

**Academic and Employability Knowledge and Skills
S&SVP Customer Service and Sales Skill Standards
August 2001**

The following tables show the Academic and Employability Skills that are required to perform each critical work function and the corresponding complexity level. Complexity level refers to the level of the skill needed to perform this critical work function. Ratings are 1 = low, 2 = moderate, and 3 = high. N/A indicates that this skill is not required to perform this critical work function.

The S&SVP has identified the skills and the complexity level for both supervisors and workers.

For a complete definition of each Academic and Employability Knowledge and Skill, see the NSSB publication "Skill Scales Companion Guide."

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**Complexity Level Required for Supervisors
Scale: 1=low, 2=medium, 3=high,
N/A=skill is not required to perform this critical work function**

Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
READING	2.09	1.30	1.70	1.43	2.18	1.67	1.90
Complexity of Text	2.09	1.16	1.65	1.33	2.18	1.67	1.86
Complexity of Reading Skills	2.05	1.29	1.65	1.48	2.05	1.52	1.71
Complexity of Reading Purpose	2.14	1.40	1.60	1.43	2.18	1.62	1.76
WRITING	1.86	1.70	1.71	1.43	1.86	1.48	1.95
Complexity of Text	1.55	1.32	1.55	1.40	1.73	1.38	1.68
Complexity of Writing Product-Type of Product	1.73	1.42	1.57	1.52	1.86	1.52	1.73
Complexity of Writing Product-Organization	1.77	1.53	1.57	1.38	2.00	1.38	1.86
Complexity of Writing Product-Elaboration	1.95	1.79	1.90	1.43	1.90	1.57	1.86
Complexity of Writing Process-Writing Development	1.64	1.32	1.43	1.35	1.52	1.38	1.73
Complexity of Writing Purpose-To Inform	2.14	1.75	2.14	1.81	1.91	1.71	1.82
Complexity of Writing Purpose-To Persuade	1.62	1.53	1.95	1.40	1.67	1.62	1.86
MATHEMATICS	1.45	1.27	1.27	1.05	1.86	1.45	1.64
Mathematics Content – Number Sense & Computation	1.57	1.29	1.36	1.10	2.09	1.77	1.76
Mathematics Content – Geometry, Measurement, and Spatial Sense	1.15	1.13	1.06	N/A	N/A	1.06	N/A
Mathematics Content – Complexity of Data Analysis, Statistics, & Probability	1.39	1.19	1.06	1.00	1.58	1.28	1.42
Mathematics Content – Functions and Algebraic Thinking	1.22	1.19	N/A	N/A	1.41	1.25	1.35
Mathematics Content – Complexity of Representation and Communication	1.38	1.20	1.33	1.06	1.52	1.29	1.57
Problem Solving – Mathematical Methods	1.55	1.38	1.36	1.11	1.76	1.40	1.55
Problem Solving – Mathematical Reasoning	1.43	1.14	1.18	1.05	1.62	1.52	1.52
Problem Solving – Mathematical Tools	1.76	1.64	1.59	1.14	1.91	1.50	1.73
SCIENCE	1.11	1.17	1.21	1.06	N/A	N/A	1.27
Scientific Inquiry - Design	N/A						
Scientific Inquiry – Use of Evidence	1.12	1.17	1.18	N/A	N/A	N/A	N/A
Understanding the Nature of Science – Unifying Concepts and Processes	1.18	N/A	N/A	N/A	N/A	N/A	N/A

