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Introduction

The Workplace Informal Learning Matrix (WILM) was designed to help individuals and companies to assess the on the job learning of their workforce.

The WILM consists of a series of specific scales used to measure the Essential Skills required on the job. These scales have been validated through research conducted by the Centre for Education and Work (CEW) (www.cewca.org)

The WILM measures the following:

- Working with Others
- Oral Communication
- Problem Solving
- Decision Making
- Learning Skills

More descriptions of these skills may be found on the Essential Skills website http://www.hrsdc.gc.ca/en/hip/hrp/essential_skills/essential_skills_index.shtml

The WILM also measures the following:

- Workplace Culture (the unwritten 'rules' or relationships in the workplace)
- Leadership skills (mentoring, supporting others, cross learning/training)
- Accommodation to diversity and culture (learning how to build successful relationships with people from other cultures, language backgrounds)

Visit the WILM website (www.wilm.ca) for more information on analysis and uses of the Workplace Informal Learning Matrix.

A. Working with Others

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
A1 Work with others	Works independently but coordinates with others	Works with a partner/apprentice	Works in a team environment	Works with various teams	
A2 Share work tasks	Completes own tasks	Works with partner to complete tasks	Works with team to complete tasks	Works with various teams to complete tasks	
A3 Participate in working teams	Works with individuals/ departments in the organization	May work on special teams in the organization(ex special projects, volunteer committees)	May work with team of stakeholders outside of the organization (i.e. suppliers, customers)	Works with multiple organizations at management levels	
A4 Collaborate	No collaboration	Collaboration only with supervisor	Collaboration with team and supervisor	Collaboration required across organization	
A5 Initiate participation in group activities	Little or no interaction in groups	Some level of interaction in groups	Regular interaction in groups	Leads and makes suggestions in groups	
A6 Monitor work performance of others <input type="checkbox"/> Informal/oral <input type="checkbox"/> Formal/written	Monitors coworkers' performance <input type="checkbox"/> Informal/oral <input type="checkbox"/> Formal/written	Monitors team performance <input type="checkbox"/> Informal/oral <input type="checkbox"/> Formal/written	Monitors team and organization performance <input type="checkbox"/> Informal/oral <input type="checkbox"/> Formal/written	Monitors external partners' performances <input type="checkbox"/> Informal/oral <input type="checkbox"/> Formal/written	

A. Working with Others

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
A7 Respond to Customer complaints/ grievances	Responds to a few isolated complaints	Responds to complaints in the department	Responds to complaints for the organization	Responds to complaints within the organization and beyond	
A8 Schedule of team meetings	No scheduled meetings	Sporadic team meetings	Team meetings scheduled as needed	Team meetings regularly scheduled	
A9 Rotate team roles	Roles clearly defined; rarely changed	Roles clearly defined; some rotation of roles	Regular rotation of roles; employees can perform most roles	Roles regularly changed; expect that employees can perform all roles	
A10 Give recognition for team effort <input type="checkbox"/> Formal <input type="checkbox"/> Informal	Limited recognition for team effort	Occasional recognition for team effort	Frequent recognition for team effort	Regular recognition for team effort	
A11 Give recognition for team success <input type="checkbox"/> Formal <input type="checkbox"/> Informal	Little recognition of team success	Occasional recognition for team success	Frequent recognition for team success	Regular recognition for team success	
A12 Expectation for team building	Little expectation for team building	Some expectation for team building	Regular expectation for team building	Promotes new and innovative approaches to team building	
A13 Measure of relationship/ team building	Little measure of relationship building	Some measure of relationship building	Formal measure of relationship building	Formal measure and strategic plan for relationship building	
A14 Impact of working with others	Interaction with others impacts own job	Interaction with others impacts coworker and others in the department	Interaction with others impacts the organization	Interaction with others; impacts beyond the organization	

