

# **INTERCHANGE**

Intro, Level 1, Level 2 and Level 3

**CAMBRIDGE UNIVERSITY PRESS**

correlated to

**Secretary's Commission on Achieving Necessary Skills  
(SCANS)**

**Interchange**  
**INTRO**  
 Cambridge University Press  
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**Secretary's Commission on Achieving Necessary Skills**  
**(SCANS)**

<b>A Three-Part Foundation</b>	
<b>Basic Skills:</b> Reads, writes, performs arithmetic and mathematical operations, listens and speaks	
A. <u>Reading</u> --locates, understands, and interprets written information in prose and in documents such as manuals, graphs, and schedules	35, 41, 49, 55, 63, 69, 77, 83, 91, 97, 105, 111
B. <u>Writing</u> --communicates thoughts, ideas, information, and messages in writing; and creates documents such as letters, directions, manuals, reports, graphs, and flow charts	27, 33, 35, 38, 39, 41, 45, 47, 82, 84, 94, 99
C. <u>Arithmetic/Mathematics</u> --performs basic computations and approaches practical problems by choosing appropriately from a variety of mathematical techniques	Basic Numeric concepts introduced (e.g., 6, 19, 30-35, 72-77, 106-111).
D. <u>Listening</u> --receives, attends to, interprets, and responds to verbal messages and other cues	16, 18, 19, 22, 27, 28, 30, 33, 36, 40, 42, 44, 45, 46, 48, 53, 59, 60, 64, 65, 74, 80, 81, 86, 87, 89, 92, 96, 98, 100, 102, 103, 107, 109, and Self Study Units 1-16
E. <u>Speaking</u> --organizes ideas and communicates orally	Throughout text e.g., 27, 32, 33, 35, 38, 39, 40, 41,42, 45, 47, 51, 60, 62, 70, 80, 82, 84, 90, 94, 99, 103, 110, 113, Interchange 1-16

<p><b>Thinking Skills:</b> Thinks creatively, makes decisions, solves problems, visualizes, knows how to learn, and reasons</p>	
A. <u>Creative Thinking</u> --generates new ideas	14, 29, 38, 46, 85
B. <u>Decision Making</u> --specifies goals and constraints, generates alternatives, considers risks, and evaluates and chooses best alternative	Basic problem solving skills introduced e.g., 14, 29, 38, 46, 85
C. <u>Problem Solving</u> --recognizes problems and devises and implements plan of action	Basic problem solving skills introduced e.g., 14, 29, 38, 46, 85
D. <u>Seeing Things in the Mind's Eye</u> --organizes, and processes symbols, pictures, graphs, objects, and other information	18, 19, 44, 50, 63, 67, 72, 85, 88, 90, 92 , Interchange 1-16
E. <u>Knowing How to Learn</u> --uses efficient learning techniques to acquire and apply new knowledge and skills	17, 20, 24, 26, 27, 37, 38, 39, 45, 47, 52, 54, 59, 61, 65, 67, 73, 75, 79, 82, 88, 90, 93, 94, 95, 101, 107, 109
F. <u>Reasoning</u> --discovers a rule or principle underlying the relationship between two or objects and applies it when solving a problem	17, 20, 24, 26, 27, 37, 38, 39, 45, 47, 52, 54, 59, 61, 65, 67, 73, 75, 79, 82, 88, 90, 93, 94, 95, 101, 107, 109
<p><b>Personal Qualities:</b> Displays responsibility, self-esteem, sociability, self-management, and integrity and honesty</p>	
A. <u>Responsibility</u> --exerts a high level of effort and perseveres towards goal attainment	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113
B. <u>Self-Esteem</u> --believes in own self-worth and maintains a positive view of self	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113and Self Study Units 1-16
C. <u>Sociability</u> -demonstrates understanding, friendliness, adaptability, empathy, and	Opportunities throughout text e.g., 27, 33, 35, 38, 39, 41, 45, 47, 82, 84, 94, 99
D. <u>Self-Management</u> --assesses self accurately, sets personal goals, monitors progress, and exhibits self-control	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113and Self Study Units 1-16
E. <u>Integrity/Honesty</u> --chooses ethical courses of action	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113and Self Study Units 1-16