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**Complexity Level Required for Supervisors (cont.)
Scale: 1=low, 2=medium, 3=high,
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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
Core Scientific Content – Physical Science	1.11	1.12	1.24	N/A	N/A	N/A	N/A
Core Scientific Content – Life Science	N/A						
Core Scientific Content – Earth and Space Science	N/A						
Applied Science – Science and Technology	N/A						
Applied Science – Science in Personal and Social Perspective	1.17	1.24	1.26	1.13	1.33	1.38	1.36
LISTENING	2.23	2.14	2.05	1.91	1.90	2.41	1.95
Complexity of Communication – Content Complexity	2.05	1.82	1.68	1.68	1.75	1.95	1.64
Complexity of Communication – Demands for Attention	2.36	2.36	2.18	1.95	1.95	2.27	1.95
Complexity of Communication – Communication Indirectness	1.86	2.09	1.82	1.86	1.63	2.32	1.68
Barriers to Communication – Limitations on Interaction	1.50	1.50	1.55	1.59	1.55	1.55	1.67
Barriers to Communication - Distractions	1.86	2.36	2.32	1.95	1.85	2.36	1.95
SPEAKING	2.23	2.50	2.45	2.27	1.95	2.55	2.18
Complexity of Communication – Content Complexity	2.05	1.86	1.95	1.73	1.81	2.00	1.77
Complexity of Communication – Tact and Sensitivity Required	1.86	2.41	2.27	2.18	1.76	2.50	2.14
Complexity of Communication – Communication Indirectness	1.68	2.09	1.95	1.91	1.52	2.41	1.95
Context Demands – Diversity of Audience	2.55	2.68	2.73	2.50	2.05	2.59	2.41
Context Demands – Constraints on Preparation	2.32	2.64	2.41	2.18	1.81	2.41	2.18
Context Demands - Distractions	2.00	2.41	2.32	2.14	1.76	2.41	1.95
Context Demands – Listener Resistance	1.90	2.09	2.00	1.95	1.65	2.14	1.91
USING INFORMATION & COMMUNICATION TECHNOLOGY	1.73	1.45	1.48	1.48	1.82	1.36	1.59
Complexity of Technology Application – Complexity of Equipment or Technology	1.68	1.37	1.30	1.45	1.68	1.29	1.41
Complexity of Technology Application – Complexity of Applications	1.50	1.45	1.48	1.43	1.68	1.32	1.45

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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
Complexity of Technology Application – Training Time Constraints	1.77	1.53	1.45	1.55	1.71	1.33	1.57
Frequency of Technology Change – New Learning Required	1.86	1.58	1.55	1.57	1.73	1.45	1.64
GATHERING & ANALYZING INFORMATION	2.09	2.14	1.90	1.91	2.18	1.95	2.27
Difficulty of Information Gathering – Amount of Information	2.48	2.45	2.14	2.00	2.50	2.23	2.45
Difficulty of Information Gathering – Number and Variety of Sources	2.18	1.91	1.95	1.77	2.23	1.91	2.27
Difficulty of Information Gathering – Resourcefulness Needed	1.77	1.95	1.67	1.77	1.73	1.68	2.00
Complexity of Analysis – Complexity of Information and Analysis	1.86	1.86	1.71	1.55	2.00	1.73	2.00
Complexity of Analysis – Need to Evaluate Source Information	1.45	1.91	1.38	1.68	1.73	1.64	1.82
Complexity of Analysis – Lack of Analysis Guidelines	1.48	1.91	1.45	1.59	1.64	1.81	1.91
ANALYZING & SOLVING PROBLEMS	1.85	2.05	2.00	2.00	2.23	2.05	2.09
Problem Complexity – Problem Uniqueness or Difficulty	1.60	1.86	1.86	1.95	1.86	1.91	1.86
Problem Complexity – Number and Range of Problems	1.95	2.18	2.00	2.05	2.14	2.09	2.05
Solution Complexity – Number and complexity of Possible Solutions	1.85	2.05	1.95	2.00	2.18	2.14	2.09
MAKING DECISIONS & JUDGMENTS	1.85	1.95	1.62	1.95	1.82	2.00	2.09
Degree of Judgment or Inference Required – Lack of Guidance or Precedents	1.24	1.64	1.48	1.62	1.50	1.71	1.55
Degree of Judgment or Inference Required – Integration Difficulty	1.57	1.73	1.57	1.76	1.73	1.81	1.91
Degree of Judgment or Inference Required – Quantity or Ambiguity of Risks and Consequences	1.32	1.59	1.57	1.76	1.73	1.90	1.86
Individual Decision-Making Responsibility – Accountability and Autonomy	2.00	2.32	1.95	2.19	1.95	2.29	2.23
Individual Decision-Making Responsibility – Absence of Rules or Policy Constraints	1.65	1.68	1.57	1.76	1.73	1.76	1.68

