Position Analysis™

QUESTIONNAIRE

Position Analysis™

Response Instructions

The objective of the Position Analysis questionnaire is to identify the most important soft skills required for superior performance in a position/job.

Let the Job Talk!

Before completing the questionnaire, a word of caution is in order. When analyzing a position there are three voices that are typically heard:

1. The voice of how the job is currently being performed.

2. The voice of how you would like the job to be performed.

3. The voice of the job talking about how it should be performed.

Do your very best to listen to the "Third Voice." Only the "Third Voice" speaks without bias about how the position/job should be performed. The quality of the information is contingent upon your ability to answer the questionnaire from an objective perspective.

REMEMBER, FOCUS ON THE JOB, NOT PEOPLE!

In Section One, you will be asked to read each of the statements and select all that relate to the position/job being analyzed.

Section Two focuses on different requirements of the position/job. You will be asked to read each statement and rank its importance by selecting a number from 1-6.
1 = Very Important and 6 = Not Important

Section Three addresses specific activities and other issues that impact position/job requirements. You will be asked to select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
1 = Extensive and 6 = Very Limited.

Section 1
Read each of the statements and check all that relate to the position/job being analyzed.

1. This position has the authority to:

☐ Hire and/or fire employees
☐ Establish performance objectives for others
☐ Conduct and sign performance evaluations
☐ Place employees in a disciplinary process
☐ Grant salary adjustments and/or increases
☐ Change processes, procedures or schedules with approval
☐ Change processes, procedures or schedules without approval
☐ Change the objectives of the position

2. This position's financial responsibility, authority and control is in:

☐ Managing personal business expenses
☐ Participating in the budgeting process
☐ Preparing the final budget
☐ Administering funds (signing purchase orders or checks)
☐ Approving budgets of others
☐ Meeting profit goals and controlling losses
☐ Formulating policies

3. Decision-making authority in this position is demonstrated by:

☐ Providing input or participating in the collection of data
☐ Voting or influencing team decisions
☐ Making decisions about processes or procedures
☐ Making policy decisions

Section 1

Read each of the statements and check all that relate to the position/job being analyzed.

4. This position is held accountable for the following performance objectives:

☐ Personal performance objectives only
☐ Directing or facilitating the work efforts of a team or shift
☐ Meeting a team, shift or business unit objectives
☐ Multiple teams, shifts or business units' objectives
☐ The business objectives of the entire organization

5. The consequences for the organization when mistakes are made in this position are:

☐ Lost business opportunities
☐ Lost time
☐ Lost equipment or resources
☐ Lost productivity
☐ Lost customers
☐ Lost revenue or profits
☐ Lost reputation, image or credibility

6. Employees in this position have access to:

☐ Cash/checks
☐ Valuable inventory or merchandise
☐ Vital systems and/or equipment
☐ Dangerous chemicals
☐ Controlled substances (drugs)
☐ Customer lists
☐ Financial data
☐ Trade secrets
☐ Negotiable securities
☐ Bank accounts

Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

1. Anticipating events, taking initiative and acting rather than waiting for direction:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

2. Reacting to events and waiting for direction before acting:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

3. Taking personal responsibility for actions and/or results:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

4. Being accountable for producing results:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

5. Treating all people fairly and with respect:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

6. Being sensitive to different races, nationalities, cultures, sexes, disabilities:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

7. Establishing and maintaining key alliances or partnerships within the organization:

Very Important   Not Important

[1]   [2]   [3]   [4]   [5]   [6]

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Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

8. Establishing and maintaining key alliances or partnerships outside the organization:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

9. Continuously learning for career advancement:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

10. Continuously learning to keep current or ahead of technology:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

11. Inspiring others with a compelling vision, purpose or goal:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

12. Coaching and counseling:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

13. Recognizing and appreciating the contributions of others:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

14. Encouraging, supporting and mentoring the development of others:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

