of labor market requirements for workplace know-how skills, as defined by the Secretary's Commission on Achieving Necessary Skills (SCANS). The competencies and foundation skills from the SCANS report are listed below.

### Competencies

RESOURCES	Identify, organize, plan and allocate resources (time, money, material and facilities, and human resources)
INTERPERSONAL	Working with others (participate as a member of a team; teaching others new skills; serving clients/customers; exercising leadership; negotiating; working with diversity)
INFORMATION	Acquire and use information (acquire and use information; organize and maintain information; interpret and communicate information; use computers to process information)
SYSTEMS	Understand complete inter-relationships (understand systems; monitor and correct performance; improve/design systems)
TECHNOLOGY	Work with a variety of technology (select technology; apply technology to task; maintain and troubleshoot equipment)

### Foundation

BASIC SKILLS	Reading, writing, mathematics (arithmetic computation, mathematical reasoning, listening and speaking)
THINKING SKILLS	Creative thinking, making decision, solving problems, seeing things in the mind's eye, knowing how to learn
PERSONAL QUALITIES	Individual responsibility as well as self esteem, sociability and integrity

## **Goals**

- Goal 1 Establish a Task Force representative of constituencies (organizations, groups, individuals) who have expressed a need for the identification of basic skills required by employers.
- Goal 2 Conduct a substantive, coordinated survey of local labor market to identify non-technical skill requirements and standard expected of current workers and new entrants to the labor market.
- Goal 3 Assess activity in local training initiatives (secondary and post-secondary) which address non-technical workforce skills.
- Goal 4 Report or "market" the findings of the survey of the labor market.
- Goal 5 Identify "ways and means" to assist local training initiatives to develop, supplement or enhance existing efforts to enable individuals to acquire workforce skill competencies.
- Goal 6 Establish a mechanism for an ongoing "validation" of labor market expectations and training efforts of local initiatives.

Exhibit 1  
(Cont'd)

**EDUCATION FOR EMPLOYMENT  
OUTCOME TASK FORCE**

**1993-1994 MEMBERSHIP**

**Sandy Burger**  
Divisional Human Resources Manager  
The Upjohn Company

**Irv Cumming**  
Assistant Superintendent, Vocational  
Education  
Kalamazoo Valley ISD

**Robert Doud**  
Vice President  
Bronson Institute for Health Education

**George Erickcek**  
Senior Regional Analyst  
W.E. Upjohn Institute

**Dennis Hart**  
District Manager  
Michigan Rehabilitation Services

**Ted Hartridge**  
Vice President  
Kalamazoo Plastics Company

**Kevin Hollenbeck**  
Senior Economist  
W. E. Upjohn Institute

**Jack Mann**  
Director, Center for Business Services  
Glen Oaks Community College

**Floyd McKinney**  
Associate Dean, College of Education  
Western Michigan University

**Crystal Richman**  
Assistant Director, School of Nursing  
Bronson Methodist Hospital

**Tom Rueber**  
Case Manager/Instructor  
Youth Opportunities Unlimited

**Martha Schinderle**  
Employment Manager  
Bronson Healthcare Group

**Craig Schreuder**  
Deputy Director-JTPA  
W.E. Upjohn Institute

**Bernie Stankewicz**  
Assistant Superintendent  
St. Joseph County ISD

**Tom Topham**  
EFE Workforce Entry Coordinator  
Comstock Public Schools

**Craig Misner**  
Superintendent  
Parchment School District

**Kelli Sweet**  
Coordination of Social Studies & Career  
Education  
Kalamazoo Public Schools

## EXHIBIT 2

### Major Sectors Comprising Study

- Retail
- Services
- Health
- Non-profit Organizations
- Education
- Small Manufacturing
- Large Manufacturing
- Government/Public Sector

EXHIBIT 3

Table 1

Number of Individuals Who were Invited and Who Attended  
Focus Groups, by County and by Sector

Sector	Participants/ Invitees	Percentage Participated	Kalamazoo: Participants/ Invitees	St. Joseph: Participants/ Invitees
Retail	15 / 28	53.6%	14 / 21	1 / 7
Services	26 / 39	66.7	21 / 33	5 / 6
Health	13 / 24	54.2	12 / 20	1 / 4
Nonprofits	11 / 24	45.8	10 / 21	1 / 3
Education	8 / 21	38.1	7 / 17	1 / 4
Small Mfg.	16 / 24	66.7	13 / 19	3 / 5
Large Mfg.	4 / 18	22.2	4 / 13	0 / 5
Government	10 / 14	71.4	7 / 9	3 / 5
TOTAL	103 / 192	53.6%	88 / 153 (57.5%)	15 / 39 (38.5%)