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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
ORGANIZING & PLANNING	2.05	2.05	1.90	2.19	2.41	2.05	2.38
Complexity of Plans – Goal Complexity or Ambiguity	1.62	1.76	1.62	1.71	2.27	1.62	2.09
Complexity of Plans – Flexibility Required	2.05	2.14	2.00	2.38	2.50	2.19	2.50
Complexity of Plans- Resource Coordination Required	1.95	1.95	1.84	2.19	2.09	1.95	2.14
Complexity of Plans – Scope and Effects of Planning	1.86	1.81	1.84	2.00	2.27	1.75	2.09
Constraints on Planning – Lack of Guidelines	1.55	1.57	1.52	1.57	1.64	1.57	1.77
Constraints on Planning – Lack of Feedback	1.50	1.81	1.62	1.71	1.77	1.80	1.95
Constraints on Planning – Constraints or Resource Availability	1.70	1.81	1.71	1.71	1.71	1.55	1.81
USING SOCIAL SKILLS	2.00	2.64	2.55	2.59	2.05	2.64	2.38
Complexity of Social Interactions - Diversity	2.14	2.82	2.73	2.82	2.22	2.77	2.62
Complexity of Social Interactions – Structure or Protocols Required	1.71	2.05	2.09	2.23	1.79	2.32	2.10
Complexity of Social Interactions – Tact and Sensitivity Required	1.95	2.55	2.41	2.55	1.95	2.45	2.38
ADAPTABILITY	2.05	2.27	2.14	2.24	2.00	2.18	1.95
Degree of Adaptability Required – Frequency of Change	2.27	2.41	2.36	2.48	2.14	2.23	2.14
Difficulty of Adapting – Unpredictability of Change	1.95	2.09	2.00	2.00	1.95	2.05	1.95
Difficulty of Adapting – Lack of Support for Change	1.57	1.52	1.67	1.71	1.52	1.81	1.73
WORKING IN TEAMS	1.76	1.70	1.81	2.27	1.86	1.90	1.80
Degree of Collaboration Required – Task Interdependence	1.67	1.70	1.79	2.36	1.80	1.95	1.95
Team Member Heterogeneity – Team Diversity	2.10	2.06	2.05	2.45	2.10	2.06	1.89
Goal or Role Ambiguity – Lack of Clarity or Support for Team Goals	1.26	1.56	1.44	1.62	1.20	1.35	1.35
Goal or Role Ambiguity – Lack of Clarity or Stability of Responsibilities	1.33	1.53	1.45	1.71	1.45	1.68	1.45
LEADING OTHERS	2.25	2.20	2.15	2.19	2.15	2.21	2.15
Work Challenges – Challenges to Goal Attainment	1.95	2.15	2.00	1.95	1.70	2.00	1.95
Work Challenges – Work Structuring Requirements	1.90	2.00	1.80	2.00	1.95	2.05	2.05

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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
Work Challenges – Scope and Complexity of Leadership Responsibility	1.95	1.90	1.63	2.05	1.95	1.94	1.90
People Challenges – Coaching or Mentoring Needs	2.35	2.20	2.10	2.30	2.05	2.21	1.95
People Challenges – Conflict Management Needs	1.94	1.79	1.79	2.10	1.84	1.78	1.53
BUILDING CONSENSUS	1.50	1.95	2.05	2.16	1.79	2.05	1.85
Consensus Process Inhibitors – Numbers and Diversity of Stakeholders	1.41	1.65	1.83	1.68	1.74	1.80	1.80
Consensus Process Inhibitors – Ambiguity of Goals	1.28	1.63	1.63	1.68	1.47	1.70	1.40
Consensus Process Inhibitors – Lack of Organizational Support Incentives or Consensus Leadership	1.33	1.35	1.72	1.78	1.39	1.63	1.40
Consensus Process Inhibitors - High Consensus Standards	1.38	2.00	2.12	2.33	1.83	2.26	1.75
Difficulty of Issues Requiring Consensus – Complexity of Issues	1.39	1.72	1.84	2.11	1.74	1.80	1.80
Difficulty of Issues Requiring Consensus – Contentiousness of Issues	1.56	1.89	1.94	2.05	1.68	2.10	1.80
Difficulty of Issues Requiring Consensus – Lack of Support for Agreement	1.35	1.42	1.67	1.74	1.56	1.85	1.55
SELF & CAREER DEVELOPMENT	1.91	1.67	1.71	1.76	1.95	1.65	1.95
Need for Learning & Development – Self and Career Development Requirements	2.05	1.71	1.76	1.81	2.27	1.75	2.10
Limitations on Learning & Development Opportunities – Time, Resource, or Support Constraints	1.68	1.70	1.67	1.67	1.59	1.55	1.64
Limitations on Learning & Development Opportunities – Application Constraints	1.19	1.24	1.52	1.62	1.50	1.40	1.59