Five Workplace Competencies	
<b>Resources:</b> Identifies, organizes, plans, and allocates resources	
A. <i>Time</i> --Selects goal-relevant activities, ranks them, allocates time, and prepares and follows schedules	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113and Self Study Units 1-16
B. <i>Money</i> --Uses or prepares budgets, makes forecasts, keeps records, and makes adjustments to meet objectives	N/A
C. <i>Material and Facilities</i> --Acquires, stores, allocates, and uses materials or space efficiently	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113and Self Study Units 1-16
D. <i>Human Resources</i> --Assesses skills and distributes work accordingly, evaluates performance and provides feedback	Opportunities to develop evaluation and feedback skills throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113and Self Study Units 1-16
<b>Interpersonal:</b> Works with others	
A. <i>Participates as Member of a Team</i> --contributes to group effort	3, 5, 11, 18, 19, 21, 22, 24, 27, 29, 33, 38, 40, 43, ♦6, 49, 51, 54, 57, 59, 60, 62, 63, 72, 75, 77, 80, 83-85, 91, 94, 96, 99, 104, 105, 110, 111, 112, 113, Interchange 1-7, 10-12, 14, 16
B. <i>Teaches Others New Skills</i>	Opportunities throughout e.g., 3, 5, 11, 18, 19, 21, 22, 24, 27, 29, 33, 38, 40, 43, ♦6, 49, 51, 54, 57, 59, 60, 62, 63, 72, 75, 77, 80, 83-85, 91, 94, 96, 99, 104, 105, 110, 111, 112, 113, Interchange 1-7, 10-12, 14, 16
C. <i>Serves Clients/Customers</i> --works to satisfy customers' expectations	N/A
D. <i>Exercises Leadership</i> --communicates ideas to justify position, persuades and convinces others, responsibly challenges existing procedures and policies	Opportunities throughout e.g., 3, 5, 11, 18, 19, 21, 22, 24, 27, 29, 33, 38, 40, 43, ♦6, 49, 51, 54, 57, 59, 60, 62, 63, 72, 75, 77, 80, 83-85, 91, 94, 96, 99, 104, 105, 110, 111, 112, 113, Interchange 1-7, 10-12, 14, 16
E. <i>Negotiates</i> --works toward agreements involving exchange of resources, resolves divergent interests	Opportunities throughout e.g., 3, 5, 11, 18, 19, 21, 22, 24, 27, 29, 33, 38, 40, 43, ♦6, 49, 51, 54, 57, 59, 60, 62, 63, 72, 75, 77, 80, 83-85, 91, 94, 96, 99, 104, 105, 110, 111, 112, 113, Interchange 1-7, 10-12, 14, 16
F. <i>Works with Diversity</i> --works well with men and women from diverse backgrounds	Opportunities throughout e.g., 3, 5, 11, 18, 19, 21, 22, 24, 27, 29, 33, 38, 40, 43, ♦6, 49, 51, 54, 57, 59, 60, 62, 63, 72, 75, 77, 80, 83-85, 91, 94, 96, 99, 104, 105, 110, 111, 112, 113, Interchange 1-7, 10-12, 14, 16

<b>Information:</b> Acquires and uses information	
<i>A. Acquires and Evaluates Information</i>	17, 20, 24, 26, 27, 37, 38, 39, 45, 47, 52, 54, 59, 61, 65, 67, 73, 75, 79, 82, 88, 90, 93, 94, 95, 101, 107, 109 and Self Study Units 1-16
<i>B. Organizes and Maintains Information</i>	17, 20, 24, 26, 27, 37, 38, 39, 45, 47, 52, 54, 59, 61, 65, 67, 73, 75, 79, 82, 88, 90, 93, 94, 95, 101, 107, 109 and Self Study Units 1-16
<i>C. Interprets and Communicates Information</i>	Throughout text e.g., 32, 40, 42, 47, 48, 51, 60, 62, 70, 80, 90, 103, 110, 113 Interchange 1-16
<i>D. Uses Computers to Process Information</i>	N/A
<b>Systems:</b> Understands complex inter-relationships	
<i>A. Understands Systems</i> --knows how social, organizational, and technological systems work and operates effectively with them	N/A
<i>B. Monitors and Corrects Performance</i> --distinguishes trends, predicts impacts on systems operations, diagnoses deviations in systems' performance and corrects malfunctions	N/A
<i>C. Improves or Designs Systems</i> --suggests modifications to existing systems and develops new or alternative systems to improve performance	N/A
<b>Technology:</b> Works with a variety of technologies	
<i>A. Selects Technology</i> --chooses procedures, tools or equipment including computers and related technologies	N/A
<i>B. Applies Technology to Task</i> --Understands overall intent and proper procedures for setup and operation of equipment	N/A
<i>C. Maintains and Troubleshoots Equipment</i> --Prevents, identifies, or solves problems with equipment, including computers and other technologies	N/A

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<b>A Three-Part Foundation</b>	
<b>Basic Skills:</b> Reads, writes, performs arithmetic and mathematical operations, listens and speaks	
A. <u>Reading</u> --locates, understands, and interprets written information in prose and in documents such as manuals, graphs, and schedules	7, 13, 21, 27, 35, 41, 49, 54, 63, 69, 77, 83, 91, 97, 105
B. <u>Writing</u> --communicates thoughts, ideas, information, and messages in writing; and creates documents such as letters, directions, manuals, reports, graphs, and flow charts	10, 11, 14, 20, 24, 26, 29, 34, 39, 67, 70, 74, 87, 90, 97
C. <u>Arithmetic/Mathematics</u> --performs basic computations and approaches practical problems by choosing appropriately from a variety of mathematical techniques	90, 91
D. <u>Listening</u> --receives, attends to, interprets, and responds to verbal messages and other cues	2, 3, 5, 6, 9, 15, 16, 22, 23, 24, 25, 28, 31, 33, 37, 38, 42, 44, 46, 49, 51, 52, 56, 60, 64, 66, 67, 71, 72, 73, 75, 79, 81, 87, 88, 89, 91, 93, 96, 101, 103, 107, 109 Unit 1-16 Self study and answer key
E. <u>Speaking</u> --organizes ideas and communicates orally	2, 4, 6, 14, 18, 19, 24, 29, 30, 38, 39, 44, 46, 52, 57, 75, 89, 94, 102, 104, 110, 113 Interchange 1-16

