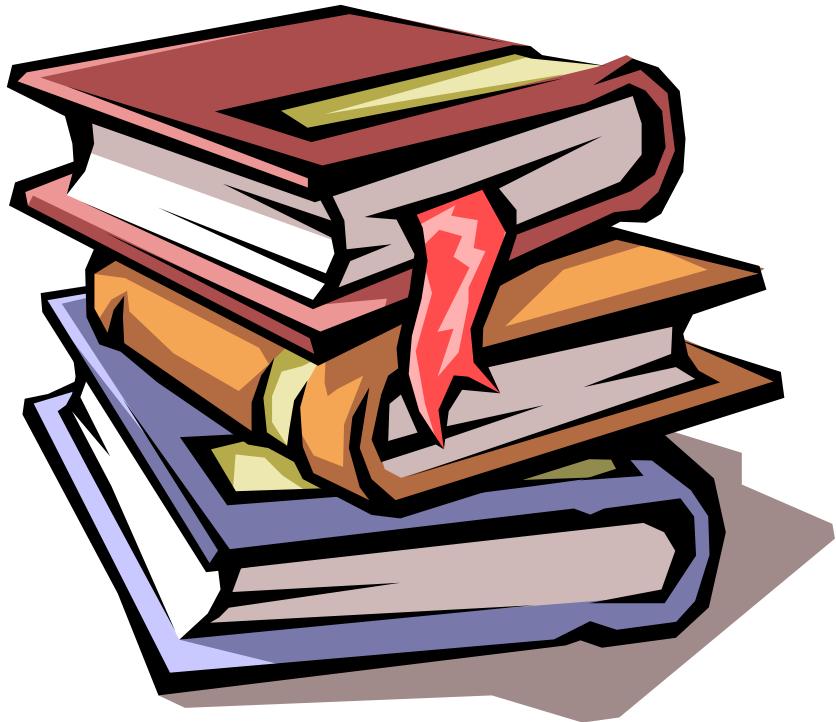


MANAGER II

SKILL ANALYSIS WORKBOOK

(Skills you've developed which indicate that you can successfully BECOME a MGR II)



Oral Interview/Hiring Interview Preparation: Employee Skill Set Self-Analysis

This is a different way of making applicants examine their own unique attributes. It helps them think about all the skills they have, their experience, the things they've learned, their abilities, etc. This method takes the respective Opportunity Bulletin and the official Personnel Board Classification Specifications, and breaks each one down into either paragraph or page headings.

Under each Paragraph or page heading there are lines for applicants to write in exactly **HOW they comply** with that heading; exactly what training or experience they have that is covered/implied by that heading; any special skills they have which might be related to that heading, etc. THIS is where an Asset File and/or a good memory comes in very handy.

This is a multiple day/week exercise. Perhaps one read through, making a few notes under each heading could be accomplished in one sitting (maybe not). Bit by bit, over a week or so, applicants should write SOMETHING under each heading...the more they have under each heading, the more they'll store in the back of their minds for the dreaded Oral Interview or Hiring Interview.

Once ALL of the headings are 'completed', the applicant should work on the questions listed on the last two pages. The more times an applicant writes down words, phrases, or sentences about their own skill set as it relates to a job they are going for, the more those job-specific words, phrases or sentences will imprint on the applicant's memory. THEN, when the need is greatest, in the middle of the oral exam or hiring interview, the greater the odds that the right words will float up through the fear and the panic.

Any applicant who has trouble on Hiring Interviews or when they facing a QAP board, should benefit from this exercise....IF they go through it as outlined (If instead, they read through it once & forget about it until the night before, then it's obvious WHY they have troubles in oral interviews...).

Manager II Skills/Abilities/ Requirement ‘Outline’

Under each heading write in everything you've done, studied, learned, etc., which SHOWS that you have THAT skill, knowledge, ability, etc

DESCRIPTION OF JOB DUTIES AND/OR JOB SKILLS REQUIRED:

Incumbents either (1) serve as a manager responsible for vehicle registration, driver licensing, and administrative activities of a medium-sized field office (**Office Manager**); or (2) serve as **operations officer** of a larger field office; or (3) in a **staff** or specialized headquarters assignment, perform technical or managerial duties comparable in difficulty to the other assignments at this classification level.

(Write in brief descriptions & results your experience in ALL THREE AREAS: Managing, ‘Assistant Managing’ AND Staff work)

(From Opportunity Bulletin) Skills Required:

Communication (written and verbal) (Write in any training, experience, or knowledge you have as it relates to written & verbal communication. Include any commendations, special awards, unique accomplishments, etc., in your past, which relate to your abilities in the area of communication).

Interpersonal skills

Supervisory and training

Planning and organizing.