15. Understanding and adapting to the needs of different people:

Very Important   Not Important

1   2   3   4   5   6

16. Commanding and exercising authority in decisions affecting people:

Very Important   Not Important

1   2   3   4   5   6

17. Commanding and exercising authority in decisions on how to spend money:
   and allocate resources

Very Important   Not Important

1   2   3   4   5   6

18. Commanding and exercising authority in strategic decisions:

Very Important   Not Important

1   2   3   4   5   6

19. Commanding and exercising authority in making policy:

Very Important   Not Important

1   2   3   4   5   6

20. Referring important decisions to someone in authority:

Very Important   Not Important

1   2   3   4   5   6

Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

21. Effectively handling sensitive issues within the organization:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

22. Effectively utilizing people:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

23. Building effective teams:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

24. Holding people accountable:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

25. Delegating responsibility and empowering others:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

26. Striving for continuous improvement:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

27. Demonstrating genuine concern, caring and compassion for others:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

28. Meeting deadlines:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

29. Effectively handling sensitive issues outside the organization:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

30. Effectively utilizing funds:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

31. Effectively utilizing material, equipment, etc.:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

32. Seeing unique or unusual perspectives:
Very Important   Not Important
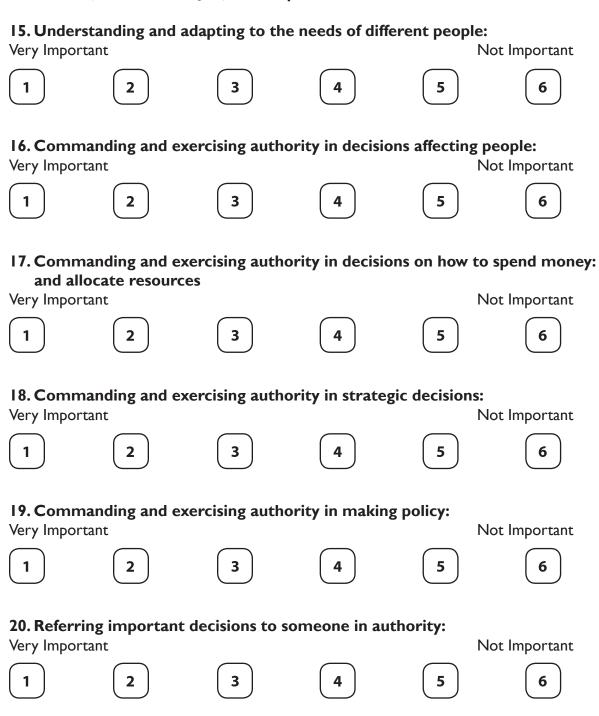
| 1 | 2 | 3 | 4 | 5 | 6 |

Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

33. Identifying patterns, themes or connections not noticed by others:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

34. Trying new methods, techniques and processes:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

35. Increasing quantity, output or yield:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

36. Working quickly or reducing the time needed to perform work:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

37. Improving quality or processes:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

38. Reducing or eliminating costs:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 2
Read each statement and rank its importance by selecting a number from 1-6.
Remember, Focus on the Job, not People!

39. Serving customers face to face:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

40. Making presentations to customers:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

41. Serving customers on the telephone:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

42. Communicating with customers in writing:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

43. Communicating with customers on the internet:
Very Important   Not Important

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3

Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

1. The speed at which change occurs in areas such as tasks, priorities, job responsibilities, processes or procedures is:

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

2. The level of activity on a given day is:

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

3. The opportunity for training or learning is:

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

4. The amount of change occurring in areas such as tasks, priorities, job responsibilities, processes or procedures is:

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

5. The variety of tasks is:

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

6. The amount of freedom to act without checking with someone in authority is:

Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3

Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

7. The amount of freedom to move around and set personal schedules is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

8. The necessity for repeating tasks is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

9. The necessity for influencing others is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

10. The necessity for supervising others is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

11. The necessity for dealing with customers is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

12. The necessity for resolving interpersonal conflict is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

13. The necessity for critical thinking is:

Extensive   Very Limited

[1]   [2]   [3]   [4]   [5]   [6]