<p><b>Thinking Skills:</b> Thinks creatively, makes decisions, solves problems, visualizes, knows how to learn, and reasons</p>	
<p>A. <u>Creative Thinking</u> --generates new ideas</p>	35, 83
<p>B. <u>Decision Making</u> --specifies goals and constraints, generates alternatives, considers risks, and evaluates and chooses best alternative</p>	35, 83, 111
<p>C. <u>Problem Solving</u> --recognizes problems and devises and implements plan of action</p>	35, 53, 78, 80, 82, 83, 84, 85, 111
<p>D. <u>Seeing Things in the Mind's Eye</u> --organizes, and processes symbols, pictures, graphs, objects, and other information</p>	4, 9, 15, 16, 38, 53, 57, 58, 61, 64, 70, 74, 78, 86, 92, 95, 100 Interchange 1-16
<p>E. <u>Knowing How to Learn</u> --uses efficient learning techniques to acquire and apply new knowledge and skills</p>	Throughout text e.g., 3, 5, 12, 17, 20, 23, 27, 32, 34, 37, 40, 44, 46, 51, 54, 59, 62, 64, 66, 72, 73, 75, 79, 81, 87, 88, 89, 91, 93, 96, 101, 103, 107, 109
<p>F. <u>Reasoning</u> --discovers a rule or principle underlying the relationship between two or objects and applies it when solving a problem</p>	Text serves as a foundation e.g., 3, 5, 12, 17, 20, 23, 27, 32, 34, 37, 40, 44, 46, 51, 54, 59, 62, 64, 66, 72, 73, 75, 79, 81, 87, 88, 89, 91, 93, 96, 101, 103, 107, 109
<p><b>Personal Qualities:</b> Displays responsibility, self-esteem, sociability, self-management, and integrity and honesty</p>	
<p>A. <u>Responsibility</u> --exerts a high level of effort and perseveres towards goal attainment</p>	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113
<p>B. <u>Self-Esteem</u> --believes in own self-worth and maintains a positive view of self</p>	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16
<p>C. <u>Sociability</u> -demonstrates understanding, friendliness, adaptability, empathy, and</p>	Opportunities throughout text e.g., 3, 4, 7, 8, 9, 10, 12, 13, 15, 17, 18, 19, 20, 22, 27, 28, 32, 35, 36, 37, 42, 49, 50, 51, 52, 54, 58, 59, 64, 66, 67, 69, 70, 71, 72, 74, 75, 77, 80, 89, 92, 96, 101, 103, 109, 111 Interchange 1-16
<p>D. <u>Self-Management</u> --assesses self accurately, sets personal goals, monitors progress, and exhibits self-control</p>	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 Unit 1-16 Self study and answer key
<p>E. <u>Integrity/Honesty</u> --chooses ethical courses of action</p>	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16