EXHIBIT 4

Table 2

Characteristics of Focus Group Participants

Characteristic	Number of Participants	Percentage of parts.
Employment size		
< 10	11	10.7%
10 - 19	8	7.8
20 - 49	16	15.5
50 - 99	18	17.5
100 - 249	22	21.4
250 - 499	15	14.6
500 +	12	11.7
Not reported (NR)	1	1.0
Position in firm		
Mgmt., exc. HRD	58	56.3%
HRD mgr. or staff	21	20.4
Supervisor	8	7.8
Other	11	10.7
NR, mult. responses	2	1.9
Respons. for hires/yr.		
0	5	4.9%
1 - 2	15	14.6
3 - 9	37	35.9
10 - 50	29	28.2
50 +	15	14.6
NR	2	1.9
Sex		
Female	49	47.6%
Male	52	50.5
NR	2	1.9
Race		
African Amer.	8	7.8%
Caucasian/White	93	90.3
Hispanic	0	0.0
Other: Asian	1	1.0
Age		
< 25	0	0.0%
25 - 34	19	18.4
35 - 44	37	35.9
45 - 54	31	30.1
55 - 64	10	9.7
65 +	3	2.9
NR	3	2

## EXHIBIT 5

### Skills Most Often Listed by Individuals (In Taxonomic Order)

	<u>Percent</u>
<u>Basic Skills</u>	
0101 Basic reading	51.5%
0102 Basic verbal/speaking	53.4
0103 Writing	51.5
0104 Listening	49.5
0106 Telephone	31.1
0201 Basic math (+, -, X, /, fractions, decimals)	60.2
0401 Computer literacy	29.1
<u>Personal Characteristics</u>	
1101 Honesty	40.8
1102 Responsibility	21.4
1301 Creativity	20.4
1403 Lifelong learning; willingness to learn	28.2
1501 Positive attitude	22.3
1504 Initiative; self-starter; motivation	31.1
<u>Individual Work Competencies</u>	
2101 Attendance	62.1
2102 Punctuality	38.8
2104 Appropriate attire	28.2
2201 Hard work; effort ("work ethic")	22.3
2301 Flexibility	41.7
2401 Problem solving	47.6
2402 Decisionmaking; judgement	22.3
2405 Analytical skills; logic	20.4
2501 Time management	35.9
2602 Well organized	28.2
<u>Behavior with respect to Organization</u>	
3101 Understands & embraces mission; understands "big picture"	33.0
3202 Takes and follows directions	30.1
3301 Safety awareness	27.2
<u>Interpersonal Skills</u>	
4101 Teamwork skills	46.6
4102 Works well w/co-workers	38.8
4203 Service attitude	26.2
4301 Interpersonal; sociability	23.3
4303 Respects diversity	23.3



## EXHIBIT 6

### Skills Comprising Focus Groups' Consensus Lists (In Taxonomic Order)

		<u>No. Groups</u>
<u>Basic Skills</u>		
0101	Basic reading	6
0102	Basic verbal	8
0103	Writing	7
0104	Listening	4
0105	Good grammar	1
0201	Basic math	6
0202	Measurement	2
0203	Metrics	1
0204	Making change	1
0206	Graphs/charts	1
0301	Business finances	1
0302	Economics	1
0401	Computer literacy	1
0502	Technical literacy	1
<u>Personal Characteristics</u>		
1101	Honesty	6
1102	Responsibility	3
1201	Self-esteem	1
1401	Trainability; ability to learn	2
1403	Willingness/interest in learning	4
1501	Positive attitude	2
1503	Enthusiasm	1
1504	Initiative	3
1507	Desire to excel; pride	1
1904	Politeness	1
<u>Individual Work Competencies</u>		
2101	Attendance	7
2102	Punctuality	2
2103	Work availability	1
2104	Appropriate attire	1
2201	Hard work; effort	3
2202	Productive	1
2204	Sense of urgency	2
2301	Flexibility	2
2401	Problem solving	6
2402	Decisionmaking	1
2404	Common sense	3
2405	Analytic skills; logic	1
2406	Sets goals	1
2501	Time management	2
2503	Resource management	1
2505	Aware of/controls costs	1
2602	Well-organized	2
2701	Accurate; consistent quality	2

EXHIBIT 6  
(Con't)

			<u>No. Groups</u>
<u>Behaviors with respect to Organization</u>			
3101	Understands and embraces mission		2
3103	Takes ownership; empowered		4
3201	Respects management/supervision		1
3202	Takes direction		1
3303	Understands and follows co. policies		1
3304	Respects confidentiality		1
<u>Interpersonal Skills</u>			
4101	Teamwork skills		8
4102	Works well w/co-workers		3
4201	Customer orientation		7
4203	Service attitude		2
4301	Interpersonal; socialibility		3
4303	Respects diversity		3
4304	Relates well to others		1
4401	Leadership		1
<u>Job Search Skills/Job History</u>			
5103	Fill out application		1
5201	Steady work history		1

