

**Occupational Analysis Full Report
(Sample)**

Analysis of Essential Skills Required for

Essential Skills Profile: NOC 4166
Employment Title: Business Lead Manager

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A. Reading Text

Reading Text refers to reading material that is in the form of sentences or paragraphs. *Reading Text* generally involves reading notes, letters, memos, manuals, specifications, regulations, books, reports or journals. *Reading Text* includes:

- forms and labels if they contain at least one paragraph;
- print and non-print media such as computer screen and microfiche text; and
- paragraph-length text within charts, tables and graphs.

The Reading Text Complexity Rating Scale ranges from Level 1 (least complex) to Level 5 (most complex). The typical text reading tasks of Business Lead TOWES are at Complexity Levels 1 to 5. Their most complex text reading tasks are at Complexity Level 5.

Examples

Business Lead TOWES:

- read emails to keep abreast of general information. Emails may be read during contract negotiation processes and to identify situations requiring a decision. Content tends to be short and basic. (2)
- read marketing material to complete edits. For example, they read two page product descriptions and Power Point presentations to be edited before information is disseminated at conferences. (2)
- read final reports to find information relevant to current work practices, distribute information to partners, continue learning in the field and give information to customers. For example, they read reports from practitioners at partner colleges to extract information about key findings and best practices. (3)
- read requests for proposals (RFP) to analyze criteria for applications. For example, they read RFP's such as the Canada-Alberta Enhanced Language Training for Skilled Immigrants Call for Proposals to identify funding guidelines, opportunities to deliver training and details such as financial information, intended outcomes, partnerships and timelines required to develop a proposal and meet contract deliverables if approved. (3)

- read research reports to analyze data and make comparisons. For example, the International Adult Literacy and Skills Survey (IALSS) report is read when preparing to establish need for provincial funding to develop a new training program. Data may be extracted from long, detailed texts and integrated with other reports to establish linkages and need for future training in a specific area. (4)
- read regulatory publications to ensure policy compliance with legal standards and best practices. For example, they read strategic plans at the college level, American Psychological Association Guidelines on testing and the Freedom of Information and Protection of Privacy Act. They analyze policy to synthesize, interpret and summarize information to develop policies, provide guidelines about testing and new product development, and inform distributors about their responsibilities for regulatory compliance. (4)
- read legal agreements (e.g. employment contracts, service delivery agreements) to understand terms for regulatory compliance. Specific expenditures and deliverables outlined in contracts may be read to interpret terms of reference. For example, they read Contribution Agreement Funding terms when participating in Human Resource and Skills Development Canada projects. Legal agreements may also be read for negotiations with product development partners (e.g. when establishing royalty structure). Identifying relevant information from complex text, including legal terminology, may be required. (5)

Reading Summary

Type of Text	Purpose for Reading			
	To <u>scan</u> for specific information/To <u>locate</u> information.	To <u>skim</u> for overall meaning, to get the 'gist'.	To <u>read</u> the full text to understand or to learn.	To <u>read</u> the full text to critique or to evaluate.
Forms				
Labels				
Notes, Letters, Memos	✓	✓	✓	✓
Manuals, Specifications, Regulations	✓	✓	✓	✓
Reports, Books, Journals	✓	✓	✓	✓

C. Writing

Writing includes:

- text writing and writing in documents such as filling in forms; and
- non-paper-based writing such as typing on a computer.

The Writing Complexity Rating Scale ranges from Level 1 (least complex) to Level 5 (most complex). The typical writing tasks of Business Lead TOWES are at Complexity Levels 1 to 5. Their most complex writing tasks are at Complexity Level 5.

Examples

Business Lead TOWES:

- write lists to stay organized. For example, they create ‘to-do’/task lists on the computer to remind themselves of upcoming duties requiring completion. (1)
- write email to inform and negotiate. For example, they write short emails to respond to information requests and client questions. (2)
- write general position summaries to complete job description forms. Summaries are written upon creation of a new position or to update descriptions. The writing is inserted into a standard template and is typically 1-2 paragraphs in length. (3)
- write contracts to complete the negotiation process with service delivery partners and other organizations. For example, they write contract terms (e.g. royalty payment structure) in conjunction with 2-3 co-workers before presenting the document to a contracting partner and lawyer. (4)
- write policies, such as testing policy, to provide information on regulatory standards. For example, they write 5-6 page handbooks, such as the Guide for Interpreting TOWES Results and TOWES Test Administrator Handbook. They may research best practices in American Psychological Association Guidelines on testing and other reports to write clear policies that reflect best practices for use and regulatory compliance from distributors. (4)
- write proposals to respond to RFP’s and seek funding for projects. For example, they write multiple lengthy proposals, 20-40 pages and additional annexes. They analyze funding parameters and appropriate program delivery options to write descriptions of potential program delivery, expected outcomes and incorporate research and statistical information to demonstrate need and persuade funders. Proposals are typically written alone, but may incorporate writing from others, such as support letter from partners. (5)

Writing Summary

Length	Purpose for Writing						
	To organize/to remember	To keep a record/to document	To inform/to request information	To persuade/to justify a request	To present an analysis or comparison	To present an evaluation or critique	To entertain
Texts requiring less than one paragraph of new text	✓	✓	✓				
Texts rarely requiring more than one paragraph			✓	✓	✓	✓	
Longer texts			✓	✓	✓	✓	