Five Workplace Competencies	
<b>Resources:</b> Identifies, organizes, plans, and allocates resources	
A. <i>Time</i> --Selects goal-relevant activities, ranks them, allocates time, and prepares and follows schedules	111
B. <i>Money</i> --Uses or prepares budgets, makes forecasts, keeps records, and makes adjustments to meet objectives	Teacher may expand on information presented in text e.g., 16, 17, 20, 28, 84, 90, 91
C. <i>Material and Facilities</i> --Acquires, stores, allocates, and uses materials or space efficiently	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16
D. <i>Human Resources</i> --Assesses skills and distributes work accordingly, evaluates performance and provides feedback	Text serves as a foundation e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 Unit 1-16 Self study and answer key
<b>Interpersonal:</b> Works with others	
A. <i>Participates as Member of a Team</i> --contributes to group effort	2, 5, 11, 12, 19, 22, 24, 25, 26, 29, 32, 34, 38, 39, 40, 41, 42, 43, 48, 54, 60, 68, 73, 79, 82, 83, 85, 88, 90, 92, 97, 98, 99, 109, 112 Interchange 1-16
B. <i>Teaches Others New Skills</i>	Opportunities throughout text e.g., 3, 4, 7, 8, 9, 10, 12, 13, 15, 17, 18, 19, 20, 22, 27, 28, 32, 35, 36, 37, 42, 49, 50, 51, 52, 54, 58, 59, 64, 66, 67, 69, 70, 71, 72, 74, 75, 77, 80, 89, 92, 96, 101, 103, 109, 111 Interchange 1-16
C. <i>Serves Clients/Customers</i> --works to satisfy customers' expectations	N/A
D. <i>Exercises Leadership</i> --communicates ideas to justify position, persuades and convinces others, responsibly challenges existing procedures and policies	Activities within text serve as a foundation e.g., 2, 5, 11, 12, 19, 22, 24, 25, 26, 29, 32, 34, 38, 39, 40, 41, 42, 43, 48, 54, 60, 68, 73, 79, 82, 83, 85, 88, 90, 92, 97, 98, 99, 109, 112 Interchange 1-16
E. <i>Negotiates</i> --works toward agreements involving exchange of resources, resolves divergent interests	Exercises within text provide opportunities to develop these skills e.g., 3, 4, 7, 8, 9, 10, 12, 13, 15, 17, 18, 19, 20, 22, 27, 28, 32, 35, 36, 37, 42, 49, 50, 51, 52, 54, 58, 59, 64, 66, 67, 69, 70, 71, 72, 74, 75, 77, 80, 89, 92, 96, 101, 103, 109, 111 Interchange 1-16
F. <i>Works with Diversity</i> --works well with men and women from diverse backgrounds	Opportunities throughout text e.g., 3, 4, 7, 8, 9, 10, 12, 13, 15, 17, 18, 19, 20, 22, 27, 28, 32, 35, 36, 37, 42, 49, 50, 51, 52, 54, 58, 59, 64, 66, 67, 69, 70, 71, 72, 74, 75, 77, 80, 89, 92, 96, 101, 103, 109, 111 Interchange 1-16



<b>Information:</b> Acquires and uses information	
<i>A. Acquires and Evaluates Information</i>	2, 4, 5, 10, 14, 17, 22, 23, 24, 26, 30, 31, 37, 40, 51, 56, 62, 68, 70, 71, 76, 78, 83, 93 Unit 1-16 Self study and answer key
<i>B. Organizes and Maintains Information</i>	Text serves as a foundation e.g., 3, 5, 12, 17, 20, 23, 27, 32, 34, 37, 40, 44, 46, 51, 54, 59, 62, 64, 66, 72, 73, 75, 79, 81, 87, 88, 89, 91, 93, 96, 101, 103, 107, 109
<i>C. Interprets and Communicates Information</i>	2, 4, 6, 14, 18, 19, 24, 29, 30, 38, 39, 44, 46, 52, 57, 75, 89, 94, 102, 104, 110, 113 Interchange 1-16
<i>D. Uses Computers to Process Information</i>	Teacher and/or student may expand on activities within text to fulfill this standard e.g., 26, 34, 48, 60, 68, 82, 103, 110
<b>Systems:</b> Understands complex inter-relationships	
<i>A. Understands Systems</i> --knows how social, organizational, and technological systems work and operates effectively with them	N/A
<i>B. Monitors and Corrects Performance</i> --distinguishes trends, predicts impacts on systems operations, diagnoses deviations in systems' performance and corrects malfunctions	N/A
<i>C. Improves or Designs Systems</i> --suggests modifications to existing systems and develops new or alternative systems to improve performance	N/A
<b>Technology:</b> Works with a variety of technologies	
<i>A. Selects Technology</i> --chooses procedures, tools or equipment including computers and related technologies	N/A
<i>B. Applies Technology to Task</i> --Understands overall intent and proper procedures for setup and operation of equipment	N/A
<i>C. Maintains and Troubleshoots Equipment</i> --Prevents, identifies, or solves problems with equipment, including computers and other technologies	N/A

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<b>A Three-Part Foundation</b>	
<b>Basic Skills:</b> Reads, writes, performs arithmetic and mathematical operations, listens and speaks	
A. <u>Reading</u> --locates, understands, and interprets written information in prose and in documents such as manuals, graphs, and schedules	7, 13, 20, 21, 26, 35, 41, 49, 55, 63, 69, 78, 83, 91, 97, 105, 111
B. <u>Writing</u> --communicates thoughts, ideas, information, and messages in writing; and creates documents such as letters, directions, manuals, reports, graphs, and flow charts	6, 9, 26, 27, 31, 34, 35, 38, 40, 48, 52, 68, 76, 80, 87, 96
C. <u>Arithmetic/Mathematics</u> --performs basic computations and approaches practical problems by choosing appropriately from a variety of mathematical techniques	N/A
D. <u>Listening</u> --receives, attends to, interprets, and responds to verbal messages and other cues	2, 3, 5, 9, 11, 14, 18, 19, 22, 23, 26, 28, 30, 32, 34, 36, 38, 42, 46, 48, 52, 57, 58, 60, 64, 66, 71, 72, 74, 76, 78, 80, 84, 86, 88, 90, 96, 99, 100, 104, 106, 108 Self Study and Answer Key Unit 1-16
E. <u>Speaking</u> --organizes ideas and communicates orally	3, 4, 5, 6, 7, 8, 11, 13, 14, 16, 18, 19, 21, 23, 24, 25, 26, 32, 33, 34, 37, 39, 43, 44, 49, 50, 51, 52, 54, 57, 59, 60, 61, 62, 63, 64, 66, 67, 68, 70, 73, 75, 76, 77, 79, 81, 83, 84, 87, 88, 90, 91, 93, 94, 95, 96, 101, 102 Interchange 1-16