(From Personnel Board Specs)

Knowledge of Provisions of the California Vehicle Code and related laws and regulations (with particular reference to sections relating to the registration and ownership of vehicles and licensing of drivers)

Knowledge of organization, functions, policies and procedures of the Department of Motor Vehicles

Knowledge of office management principles, methods and equipment; principles of effective supervision

Knowledge of accepted methods of handling and accounting for money received

Knowledge of the Department's Equal Opportunity Program objectives, a manager's role in the Equal Opportunity Program and the processes available to meet Equal Opportunity objectives.

Ability to analyze situations accurately and take effective action

Ability to gather and analyze data

Ability to speak effectively

Ability to prepare clear and concise reports

Ability to establish and maintain friendly and effective working relationships with applicants, licensees, and others contacted in the work

Ability to read and write at a level appropriate to the classification

Ability to plan, organize and direct the work of others

Ability to effectively contribute to the Department's Equal Opportunity objectives.

OTHER abilities, knowledge, experience, etc., that YOU have that MIGHT be relevant to this position.

From Research, Personal knowledge, etc:

For FO _____,

e.g., Speak and understand the Spanish language, Handled a very similar problem to one you know they're having in that office

BASIC MINIMUM QUALIFICATIONS, MANAGER II, DEPARTMENT OF MOTOR VEHICLES

One year of experience in the DMV performing the duties of a Manager I, DMV

OR

Two years of experience in the DMV performing the duties of a Supervising Motor Vehicle Representative.

College education may be substituted for two years of general, nonsupervisory experience on the basis of one year of education for six months of experience.)

(Write in exactly how you meet the MQ's for this position; length of service, responsibilities AND some results of your specific contributions. Write in information about your college education; what you learned and how it prepared you for the job of Manager II).

NOW, NOT FOR MEMORIZATION, but for clarification, use the things you listed over the past 20 pages, the write & re-write & re-write out a short, complete, sweet answer to the question, “How have you prepared yourself for this position?” (or “Tell us about yourself” or “Tell us how you qualify for this position.” THESE are all variations on the same question).

NOTE: When you've written & re-written your answer to this most PRIMARY QUESTION, and you've got it JUST where you think it would sound great (if you could just remember it & make it come out natural sounding), perhaps you can find a Supervisor or Manager who has been a QAP panel member or performed Hiring Interviews, and ask them to critique your written answer, like you were presenting it orally. ONLY do this if you really want input, and WON'T be thin-skinned if the Supervisor makes some suggestions...

NOW, AGAIN NOT FOR MEMORIZATION, go through every practice question for this position that you can get your hands on. As you read the questions, look at your book of skills, abilities, experiences, etc., and write out your answers in whole, complete sentences. If you subsequently think of something you should have included in your answer, go back and re-write it. Add all of your written answers to this book. THIS could be your best study guide those last few days before your appearance at the Oral Panel, or before your hiring interview. (Write & re-write your answers, but don't actively try to memorize any of the specific answers you create....that will only hurt you during the actual oral).

End words.

Now. NOW... In theory you've worked your way through this skills analysis, thinking carefully about ALL of the skills it took for you to perform each job; about all of the abilities you had and have learned; about all of the qualifications you possess in order to reach the next step in your upward mobility goals. AND, you've written them all down; FIRST in stray phrases & clauses, and then later in whole, complete, great sounding sentences. If you've done all this, then you probably have a wonderful study guide in your hands, which will help you focus on your next QAP appearance or Hiring Interview.

But. BUT.... What if there are some blank pages in this workbook? What if you only have ONE (possibly weak) example where you exhibited a certain skill or showed a specific ability? What if you can't think of ANY example (with relevant results attached to it) for some sections at all?

Then, THEN, you hold in your hands a roadmap which shows you EXACTLY where you have to go & what you have to do in order to fill in that blank page. If you have a deficit of experience or learning, it could be holding you back from that next promotion. If you're serious about moving up the ladder, you need to fill in any blank pages. Use this book to self-identify your "weak areas" and actively seek out experiences, projects, assignments, etc., which will force you to learn that skill, develop that ability, GAIN THAT EXPERIENCE.

YOU are most responsible for your own Upward Mobility, followed immediately by your immediate supervisor. Get with that person. Explain the areas in which this workbook indicates you might need further development. Seek or invent a project/assignment that will assist you in the quest for any needed skill/attributes/abilities/whatever. There are MANY Supervisors, Managers, and Administrators throughout the state who are vitally interested in helping you, EVEN if they don't even know you; it's the Upward Mobility Program they know & actively work at. Their allegiance to that program *drives them* to help anyone and everyone (this workbook and the concepts behind it were developed by 3 such driven individuals....). Ask around; you'll find someone to help you fill in the blanks in very short order.

Good luck in the next step. Remember that luck is defined as 'WHEN PREPARATION MEETS OPPORTUNITY'. The Department does provide wide-ranging opportunities; do YOUR PART and prepare for your own future.

-The Usual Gang of Managers & Supervisors