B. Oral Communication

The position requires the employee to:

a. Defining Communication Expectations of the job

Factor	Level 1	Level 2	Level 3	Level 4	Comments
B1 Amount of oral communication	Limited oral communication demands	Basic oral communication demands	Moderate oral communication demands	Extensive oral communication demands	
B2 Scope of communication	One on one interaction	Within the department or team	Within organization	Beyond the organization	
B3 Complexity of communication	Transfer of information	Exchange of ideas	Some analysis of thoughts and information required	In-depth analysis with innovative thoughts and information provided	
B4 Formality of language use	Informal	Informal with some unwritten rules	Formal with unwritten rules	Formal with set guidelines/ rules for communication	
B5 Familiarity of audience	Familiar and comfortable <input type="checkbox"/> Internal Customers <input type="checkbox"/> External Customers	Unfamiliar but comfortable <input type="checkbox"/> Internal Customers <input type="checkbox"/> External Customers	Unfamiliar, but challenging <input type="checkbox"/> Internal Customers <input type="checkbox"/> External Customers	Unfamiliar and experts may challenge content <input type="checkbox"/> Internal Customers <input type="checkbox"/> External Customers	
B6 Amount of time communicating on the job	0% - 25%	25% - 50%	50% - 75%	75% - 100%	

B. Oral Communication

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
B7 Receive feedback	No feedback	Feedback received, no action taken	Reflection on feedback received	Uses feedback to make constructive changes	
B8 Initiate communication	Initiates little, responds as required	Initiates some communication with others	Regularly initiates communication	Seeks new interaction opportunities beyond scope of the job	
B9 Identify risk level in communicating ineffectively	Low level of risk; minor significance	Some level of risk; some repercussions	High level of risk; significant danger or hazard with considerable loss	Serious level of risk resulting in consequences for personnel / organization	
B10 Context of Information	Narrow range of subject matter	Moderate range of subject matter on familiar topics	Significant range of subject matter on complex and detailed topics	Wide range and depth of subject matter, highly abstract, conceptual or technical	
B11 Exchange of information	Predictable exchange of information	Some unfamiliar exchanges of thoughts and information	Irregular process requiring adaptations to process	Highly unpredictable with potential for conflict	
B12 Question other	Questions suggest lack of knowledge or understanding for the job; employee is afraid to ask for fear of judgment	Questions need to be well thought out before being asked; employee worries about asking an inappropriate question	Questions are generally accepted; some fear of judgment that may not be intended by management	Questions are encouraged and no judgment is made. Employee feels comfortable asking questions and receiving feedback	

Company Name: _____
 Job Position: _____

B. Oral Communication

The position requires the employee to:

b. Communication and Interactions with others

The position requires the followings factors

Factor	Level 1	Level 2	Level 3	Level 4	Comments
B13 Resolve conflict <input type="checkbox"/> Team <input type="checkbox"/> Individual	Minor conflict resolution with pre-tested solutions	Minor conflict resolution with some innovative solutions	Major conflict resolution with innovative solutions	Complex and multi-levelled conflicts with unique solutions	
B14 Listen / respond to others	Responds to needs of one individual	Responds to the needs of a department	Responds to the needs of the organization	Responds to the needs of the organization and beyond	
B15 Negotiate or mediate	Pre-set alternatives	Some alternatives require modification	Most alternatives modified and untested	Original alternatives	
B16 Use a range of strategies	Few strategies used	Some modifications to communication strategies used	A variety of communication strategies used	Complex communication strategies regularly used	
B17 Use specialized workplace language	Language simple and straight forward	Some new terminology required	Communication requires specialization in the field	Communication requires knowledge of 2 or more specialized fields	
B18 Self evaluation	No self evaluations	Some informal evaluation	Evaluation process available	Systemic self evaluations required	
B19 Interpret body language	No interpretation required	Some interpretation required	Occasional interpretation required	Regular interpretation required	
B20 Assess and adapt to audience/ team or customers	No adaptation made	Limited adaptation	Frequent adaptation	Continual adaptation required	
B21 Consider surroundings	No consideration of surroundings	Some consideration of surroundings	Regular consideration of surroundings	Teaches others to consider surroundings	