## EXHIBIT 7

### Skills That Were on At Least Two Consensus Lists and Received At Least Ten Votes

#### Basic Skills

- 0101 Basic reading
- 0102 Basic verbal/speaking
- 0103 Written
- 0104 Listening
- 0201 Basic math (+, -, x, /, fractions, decimals)

#### Personal Characteristics

- 1101 Honesty; integrity
- 1102 Responsible; reliable
- 1403 Lifelong learner; willingness to learn
- 1504 Initiative; self-starter; motivation

#### Individual Work Competencies

- 2101 Attendance
- 2102 Punctuality
- 2301 Flexibility
- 2401 Problem solving
- 2404 Common sense
- 2501 Time management
- 2701 Consistently accurate; quality concept

#### Behaviors with respect to Organization

- 3101 Understands and embraces mission; understands "big picture"
- 3103 Takes ownership; empowered

#### Interpersonal Skills

- 4101 Teamwork skills
- 4102 Works well with co-workers
- 4201 Customer orientation
- 4301 Interpersonal; socialability
- 4303 Respects diversity



## **APPENDIX**

### **Taxonomy of Workplace Know-How Skills**



## Taxonomy of Workplace Know-How Skills

### Basic Skills

- 01 Communication
- 02 Mathematics
- 03 Business Finance; Economics
- 04 Computer/Office Machinery
- 05 Machinery/Mechanical Ability
- 06 Other Subject Matter

### Personal Characteristics

- 11 Honesty; Integrity; Responsibility
- 12 Self-esteem; Self-respect
- 13 Creativity
- 14 Trainability; Commitment to Learning
- 15 Positive Attitude
- 16 Independence
- 19 Other

### Individual Work Competencies

- 21 Attendance and Punctuality; Appearance
- 22 Effort; Productivity
- 23 Flexibility
- 24 Problem Solving; Decisionmaking
- 25 Efficiency
- 26 Organization; Neatness
- 27 Quality Orientation

### Behaviors with respect to Organization

- 31 Understands/supports mission
- 32 Relationship to supervisor
- 33 Abides by Regulations & Policies

### Interpersonal Skills

- 41 Teamwork
- 42 Customer/Marketing
- 43 Interpersonal
- 44 Leadership

### Job Search Skills/Job History

- 51 Interviewing/Application Skills
- 52 Job History

## Basic Skills

### 01 Communication

- 0101 Basic reading
- 0102 Basic verbal/speaking
- 0103 Writing
- 0104 Listening
- 0105 Good grammar usage (avoidance of slang; foul language)
- 0106 Telephone skills/etiquette
- 0107 Accuracy in documentation
- 0108 Spelling
- 0109 Other, n.e.c. (penmanship, tell time, time cards)

### 02 Mathematics

- 0201 Basic math (+, -, x, /, fractions, decimals)
- 0202 Measurement
- 0203 Metrics
- 0204 Making change
- 0205 Use calculators
- 0206 Graphs/charts
- 0209 Other, n.e.c.

### 03 Business Finance; Economics

- 0301 Business finances (p&l; cost acctg.)
- 0302 Economics
- 0303 Work with budgets (personal or business)
- 0304 Purchasing experience
- 0305 Business law

### 04 Computer Literacy/Office Machinery

- 0401 Computer literacy
- 0402 Keyboarding
- 0403 Software
- 0404 Hardware
- 0405 Office machines
- 0406 Cash registers (POS systems)
- 0407 Office skills (filing, typing, message taking)
- 0409 Other, n.e.c.



Basic Skills  
(Cont'd)

05     Machinery/Mechanical Ability

- 0501   Mechanical ability
- 0502   Technical literacy
- 0503   Using tools/machinery appropriately
- 0504   Statistical process control (SPC)
- 0509   Other, n.e.c. (inc. blueprint reading)

06     Other Subject Matter/Technical Knowledge

- 0601   Good grades
- 0602   Geography
- 0603   Scientific principles
- 0604   Artistic/display ability
- 0605   Research skills; information retrieval; look for information
- 0609   Other, n.e.c. (inc. specific educational credentials)

## Personal Characteristics

### 11 Honesty; Integrity; Responsibility

- 1101 Honesty; integrity
- 1102 Responsible; reliable
- 1103 Can work without supervision
- 1104 Trustworthy
- 1105 Admit mistakes; don't hide them; accountability
- 1106 Fair