<p><b>Thinking Skills:</b> Thinks creatively, makes decisions, solves problems, visualizes, knows how to learn, and reasons</p>	
<p>A. <u>Creative Thinking</u> --generates new ideas</p>	9, 15, 19, 21, 39, 58, 63
<p>B. <u>Decision Making</u> --specifies goals and constraints, generates alternatives, considers risks, and evaluates and chooses best alternative</p>	Teacher may expand on text e.g., 9, 15, 21, 27, 41, 48, 102
<p>C. <u>Problem Solving</u> --recognizes problems and devises and implements plan of action</p>	Teacher may expand on text e.g., 9, 15, 21, 27, 41, 48, 102
<p>D. <u>Seeing Things in the Mind's Eye</u> --organizes, and processes symbols, pictures, graphs, objects, and other information</p>	2, 8, 13, 19, 22, 25, 37, 44, 58, 72, 92, 106
<p>E. <u>Knowing How to Learn</u> --uses efficient learning techniques to acquire and apply new knowledge and skills</p>	3, 4, 5, 6, 8, 9, 11, 17, 20, 23, 25, 31, 33, 37, 39, 45, 47, 51, 54, 59, 61, 64, 68, 73, 75, 79, 87, 89, 93, 95, 96, 101, 103, 107, 109 Interchange 1-16
<p>F. <u>Reasoning</u> --discovers a rule or principle underlying the relationship between two or objects and applies it when solving a problem</p>	3, 4, 5, 6, 8, 9, 11, 17, 20, 23, 25, 31, 33, 37, 39, 45, 47, 51, 54, 59, 61, 64, 68, 73, 75, 79, 87, 89, 93, 95, 96, 101, 103, 107, 109 Interchange 1-16
<p><b>Personal Qualities:</b> Displays responsibility, self-esteem, sociability, self-management, and integrity and honesty</p>	
<p>A. <u>Responsibility</u> --exerts a high level of effort and perseveres towards goal attainment</p>	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113
<p>B. <u>Self-Esteem</u> --believes in own self-worth and maintains a positive view of self</p>	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16
<p>C. <u>Sociability</u> -demonstrates understanding, friendliness, adaptability, empathy, and</p>	Opportunities throughout text e.g., 3, 4, 5, 6, 7, 8, 11, 13, 14, 16, 18, 19, 21, 23, 24, 25, 26, 32, 33, 34, 37, 39, 43, 44, 49, 50, 51, 52, 54, 57, 59, 60, 61, 62, 63, 64, 66, 67, 68, 70, 73, 75, 76, 77, 79, 81, 83, 84, 87, 88, 90, 91, 93, 94, 95, 96, 101, 102 Interchange 1-16
<p>D. <u>Self-Management</u> --assesses self accurately, sets personal goals, monitors progress, and exhibits self-control</p>	Opportunities to develop planning and goal setting throughout e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 Self Study and Answer Key Unit 1-16
<p>E. <u>Integrity/Honesty</u> --chooses ethical courses of action</p>	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16