Company Name: _____
 Job Position: _____

C. Problem Solving

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
C1 Number of steps in a typical problem	1 step	Between 2 – 3 steps	Multiple steps	All steps have embedded sub steps	
C2 Commonness of a problem	Problem is common and solutions regular	Problem has some unique factors	Problem is unusual	Problem is rare or unique	
C3 Isolate source of the problem	Problem source easily identified; all factors identified	Most factors identified; however, some difficult to isolate	Few factors of the problem identified; difficult to isolate	Problem unique; factors difficult to isolate	
C4 Recognize severity and urgency of problem	Severity and urgency immediately apparent	Severity and urgency needs some analysis	Severity and urgency may be uncertain	Severity and urgency is unknown	
C5 Locate procedures	Procedures provided for problems	Procedures available if not readily accessible	Procedures may need to be modified	Procedure modification is essential to find solution	
C6 Frequency of sequence	Sequence repeated regularly	Sequence sometimes repeated	Sequence rarely repeated	No sequence	
C7 Recognize familiarity of sequence	Sequence highly familiar	Sequence familiar, but may need modification	Sequence familiar only through experience	Unfamiliar sequence	

Company Name: _____
 Job Position: _____

C. Problem Solving

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
C8 Locate resources	Resources are available and commonly used (manuals, work orders, etc)	Resources are available but occasionally research is needed	Some resources available; research is often required	No resources available; independent research is necessary	
C9 Identify relation of problem to production issues	Relation clear and obvious	Relation clear and obvious with some ambiguities	Relation to production unclear	Relation to production ambiguous due to outside factors	
C10 Use of authority	Has little authority to solve problems	Has some clearly defined authority to solve some problems	Has shared authority to solve unique problems	May solve problems without validation from others	
C11 Locate alternative solutions	All solutions for common problems are available	Most solutions for common problems are available	Few solutions are available; alternative solutions are common	No solutions are available; innovative solution required	

C. Problem Solving

The position requires the employee to:

Assessing the Solution

Factor	Level 1	Level 2	Level 3	Level 4	Comments
C12 Relation of solution to problem	Solutions routine and obvious	Solutions routine, but some modifications may be needed	Solution unique and may need modification	Solution unique and demands modification	
C13 Evaluation of effectiveness	Effectiveness immediately apparent	Effectiveness may not be obvious, but can be measured	Effectiveness may be ambiguous due to multiple factors	Effectiveness highly difficult to assess	
C14 Level of responsibility for problem solving	Very little individual responsibility; always verified	Some responsibility; consistently verified	Significant responsibility; occasionally verified	Individual responsibility; not verified	
C15 Effect of decision on organization	No effect on organization	Rarely affects organization	Occasionally affects organization	Commonly affects organization	

Company Name:

Job Position:

D. Decision-Making

The position requires the employee to:

Steps in Making Decisions

Factor	Level 1	Level 2	Level 3	Level 4	Comments
D1 Plan job tasks	Job task planning dictated by process (no self planning)	Some ability to plan tasks/ organize work	Task plan organized by self in consultation with others	Job tasks organized by self primarily	
D2 Estimate consequence of error	Little or no consequence of error	Errors have some minor consequences	Errors have significant consequences, but can be rectified within the organization	Errors have significant consequences beyond the organization	
D3 Assess information	All relevant information is known	Most information is known	Relevant information is uncertain	Significant information is unknown	
D4 Assess alternatives	All alternatives provided	Most alternatives provided	Few alternatives available	Alternatives must be created	
D5 Prioritize decisions	Priorities determined by others	Some priorities set by individual	Most priorities set by individual	All priorities set by individual	
D6 Make decisions based on prior examples	Decision replicates exactly prior examples	Similar decision, but some inferences required	Some similar past decisions, but no direct linkage to current decision	No comparable decisions to base prior example	
D7 Base decisions on step by step procedures	Uses set procedures to make new decisions	Uses set procedures, but some exceptions apply	Uses some set procedures, but alternatives expected	Does not use set procedures; alternatives mandatory	