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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
READING	1.85	1.42	1.56	1.46	1.81	1.35	1.70
Complexity of Text	1.89	1.32	1.67	1.50	1.89	1.35	1.70
Complexity of Reading Skills	1.74	1.38	1.52	1.42	1.78	1.22	1.70
Complexity of Reading Purpose	1.74	1.42	1.48	1.54	1.78	1.35	1.74
WRITING	1.48	1.50	1.60	1.54	1.72	1.35	1.77
Complexity of Text	1.56	1.32	1.48	1.35	1.60	1.27	1.65
Complexity of Writing Product-Type of Product	1.48	1.32	1.56	1.54	1.60	1.38	1.73
Complexity of Writing Product-Organization	1.52	1.48	1.52	1.54	1.76	1.38	1.77
Complexity of Writing Product-Elaboration	1.44	1.60	1.72	1.79	1.71	1.39	1.88
Complexity of Writing Process-Writing Development	1.25	1.28	1.28	1.25	1.46	1.17	1.60
Complexity of Writing Purpose-To Inform	1.46	1.50	1.72	1.60	1.83	1.42	1.92
Complexity of Writing Purpose-To Persuade	1.30	1.38	1.58	1.52	1.86	1.52	1.68
MATHEMATICS	1.13	1.28	1.26	1.10	1.37	1.26	1.39
Mathematics Content – Number Sense & Computation	1.33	1.26	1.44	1.14	1.63	1.30	1.38
Mathematics Content – Geometry, Measurement, and Spatial Sense	N/A	N/A	1.00	N/A	N/A	N/A	N/A
Mathematics Content – Complexity of Data Analysis, Statistics, & Probability	N/A	N/A	N/A	N/A	N/A	N/A	1.30
Mathematics Content – Functions and Algebraic Thinking	N/A						
Mathematics Content –Complexity of Representation and Communication	1.13	1.12	1.19	1.15	1.32	1.19	1.36
Problem Solving – Mathematical Methods	1.09	1.22	1.23	1.19	1.36	1.17	1.42
Problem Solving – Mathematical Reasoning	1.04	1.13	1.04	1.00	1.20	1.17	1.39
Problem Solving – Mathematical Tools	1.21	1.26	1.33	1.24	1.37	1.33	1.46
SCIENCE	N/A						
Scientific Inquiry - Design	N/A						
Scientific Inquiry – Use of Evidence	N/A						
Understanding the Nature of Science – Unifying Concepts and Processes	N/A						

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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
Core Scientific Content – Physical Science	N/A						
Core Scientific Content – Life Science	N/A						
Core Scientific Content – Earth and Space Science	N/A						
Applied Science – Science and Technology	N/A						
Applied Science – Science in Personal and Social Perspective	1.13	1.13	1.11	1.06	1.19	1.06	1.25
LISTENING	1.81	2.11	1.93	1.88	1.68	2.37	1.85
Complexity of Communication – Content Complexity	1.70	1.78	1.67	1.42	1.56	1.78	1.48
Complexity of Communication – Demands on Attention	1.89	2.22	1.96	1.88	1.72	2.44	1.85
Complexity of Communication – Communication Indirectness	1.48	2.22	2.04	2.00	1.63	2.56	1.74
Barriers to Communication – Limitations on Interaction	1.63	1.59	1.67	1.62	1.70	1.70	1.77
Barriers to Communication - Distractions	1.67	2.11	1.96	1.92	1.67	2.04	1.78
SPEAKING	1.74	2.19	2.26	2.08	1.83	2.41	2.04
Complexity of Communication – Content Complexity	1.67	1.70	1.89	1.58	1.70	1.93	1.50
Complexity of Communication – Tact and Sensitivity Required	1.56	2.04	2.07	2.12	1.83	2.15	1.96
Complexity of Communication – Communication Indirectness	1.52	1.93	1.93	1.73	1.50	2.26	1.77
Context Demands – Diversity of Audience	2.04	2.41	2.56	2.35	2.32	2.56	2.42
Context Demands – Constraints on Preparation	1.81	2.19	2.11	2.12	1.78	2.22	2.00
Context Demands - Distractions	1.93	1.93	2.15	1.92	1.65	2.22	1.85
Context Demands – Listener Resistance	1.67	1.78	2.04	1.92	1.74	2.00	2.08
USING INFORMATION & COMMUNICATION TECHNOLOGY	1.69	1.37	1.78	1.46	1.65	1.56	1.64
Complexity of Technology Application – Complexity of Equipment or Technology	1.35	1.22	1.37	1.23	1.35	1.37	1.38
Complexity of Technology Application – Complexity of Applications	1.36	1.26	1.41	1.27	1.35	1.44	1.54