Section 3

Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

14. The necessity for employee discipline is:

Extensive   Very Limited

1   2   3   4   5   6

15. The necessity for resolving fairly simple problems is:

Extensive   Very Limited

1   2   3   4   5   6

16. The necessity for resolving complex problems is:

Extensive   Very Limited

1   2   3   4   5   6

17. The necessity for decision-making is:

Extensive   Very Limited

1   2   3   4   5   6

18. The amount of authority is:

Extensive   Very Limited

1   2   3   4   5   6

19. The necessity for dealing with competition in the marketplace is:

Extensive   Very Limited

1   2   3   4   5   6

Section 3
Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

20. The necessity for developing a plan of action to meet goals (strategic planning) is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

21. The necessity for developing detailed long-range plans is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

22. The necessity for detailed organizing is extensive:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

23. The necessity for developing detailed short-range plans is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

24. The necessity for comprehensive time-management is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

25. The necessity for maintaining composure is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

26. The necessity for optimism is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3
Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

27. The necessity for using caution is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

28. The level of decision-making risk is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

29. The necessity for creativity or innovation is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

30. The extent to which difficult decisions need to be made is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

31. The extent to which unpopular decisions need to be made is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

32. The amount of uncertainty about goals, direction, job tasks, or expectations is:
Extensive   Very Limited
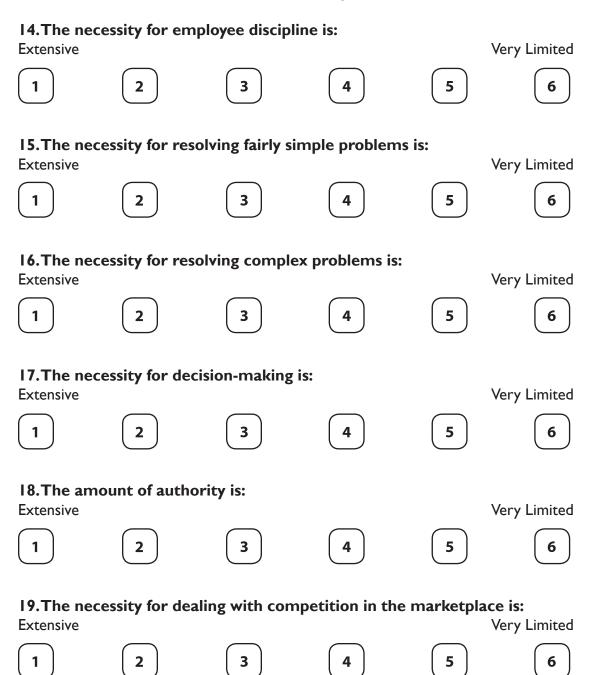
| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3
Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

33. The necessity for continued learning is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

34. The necessity for working closely with others is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

35. The necessity for effective listening is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

36. The necessity for counseling others is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

37. The necessity to delegate work to others is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

38. The necessity for measuring the performance of others is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

39. The necessity for coaching or mentoring others is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3
Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

40. The amount of paperwork is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

41. The necessity for adhering to standard procedures is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

42. The necessity for following policies is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

43. The necessity for persistence is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

44. The impact on product quality is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

45. The necessity for considering the needs of others is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3
Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

46. The necessity for negotiating is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

47. The impact on quality service is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

48. The impact on the organization's image is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

49. The amount of contact with external customers, vendors and community is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

50. The amount of face-to-face communication/conversation is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

51. The amount of telephone communication is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

52. The amount of electronic (computer) communication is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

Section 3
Select a number from 1 to 6 for each statement to indicate how accurately it describes the position/job.
REMEMBER, Focus on the Position, not People!

53. The amount of written communication is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

54. The amount of presentations and public speaking is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |

55. The necessity for writing proposals, reports, newsletters, or other business documents is:
Extensive   Very Limited

| 1 | 2 | 3 | 4 | 5 | 6 |