Five Workplace Competencies	
<b>Resources:</b> Identifies, organizes, plans, and allocates resources	
A. <i>Time</i> --Selects goal-relevant activities, ranks them, allocates time, and prepares and follows schedules	Text serves as a foundation e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 Self Study and Answer Key Unit 1-16
B. <i>Money</i> --Uses or prepares budgets, makes forecasts, keeps records, and makes adjustments to meet objectives	N/A
C. <i>Material and Facilities</i> --Acquires, stores, allocates, and uses materials or space efficiently	Text serves as a foundation for this standard e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16
D. <i>Human Resources</i> --Assesses skills and distributes work accordingly, evaluates performance and provides feedback	Teacher may expand on text e.g., 4, 9, 10, 12, 14, 17, 20, 26, 28, 29, 31, 33, 35, 38, 39, 40, 42, 45, 46, 47, 52, 54, 57, 60, 62, 64, 66, 69, 70, 74, 76, 82, 85, 89, 90, 92, 96, 97, 98, 99, 103, 104, 107, 109, 110, 112 Interchange 1-16 Self Study and Answer Key Unit 1-16
<b>Interpersonal:</b> Works with others	
A. <i>Participates as Member of a Team</i> --contributes to group effort	3, 4, 5, 6, 7, 8, 11, 13, 14, 16, 18, 19, 21, 23, 24, 25, 26, 32, 33, 34, 37, 39, 43, 44, 49, 50, 51, 52, 54, 57, 59, 60, 61, 62, 63, 64, 66, 67, 68, 70, 73, 75, 76, 77, 79, 81, 83, 84, 87, 88, 90, 91, 93, 94, 95, 96, 101, 102 Interchange 1-16
B. <i>Teaches Others New Skills</i>	Opportunities throughout text e.g., 4, 9, 10, 12, 14, 17, 20, 26, 28, 29, 31, 33, 35, 38, 39, 40, 42, 45, 46, 47, 52, 54, 57, 60, 62, 64, 66, 69, 70, 74, 76, 82, 85, 89, 90, 92, 96, 97, 98, 99, 103, 104, 107, 109, 110, 112 Interchange 1-16
C. <i>Serves Clients/Customers</i> --works to satisfy customers' expectations	N/A
D. <i>Exercises Leadership</i> --communicates ideas to justify position, persuades and convinces others, responsibly challenges existing procedures and policies	Activities within text serve as a foundation e.g., 4, 9, 10, 12, 14, 17, 20, 26, 28, 29, 31, 33, 35, 38, 39, 40, 42, 45, 46, 47, 52, 54, 57, 60, 62, 64, 66, 69, 70, 74, 76, 82, 85, 89, 90, 92, 96, 97, 98, 99, 103, 104, 107, 109, 110, 112 Interchange 1-16
E. <i>Negotiates</i> --works toward agreements involving exchange of resources, resolves divergent interests	Teacher may expand on text e.g., 3, 4, 5, 6, 7, 8, 11, 13, 14, 16, 18, 19, 21, 23, 24, 25, 26, 32, 33, 34, 37, 39, 43, 44, 49, 50, 51, 52, 54, 57, 59, 60, 61, 62, 63, 64, 66, 67, 68, 70, 73, 75, 76, 77, 79, 81, 83, 84, 87, 88, 90, 91, 93, 94, 95, 96, 101, 102 Interchange 1-16
F. <i>Works with Diversity</i> --works well with men and women from diverse backgrounds	Opportunities throughout text e.g., 4, 9, 10, 12, 14, 17, 20, 26, 28, 29, 31, 33, 35, 38, 39, 40, 42, 45, 46, 47, 52, 54, 57, 60, 62, 64, 66, 69, 70, 74, 76, 82, 85, 89, 90, 92, 96, 97, 98, 99, 103, 104, 107, 109, 110, 112 Interchange 1-16

<b>Information:</b> Acquires and uses information	
<i>A. Acquires and Evaluates Information</i>	3, 6, 12, 13, 23, 34, 35, 38, 83 Self Study and Answer Key Unit 1-16
<i>B. Organizes and Maintains Information</i>	Opportunities throughout text e.g., 3, 4, 5, 6, 8, 9, 11, 17, 20, 23, 25, 31, 33, 37, 39, 45, 47, 51, 54, 59, 61, 64, 68, 73, 75, 79, 87, 89, 93, 95, 96, 101, 103, 107, 109
<i>C. Interprets and Communicates Information</i>	4, 9, 10, 12, 14, 17, 20, 26, 28, 29, 31, 33, 35, 38, 39, 40, 42, 45, 46, 47, 52, 54, 57, 60, 62, 64, 66, 69, 70, 74, 76, 82, 85, 89, 90, 92, 96, 97, 98, 99, 103, 104, 107, 109, 110, 112 Interchange 1-16
<i>D. Uses Computers to Process Information</i>	Teacher and/or student may expand on activities within text to fulfill this standard e.g., 10, 18, 48, 68, 104
<b>Systems:</b> Understands complex inter-relationships	
<i>A. Understands Systems</i> --knows how social, organizational, and technological systems work and operates effectively with them	N/A
<i>B. Monitors and Corrects Performance</i> --distinguishes trends, predicts impacts on systems operations, diagnoses deviations in systems' performance and corrects malfunctions	N/A
<i>C. Improves or Designs Systems</i> --suggests modifications to existing systems and develops new or alternative systems to improve performance	N/A
<b>Technology:</b> Works with a variety of technologies	
<i>A. Selects Technology</i> --chooses procedures, tools or equipment including computers and related technologies	N/A
<i>B. Applies Technology to Task</i> --Understands overall intent and proper procedures for setup and operation of equipment	N/A
<i>C. Maintains and Troubleshoots Equipment</i> --Prevents, identifies, or solves problems with equipment, including computers and other technologies	N/A

**Interchange**  
**Level 3**  
**Cambridge University Press**  
 correlated to  
**Secretary's Commission on Achieving Necessary Skills**  
**(SCANS)**