D. Decision-Making

The position requires the employee to:

Factors Affecting Decision Making Process

Factor	Level 1	Level 2	Level 3	Level 4	Comments
D8 Criticality and timing of decision a) Production b) Personnel	Time not critical; decision minor	Decision important, but may be delayed	Decision critical, but some time to process and plan	Decision critical; immediate decision imperative	
D9 Complexity of decision	Very few factors	Some factors	Multiple factors	Multiple factors; some factors embedded in others	
D10 Control of decision	No personal control	Some personal control in collaboration with others	Considerable control; occasional verification required	Sole control; verification not required	
D11 Responsibility for decision	Little responsibility for decisions	Shared responsibility with others; some independent decisions	Most decision making power independent	Totally responsible for decision making	
D12 Effect on others	Decision only affects the employee	Decision affects a work group	Decision affects organization	Decision affects beyond organization	
D13 Tolerance of organization for mistakes	No tolerance for mistakes	Occasional tolerance for mistakes	Some tolerance for mistakes	High tolerance for mistakes	

D. Decision-Making

The position requires the employee to:

Post Decision Making

Factor	Level 1	Level 2	Level 3	Level 4	Comments
D14 Assess the decision	No assessment in this position	Some assessment: <input type="checkbox"/> Formal (written) <input type="checkbox"/> Informal (in head)	Regular assessment: <input type="checkbox"/> Formal (written) <input type="checkbox"/> Informal (in head)	Continuous assessment: <input type="checkbox"/> Formal (written) <input type="checkbox"/> Informal (in head)	
D15 Lead to new learning	Decision rarely leads to new learning	Decision occasionally leads to new learning	Decision often leads to new learning	Decision always leads to new learning	
D16 Evaluate effectiveness of decisions	Effectiveness immediately apparent	Effectiveness apparent, but some analysis needed	Effectiveness measurable, but considerable analysis needed	Effectiveness difficult to measure; complex analysis needed	
D17 Collaboration on evaluation	Little collaboration	Occasional collaboration	Frequent collaboration	Regular collaboration	
D18 Effect on organization	No effect on organization	Sometimes effects organization	Regularly effects organization	Regularly effects organization and beyond	
D19 Reflect on decisions	It is not important in this job	It is sometimes a way to learn this job	It is a good way to learn this position	It is the best way to learn this job	

Company Name:

Job Position:

E. Leadership Skills

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
E1 Use of mentoring skills	No mentoring expected	Some mentoring expected	Regular mentoring	Promotes mentoring opportunities	
E2 Transfer of knowledge to new situations	Very little transfer of knowledge to new situations	Some transfer of knowledge to new situations	Frequent transfer of knowledge expected in new situations	Most knowledge is transferred to new situations	
E3 Share knowledge	Keeps knowledge to self	Shares knowledge when asked by management	Shares knowledge openly	Takes initiative to share knowledge with others	
E4 Frequency of conflict resolution	Seldom	Occasional	Frequent	Daily	
E5 Demonstrate skills to others (shows expertise)	Seldom or never expected to demonstrate skills	Sometimes demonstrates skills to others	Regularly demonstrates skills to others	Encourages others to demonstrate skills	
E6 Delegate tasks	Never delegates tasks	Occasionally delegates tasks	Often delegates tasks	Always delegates tasks	
E7 Investigate ways to do things differently	Never looks for ways to change	Occasionally looks for ways to change	Often looks for ways to change	Always looks for ways to change	
E8 Create new products, services or opportunities	Never creates new opportunities	Occasionally creates new opportunities	Often creates new opportunities	Always creates new opportunities	