### 12 Self-esteem; self-respect

- 1201 Self-esteem; self-respect
- 1202 Self-control
- 1203 Self-confidence

### 13 Creativity

- 1301 Creativity
- 1302 Intuition

### 14 Trainability; Commitment to Learning

- 1401 Trainability; knowing how to learn
- 1402 Career development
- 1403 Lifelong learner; willingness to learn; interested in learning
- 1404 Able to transfer learning
- 1405 Interesting in/participates in cross-training
- 1406 Learn from mistakes; self-assessment

### 15 Positive Attitude

- 1501 Positive Attitude
- 1502 Doesn't make unnecessary complaints
- 1503 Enthusiasm; energy; hustle
- 1504 Initiative; self-starter; motivation
- 1505 Sense of humor
- 1506 Ambitious
- 1507 Desire to excel; pride
- 1508 Assertive

Personal Characteristics  
(Cont'd)

16    Independence

- 1601   Independent
- 1602   Self-reliant; self-sufficient

19    Other

- 1901   Patience
- 1902   Maintains health; physical strength to perform
- 1903   Memory
- 1904   Polite; well-mannered
- 1905   Adult behavior; no horseplay
- 1906   Personal life — free of problems
- 1907   Desire to help others; giving
- 1908   Risk taking
- 1909   Other (inc. courage, optimism)

## Individual Work Competencies

### 21 Attendance and Punctuality; Appearance

- 2101 Attendance
- 2102 Punctuality
- 2103 Work required hours; availability
- 2104 Appropriate attire
- 2105 Personal hygiene/cleanliness
- 2106 Drug free
- 2109 Other, n.e.c. (transportation, driver's license)

### 22 Effort; Productivity

- 2201 Hard work; effort
- 2202 Productive
- 2203 On task; keep personal business out of workplace
- 2204 Appreciation of necessity of hard work; sense of urgency; see job as opportunity
- 2205 Stick-to-itiveness; persistence

### 23 Flexibility

- 2301 Flexibility
- 2302 Able to handle multiple tasks
- 2303 Stress management
- 2304 Open to change

### 24 Problem Solving; Decisionmaking

- 2401 Problem solving
- 2402 Decision making; judgement
- 2403 Set priorities; making lists
- 2404 Common sense
- 2405 Analytical skills; logic
- 2406 Sets goals/objectives for self; goal-oriented
- 2407 Asks questions appropriately
- 2408 Troubleshooting; diagnosing
- 2409 Planful; plans ahead

Individual Work Competencies  
(Cont'd)

25     Efficiency

- 2501   Time management
- 2502   Time lines
- 2503   Don't waste resources
- 2504   Energy efficient
- 2505   Aware of and controls costs

26     Organization; Neatness

- 2601   Keeps work station neat; clean
- 2602   Well-organized
- 2603   Attention to detail; observant

27     Quality Orientation

- 2701   Accurate; consistent quality
- 2702   Thorough; follows-up
- 2703   Accepts quality concept; has goal of 100%

## Behaviors with respect to Organization

### 31 Understands/Supports Mission

- 3101 Understands and embraces organization's mission; understands "big picture"
- 3102 Identifies/supports goals; loyalty
- 3103 Takes ownership; empowered
- 3104 Finds work to do, when necessary
- 3105 Product knowledge; terminology; job knowledge
- 3106 Industry knowledge; terminology
- 3107 Makes suggestions; looks for improvement

### 32 Relationship to Supervisor

- 3201 Respects supervision/management; understands chain of command
- 3202 Takes and follows directions
- 3203 Takes constructive criticism

### 33 Abides by Rules/Regulations

- 3301 Safety awareness
- 3302 Awareness/support of regulations affecting organization
- 3303 Understands and follows company policies and procedures
- 3304 Respects confidentiality

## Interpersonal Skills

### 41 Teamwork

- 4101 Teamwork skills
- 4102 Works well with co-workers
- 4103 Helps co-workers; willing to train/teach

### 42 Customer/Marketing

- 4201 Customer orientation
- 4202 Able to empathize with customer; tolerance
- 4203 Understands importance of customer; service attitude
- 4204 Marketing skills
- 4205 Sales

### 43 Interpersonal Skills

- 4301 Interpersonal; socialibility
- 4302 Conflict resolution
- 4303 Respects diversity
- 4304 Relates well to others; supportive
- 4305 Negotiating skills
- 4306 Friendliness
- 4307 Tact; diplomacy

### 44 Leadership

- 4401 Leadership skills; how to lead and how to follow
- 4402 Motivator
- 4403 Management capability

## Job Search Skills/Job History

### 51 Interviewing/Application Skills

5101 Shows interest in working

5102 Interviewing skills

5103 Fill out application completely and accurately

### 52 Job History

5201 Steady work history; want to hold job for a long time

5202 Relevant job experience (inc. cash handling experience)