<b>A Three-Part Foundation</b>	
<b>Basic Skills:</b> Reads, writes, performs arithmetic and mathematical operations, listens and speaks	
A. <u>Reading</u> --locates, understands, and interprets written information in prose and in documents such as manuals, graphs, and schedules	7, 13, 21, 24, 27, 35, 41, 49, 50, 55, 62, 68, 77, 83, 91, 97, 104
B. <u>Writing</u> --communicates thoughts, ideas, information, and messages in writing; and creates documents such as letters, directions, manuals, reports, graphs, and flow charts	4, 10, 17, 20, 34, 54, 66, 82, 90, 94
C. <u>Arithmetic/Mathematics</u> --performs basic computations and approaches practical problems by choosing appropriately from a variety of mathematical techniques	Basic numeric concepts introduced (e.g., 44, 64, 65, 67, 106).
D. <u>Listening</u> --receives, attends to, interprets, and responds to verbal messages and other cues	2, 4, 5, 8, 11, 12, 14, 16, 18, 22, 24, 25, 29, 33, 34, 38, 40, 46, 51, 52, 57, 58, 61, 62, 68, 71, 72, 76, 82, 85, 86, 87, 90, 92, 93, 98, 102, 104, 106; Interchange 1-16 and Self Study Units 1-16
E. <u>Speaking</u> --organizes ideas and communicates orally	3, 4, 7, 9, 10, 18, 19, 22, 23, 26, 31, 35, 37, 39, 42, 45, 48, 51, 56, 59, 60, 66, 74, 95, 79, 80, 85, 87, 88, 93, 94, 98, 104, 107; Interchange 1-16

<p><b>Thinking Skills:</b> Thinks creatively, makes decisions, solves problems, visualizes, knows how to learn, and reasons</p>	
A. <u>Creative Thinking</u> --generates new ideas	75, 76
B. <u>Decision Making</u> --specifies goals and constraints, generates alternatives, considers risks, and evaluates and chooses best alternative	Teacher may expand on text (e.g., 36, 44-49, 100, 102).
C. <u>Problem Solving</u> --recognizes problems and devises and implements plan of action	3, 4, 7, 9, 10, 18, 19, 22, 23, 26, 31, 35, 37, 39, 42, 45, 48, 51, 56, 59, 60, 66, 74, 95, 79, 80, 85, 87, 88, 93, 94, 98, 104, 107; Interchange 1-16
D. <u>Seeing Things in the Mind's Eye</u> --organizes, and processes symbols, pictures, graphs, objects, and other information	16, 32, 44, 58, 64, 78, 86, 100, 106; Interchange 1-16
E. <u>Knowing How to Learn</u> --uses efficient learning techniques to acquire and apply new knowledge and skills	3, 6, 9, 10, 11, 17, 18, 20, 23, 25, 26, 31, 33, 37, 39, 45, 47, 51, 53, 59, 60, 61, 65, 67, 73, 75, 79, 80, 87, 88, 96, 102, 107, 109
F. <u>Reasoning</u> --discovers a rule or principle underlying the relationship between two or objects and applies it when solving a problem	3, 6, 9, 10, 11, 17, 18, 20, 23, 25, 26, 31, 33, 37, 39, 45, 47, 51, 53, 59, 60, 61, 65, 67, 73, 75, 79, 80, 87, 88, 96, 102, 107, 109
<p><b>Personal Qualities:</b> Displays responsibility, self-esteem, sociability, self-management, and integrity and honesty</p>	
A. <u>Responsibility</u> --exerts a high level of effort and perseveres towards goal attainment	Opportunities to develop planning and goal setting throughout (e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113).
B. <u>Self-Esteem</u> --believes in own self-worth and maintains a positive view of self	Beyond the scope of text.
C. <u>Sociability</u> -demonstrates understanding, friendliness, adaptability, empathy, and	3, 4, 7, 9, 10, 18, 19, 22, 23, 26, 31, 35, 37, 39, 42, 45, 48, 51, 56, 59, 60, 66, 74, 95, 79, 80, 85, 87, 88, 93, 94, 98, 104, 107; Interchange 1-16
D. <u>Self-Management</u> --assesses self accurately, sets personal goals, monitors progress, and exhibits self-control	Opportunities to develop planning and goal setting throughout (e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113 and Self Study Units 1-16).
E. <u>Integrity/Honesty</u> --chooses ethical courses of action	Teacher may expand on text e.g., 106, 108, Interchange 3