Company Name: _____
 Job Position: _____

E. Leadership Skills

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
E9 Set goals for others to follow	Never sets goals for others	Occasionally sets goals for others	Often sets goals for others	Always sets goals for others	
E10 Bridge gaps within and beyond the organization	Never bridges gaps within the organization	Occasionally bridges gaps within the organization	Often bridges gaps within the organization	Always bridges gaps within and beyond the organization	
E11 Initiate learning opportunities for others	Never initiates new learning opportunities for others	Occasionally initiates new learning opportunities for others	Often initiates new learning opportunities for others	Always initiates new learning opportunities for others	
E12 Encourage leadership development	Never encourages leadership development	Occasionally encourages leadership development	Often encourages leadership development	Promotes and encourages leadership development	

Company Name: _____
 Job Position: _____

F. Learning Skills

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
F1 Learn new skills through training	Formal training provides worker with all skills needed	Some formal training available; some informal learning (hands on)	Limited formal training; considerable informal learning (hands on)	No formal training; all informal learning on the job (hands on)	
F2 Awareness of informal learning by organization	Little awareness of informal /on the job learning	Some awareness of informal/on the job learning	Considerable awareness of informal/on the job learning	Constant awareness of informal/on the job learning	
F3 Expectation of on the job learning	Few expectations	Some expectations	Expectation that considerable portions of the job are learned on the job	Expectation that most portions of the position are learned on the job	
F4 Transfer of skills to new situations	Very little transfer of skills to new situations	Some transfer of skills to some new situations	Transfer of skills expected frequently to new situations	Most skills are transferred to new situations	
F5 Observe skills to improve performance	Little observation	Occasional observation	Regular observation	Seeks observation opportunities for new learning	
F6 Question others to learn job	Rarely asks questions	Occasionally asks questions	Frequently asks questions	Asks questions continuously on a daily basis	

Company Name:

Job Position:

F. Learning Skills

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
F7 Learn by trial and error	Little learning by trial and error	Occasional learning by trial and error	Frequent learning by trial and error	Regular learning by trial and error	
F8 Share knowledge	Little opportunity to share knowledge	Some opportunity to share knowledge with team or co-workers	Most knowledge shared with team or co-workers	Formal mechanisms in place for sharing knowledge	
F9 Use of memory on the job	Little	Some	Considerable	Constant	
F10 Recognize informal learning	Limited recognition of informal/ on the job learning	Some recognition of informal/ on the job learning	Regular system for recognition of informal/on the job learning	Seek new opportunities to recognize informal/ on the job learning	
F11 Practices skills	Little time and attention paid to practicing	Occasional time paid to practicing	Frequently practice is a part of the job	Daily practice is a part of the job	
F12 Seek new opportunities for learning	Rarely (2-5 years)	Occasionally (Annually)	Frequently (Quarterly)	Often (Monthly)	
F13 Demonstrate task	Does not demonstrate task to others	Demonstrates tasks to a partner	Demonstrates task to a team	Demonstrates tasks to organization/ community	
F14 Research skills	Limited research needed	Some research needed	Regular research needed	Continuous research needed	

Company Name: _____
 Job Position: _____

F. Learning Skills

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
F15 Search for alternatives	No searching required	Little searching required	Some searching required	Constant and continuous searching required	
F16 Responsibility for learning plans/ goals	Company determines all learning plans/ goals	Company determines most learning plans/ goals	Company shares in decision for learning plans/ goals	Employee determines learning plans/ goals	
F17 Interpret/ analyze ideas	Pre-set process; no interpretation	Standard process with some interpretation	Interpretation and analysis of ideas required	High level of inference, analysis, and interpretation of ideas	

G. Workplace Culture

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
G1 Opportunity to make decisions	Employee makes few decisions on his or her own	Employee checks with managers before making routine decisions	Employee checks with managers before making unique and risky decisions	Employee works independently from the managers and makes decisions	
G2 Type of relationship with managers	Managers are distant from employee	Managers are formal but are accessible to employee	Managers are approachable but have certain unwritten limitations to approach	Managers are accessible	
G3 Report details to others	Employee reports all details of job to management	Employee reports most of the details of job to management	Employee sometimes reports details of job to management	Employee seldom needs to report details of job to management	
G4 Receive instructions	Employee gets detailed directions for most tasks	Employee frequently confirms with managers about most tasks	Employee confirms with managers for unique and original tasks	Employee rarely needs confirmation from managers to perform tasks	
G5 Voice opinion to management	Employee cannot voice opinion	Employee has some opportunity to voice concerns	Employee voices concerns to management regularly	Employee's view is encouraged and welcome at any time	