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Skill	CFW 1	CFW 2	CFW 3	CFW 4	CFW 5	CFW 6	CFW 7
Complexity of Technology Application – Training Time Constraints	1.65	1.46	1.56	1.58	1.65	1.44	1.58
Frequency of Technology Change – New Learning Required	1.77	1.56	1.85	1.54	1.58	1.56	1.69
GATHERING & ANALYZING INFORMATION	1.93	1.85	1.85	1.81	1.96	1.78	1.78
Difficulty of Information Gathering – Amount of Information	2.19	2.00	2.04	1.73	2.11	2.07	2.00
Difficulty of Information Gathering – Number and Variety of Sources	1.92	1.89	1.78	1.85	1.96	1.63	1.70
Difficulty of Information Gathering – Resourcefulness Needed	1.50	1.63	1.63	1.73	1.74	1.56	1.56
Complexity of Analysis – Complexity of Information and Analysis	1.52	1.44	1.48	1.35	1.78	1.44	1.59
Complexity of Analysis – Need to Evaluate Source Information	1.41	1.52	1.41	1.46	1.33	1.44	1.41
Complexity of Analysis – Lack of Analysis Guidelines	1.44	1.70	1.52	1.54	1.48	1.48	1.52
ANALYZING & SOLVING PROBLEMS	1.48	1.96	1.89	1.96	1.88	2.00	1.89
Problem Complexity – Problem Uniqueness or Difficulty	1.23	1.77	1.70	1.73	1.73	1.74	1.78
Problem Complexity – Number and Range of Problems	1.52	1.85	1.85	1.85	1.85	1.96	1.78
Solution Complexity – Number and Complexity of Possible Solutions	1.52	2.08	1.89	2.08	1.92	1.93	2.00
MAKING DECISIONS & JUDGMENTS	1.38	1.81	1.73	1.68	1.88	1.81	1.69
Degree of Judgment or Inference Required – Lack of Guidance or Precedents	1.22	1.41	1.41	1.46	1.63	1.70	1.52
Degree of Judgment or Inference Required – Integration Difficulty	1.33	1.59	1.41	1.50	1.70	1.70	1.56
Degree of Judgment or Inference Required – Quantity or Ambiguity of Risks and Consequences	1.31	1.67	1.78	1.73	1.70	1.81	1.59
Individual Decision-Making Responsibility – Accountability and Autonomy	1.70	1.96	1.93	1.69	1.89	1.93	1.85
Individual Decision-Making Responsibility – Absence or Ambiguity of Rules or Policy Constraints	1.31	1.59	1.59	1.38	1.74	1.41	1.62