Five Workplace Competencies	
<b>Resources:</b> Identifies, organizes, plans, and allocates resources	
A. <i>Time</i> --Selects goal-relevant activities, ranks them, allocates time, and prepares and follows schedules	Text serves as a foundation e.g., 14-15, 28-29, 42-43, 56-57, 70-71, 84-85, 98-99, 112-113
B. <i>Money</i> --Uses or prepares budgets, makes forecasts, keeps records, and makes adjustments to meet objectives	N/A
C. <i>Material and Facilities</i> --Acquires, stores, allocates, and uses materials or space efficiently	N/A
D. <i>Human Resources</i> --Assesses skills and distributes work accordingly, evaluates performance and provides feedback	Text serves as a foundation (e.g., 4, 6, 9, 10, 11, 12, 13, 14, 20, 21, 23, 24, 26, 27, 28, 30, 31, 32, 33, 37, 39, 41, 42, 45, 46, 47, 48, 53, 54, 55, 56, 57, 59, 60, 61, 63, 65, 68, 69, 70, 71, 73, 72, 78, 79, 80, 83, 84, 88, 90, 94, 95, 99, 101, 102; Interchange 1-16 and Self Study Units 1-16).
<b>Interpersonal:</b> Works with others	
A. <i>Participates as Member of a Team</i> --contributes to group effort	4, 6, 9, 10, 11, 12, 13, 14, 20, 21, 23, 24, 26, 27, 28, 30, 31, 32, 33, 37, 39, 41, 42, 45, 46, 47, 48, 53, 54, 55, 56, 57, 59, 60, 61, 63, 65, 68, 69, 70, 71, 73, 72, 78, 79, 80, 83, 84, 88, 90, 94, 95, 99, 101, 102; Interchange 1-16
B. <i>Teaches Others New Skills</i>	Opportunities throughout text (e.g., 4, 6, 9, 10, 11, 12, 13, 14, 20, 21, 23, 24, 26, 27, 28, 30, 31, 32, 33, 37, 39, 41, 42, 45, 46, 47, 48, 53, 54, 55, 56, 57, 59, 60, 61, 63, 65, 68, 69, 70, 71, 73, 72, 78, 79, 80, 83, 84, 88, 90, 94, 95, 99, 101, 102; Interchange 1-16).
C. <i>Serves Clients/Customers</i> --works to satisfy customers' expectations	N/A
D. <i>Exercises Leadership</i> --communicates ideas to justify position, persuades and convinces others, responsibly challenges existing procedures and policies	Teacher may expand on text (e.g., 3, 4, 7, 9, 10, 18, 19, 22, 23, 26, 31, 35, 37, 39, 42, 45, 48, 51, 56, 59, 60, 66, 74, 95, 79, 80, 85, 87, 88, 93, 94, 98, 104, 107; Interchange 1-16).
E. <i>Negotiates</i> --works toward agreements involving exchange of resources, resolves divergent interests	Throughout text (e.g., 3, 4, 7, 9, 10, 18, 19, 22, 23, 26, 31, 35, 37, 39, 42, 45, 48, 51, 56, 59, 60, 66, 74, 95, 79, 80, 85, 87, 88, 93, 94, 98, 104, 107; Interchange 1-16).
F. <i>Works with Diversity</i> --works well with men and women from diverse backgrounds	Opportunities throughout text (e.g., 4, 6, 9, 10, 11, 12, 13, 14, 20, 21, 23, 24, 26, 27, 28, 30, 31, 32, 33, 37, 39, 41, 42, 45, 46, 47, 48, 53, 54, 55, 56, 57, 59, 60, 61, 63, 65, 68, 69, 70, 71, 73, 72, 78, 79, 80, 83, 84, 88, 90, 94, 95, 99, 101, 102; Interchange 1-16).



<b>Information:</b> Acquires and uses information	
<i>A. Acquires and Evaluates Information</i>	Throughout text (e.g., 17, 22, 36, 59 and Self Study Units 1-16).
<i>B. Organizes and Maintains Information</i>	Opportunities throughout text (e.g., 6, 9, 10, 11, 17, 18, 20, 23, 25, 26, 31, 33, 37, 39, 45, 47, 51, 53, 59, 60, 61, 65, 67, 73, 75, 79, 80, 87, 88, 96, 102, 107, 109 and Self Study Units 1-16).
<i>C. Interprets and Communicates Information</i>	3, 4, 7, 9, 10, 18, 19, 22, 23, 26, 31, 35, 37, 39, 42, 45, 48, 51, 56, 59, 60, 66, 74, 95, 79, 80, 85, 87, 88, 93, 94, 98, 104, 107; Interchange 1-16
<i>D. Uses Computers to Process Information</i>	Teacher and/or student may expand on activities within text to fulfill this standard (e.g., 17, 22, 36, 59).
<b>Systems:</b> Understands complex inter-relationships	
<i>A. Understands Systems</i> --knows how social, organizational, and technological systems work and operates effectively with them	N/A
<i>B. Monitors and Corrects Performance</i> --distinguishes trends, predicts impacts on systems operations, diagnoses deviations in systems' performance and corrects malfunctions	N/A
<i>C. Improves or Designs Systems</i> --suggests modifications to existing systems and develops new or alternative systems to improve performance	N/A
<b>Technology:</b> Works with a variety of technologies	
<i>A. Selects Technology</i> --chooses procedures, tools or equipment including computers and related technologies	N/A
<i>B. Applies Technology to Task</i> --Understands overall intent and proper procedures for setup and operation of equipment	N/A
<i>C. Maintains and Troubleshoots Equipment</i> --Prevents, identifies, or solves problems with equipment, including computers and other technologies	N/A