Company Name: _____
 Job Position: _____

G. Workplace Culture

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
G6 Supervision and control in day to day work	Employee is supervised very closely by management	Employee is part of a team to control work flow and work plans	Employee controls most aspects of work with occasional supervision	Employee rarely consults or reports day to day work plan	
G7 Expectations / rules and regulations	Expectations/ rules are unclear and constantly changing causing frustration/ friction	Expectations/rules are unclear, but may be clarified if uncertain	Expectations/rules are clear and structured with little to no flexibility in design	Expectations are clear and structured with some flexibility in design	
G8 Support from others to complete tasks	No support to complete tasks	Some support to complete tasks	Regular support to complete tasks	Clear, systematic support process	
G9 Ask for advice	Employee seldom asks for advice	Employee asks for advice from co-worker	Employee asks for advice from managers or co-workers; may seek support from co-worker	Employee ask for advice from a range of people	
G10 Time commitment <input type="checkbox"/> Compensation for overtime	Employee is expected to work beyond regular hours	Employee is occasionally required to work overtime	Employee is rarely required to work overtime	Overtime is not expected	
G11 Status of jargon	Technical jargon is limited	Technical jargon is sometimes used	Technical jargon is valued and sought after in the organization	Technical jargon is expected	
G12 Respect in the workplace	Employee feels no respect in the organization	Employee feels some respect, and can voice concerns without judgment	Employee feels respected within certain areas of the job	Employee feels respected and validated in all aspects of work	

Company Name: _____
 Job Position: _____

G. Workplace Culture

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
G13 Policy and practice	Policy and practice are inconsistent	Policy and practice sometimes do not coincide	Policy and practice are generally congruent	Policy is consistently the same as practice	
G14 Unwritten rules	Unwritten rules are not discussed; no awareness	Some awareness of unwritten rules	Unwritten rules are discussed and validated by employer when identified	Unwritten rules are openly identified, discussed and shared with all employees	
G15 Workplace learning <input type="checkbox"/> Informal (hands on) <input type="checkbox"/> Formal (training)	Very few opportunities to learn	Employee seeks new learning on their own	Company assists employee to achieve new learning	Company supports ongoing learning plan	

H. Accommodation to Diversity and Culture

The position requires the employee to:

Factor	Level 1	Level 2	Level 3	Level 4	Comments
H1 Aware of cultural differences	No awareness of differences	Some awareness of differences (everyone expected to be the same)	Considerable awareness of cultural differences (Open to learning and responding appropriately)	Accommodates cultural differences and adapts approach	
H2 Accommodate cultural differences in appearance	Rejects differences	Accepts differences, but expects everyone to apply to the same rules in the organization	Open and accepting of differences in appearance	Recommends flexibility in accommodation of differences to management	
H3 Accommodate English as an Alternative Language (EAL)* speakers	Little understanding of language needs	Some understanding and limited accommodation of EAL speakers	Makes regular accommodation to facilitate EAL speakers	Develops new approaches for accommodating EAL needs	
H4 Accept other languages in the workplace	No accommodation of other languages	Other languages are tolerated only during non work periods	Other languages spoken in specific job tasks or teams	Accepts and encourages other languages at work	
H5 Accommodate cultural differences (i.e.: silence, gestures, handshakes, personal space, idioms)	Workplace doesn't recognize differences in communication styles	Workplace is aware of differences, but makes no accommodations	Workplace accepts differences and makes some accommodations	Workplace recognizes differences and teaches others to accommodate	

*English as an Alternative Language (EAL) used to be English as a Second Language (ESL)