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Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
ORGANIZING & PLANNING	1.38	1.70	1.67	1.77	2.00	1.63	1.78
Complexity of Plans – Goal Complexity or Ambiguity	1.22	1.41	1.41	1.46	1.89	1.33	1.74
Complexity of Plans – Flexibility Required	1.67	1.96	2.04	1.92	2.07	2.15	2.07
Complexity of Plans – Resource Coordination Required	1.15	1.27	1.56	1.80	1.81	1.62	1.63
Complexity of Plans – Scope and Effects of Planning	1.00	1.15	1.28	1.46	1.52	1.15	1.44
Constraints on Planning – Lack of Guidelines	1.22	1.52	1.52	1.54	1.70	1.59	1.67
Constraints on Planning – Lack of Feedback	1.52	1.59	1.48	1.46	1.67	1.67	1.67
Constraints on Planning – Constraints on Resource Availability	1.44	1.42	1.48	1.62	1.67	1.48	1.63
USING SOCIAL SKILLS	1.78	2.52	2.59	2.38	1.92	2.44	2.41
Complexity of Social Interactions - Diversity	2.15	2.67	2.70	2.65	2.12	2.59	2.56
Complexity of Social Interactions – Structure or Protocol Required	1.48	2.04	2.19	2.04	1.84	2.07	2.00
Complexity of Social Interactions – Tact and Sensitivity Required	1.52	2.26	2.33	2.38	1.72	2.37	2.26
ADAPTABILITY	1.59	1.89	1.89	1.96	1.85	2.11	1.96
Degree of Adaptability Required – Frequency of Change	1.85	2.07	2.00	2.00	2.11	2.26	2.11
Difficulty of Adapting – Unpredictability of Change	1.52	1.89	1.85	1.92	1.81	2.04	1.67
Difficulty of Adapting – Lack of Support for Change	1.22	1.52	1.44	1.50	1.63	1.63	1.58
WORKING IN TEAMS	1.67	1.48	1.81	1.96	1.67	1.46	1.52
Degree of Collaboration Required – Task Interdependence	1.67	1.50	1.88	1.92	1.61	1.46	1.52
Team Member Heterogeneity – Team Diversity	1.96	1.71	1.92	2.19	1.96	1.81	1.76
Goal or Role Ambiguity – Lack of Clarity or Support for Team Goals	1.04	1.17	1.23	1.27	1.29	1.32	1.25
Goal or Role Ambiguity – Lack of Clarity or Stability of Responsibilities	1.21	1.44	1.46	1.38	1.42	1.28	1.36
LEADING OTHERS	N/A	N/A	1.45	1.58	N/A	N/A	N/A
Work Challenges – Challenges to Goal Attainment	N/A	N/A	1.32	1.54	N/A	N/A	N/A
Work Challenges – Work Structuring Requirements	N/A	N/A	N/A	1.73	N/A	N/A	N/A

**Academic and Employability Knowledge and Skills
S&SVP Customer Service and Sales Skill Standards
August 2001**

**Complexity Level Required for Workers (cont.)
Scale: 1=low, 2=medium, 3=high,
N/A=skill is not required to perform this critical work function**

Skill	CWF 1	CWF 2	CWF 3	CWF 4	CWF 5	CWF 6	CWF 7
Work Challenges – Scope and Complexity of Leadership Responsibility	N/A						
People Challenges – Coaching or Mentoring Needs	N/A	N/A	1.32	1.35	N/A	N/A	N/A
People Challenges – Conflict Management Needs	N/A	N/A	1.30	1.61	N/A	N/A	N/A
BUILDING CONSENSUS	1.15	1.59	1.71	1.78	1.65	1.88	1.70
Consensus Process Inhibitors – Number and Diversity of Stakeholders	1.28	1.50	1.36	1.48	1.47	1.58	1.56
Consensus Process Inhibitors – Ambiguity of Goals	1.00	1.36	1.30	1.57	1.25	1.63	1.40
Consensus Process Inhibitors – Lack of Organizational Support Incentives or Consensus Leadership	1.10	1.33	1.18	1.36	1.45	1.63	1.42
Consensus Process Inhibitors – High Consensus Standards	1.41	1.70	1.75	1.86	1.78	1.91	1.65
Difficulty of Issues Requiring Consensus – Complexity of Issues	1.21	1.59	1.63	1.70	1.90	1.88	1.72
Difficulty of Issues Requiring Consensus – Contentiousness of Issues	1.40	1.68	1.46	1.91	1.60	1.67	1.88
Difficulty of Issues Requiring Consensus – Lack of Opportunities for Agreement	1.26	1.38	1.54	1.74	1.60	1.42	1.64
SELF & CAREER DEVELOPMENT	1.70	1.48	1.56	1.64	1.74	1.77	1.70
Need for Learning & Development – Self and Career Development Requirements	1.96	1.67	2.00	1.72	1.93	2.00	1.81
Limitations on Learning & Development Opportunities – Time, Resource, or Support Constraints	1.48	1.25	1.30	1.52	1.70	1.65	1.59
Limitations on learning & Development Opportunities – Application Constraints	1.15	1.36	1.19	1.36	1.37	1.42	1.30