



The Job Analysis Expert

JOB ANALYSIS QUESTIONNAIRE

JOB INFORMATION

JOB TITLE: _____

JOB LOCATION: _____

BUSINESS UNIT: _____

JOB CODE: _____

CREATED BY: _____

DATE: _____

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THE JAX JOB ANALYSIS QUESTIONNAIRE

The purpose of the *JAX* Job Analysis Questionnaire is to enable managers to develop job behavioral profiles for recruitment, placement, career development, performance management, and succession planning applications.

Instructions for Use

The job analysis process is best undertaken by a group of people rather than one individual. A small group of two, three, or four people will provide a broader and more diverse perspective on a job than can any one person. With different viewpoints, members of a group provide checks and balances that minimize distortion and ensure a higher level of objectivity.

Complete the questionnaire individually as a first step in the job analysis process. The first part of the questionnaire, Job Classification, is used to categorize the position, and this is followed by three sections, with a total of 29 questions.

Step two is to meet with the other members of the job analysis group for the position to compare your answers to each of the questions and to arrive at an overall group conclusion for each question.

Your group response should be one of consensus rather than a simple majority vote. All respondents have to be in agreement on each of the questions. A group consensus will produce the highest quality job analysis.

The composition of your job analysis group can vary depending upon the situation. In every case, at least one member of the group should be the manager responsible for the position being analyzed. Other members may include the job incumbent, human resource specialists, or other employees familiar with the job.

In job analysis sessions, the variance of viewpoints will determine the amount of discussion necessary to arrive at a consensus for each question. The availability of either a job description or a job activity analysis will help to clarify the job requirements, reducing both the amount of time and discussion necessary to complete the questionnaire.

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JOB CLASSIFICATIONS

As a first step in the Job Analysis process, please read the following twelve job classifications. When you have read them all, please select the classification most applicable to this job.

- 1. UPPER LEVEL MANAGEMENT:** Included are the most senior positions, including those responsible for the organization's policy and strategic planning, and for directing and controlling the functions of the organization. This classification would include the CEO, President, COO, CFO, Vice-President, General Managers, Divisional Heads, and Directors having Middle Managers reporting to them.
- 2. MIDDLE MANAGEMENT:** Included are managers who receive direction from top management and who administer the organization's policy and operations through reporting managers and supervisors. This classification includes all levels of management below top management, including Finance, Human Resources, Information Technology, Marketing, Operations, Purchasing, Production, Research and Development, and Sales.
- 3. SUPERVISORY:** This category includes both white-collar and blue-collar first-line supervisors. At this level, the job may not be a full time role of directing other people but may involve the supervisor actually performing some of the tasks and activities personally. Included would be all types of office, warehouse, and plant supervisors.
- 4. PROFESSIONAL:** These occupations generally require extensive education or prolonged formal training and may require membership within some professional association. Examples include doctors, engineers, architects, lawyers, airline pilots, social workers, scientists, psychologists, accountants, and management consultants.
- 5. TECHNICAL SPECIALIST:** Occupations in this category require some type of technical or specialized post-secondary education and may require specialized on-the-job training. Examples include computer programmers, systems and network administrators, nurses, musicians, photographers, artists, designers, translators and interpreters, writers, factory technicians, research technicians, and vocational instructors.
- 6. CLERICAL:** This category includes all forms of clerical and secretarial activity regardless of difficulty and degree of authority. Included would be secretaries, computer operators, telephone operators, cashiers, bookkeepers, messengers, all types of clerical and office support positions.
- 7. PROFESSIONAL SALES:** Included are selling positions such as professional business development, consultative selling, and account management, which may require extensive or unusual hours, a high degree of product or service or industry knowledge, which may require customer or client entertainment, and where the products or services tend to be highly priced. Examples are advertising account executive, computer sales, aircraft sales, major equipment sales, and leasing, business service selling of all types, real estate sales, and financial service sales.
- 8. CONSUMER and WHOLESALE SALES:** Included are territory sales, repeated call-back selling, and selling activities where the products or services fulfill established and ongoing needs. Positions within this category include plant and office supplies and materials, business equipment and supplies, food product sales, beverage sales, medical supplies, pharmaceuticals and chemicals.
- 9. INSIDE/RETAIL SALES:** Includes positions such as travel agents, retail sales clerks, automobile and truck sales representatives, and other selling positions where most of the sales activity occurs on the premises.
- 10. SERVICE:** This classification includes those positions involving customer and personal service such as customer service representatives, help desk personnel, institutional attendants, hospitality positions, hair stylists, concierges, and tour guides.
- 11. SKILLED TRADE:** This category covers jobs requiring a high skill level and specialized knowledge, such as carpenters, plumbers, automotive mechanics and technicians, stationary engineers, electronic service technicians, firefighters, and police officers.
- 12. SEMI-SKILLED:** Within this classification are manual workers performing duties which require only a few months of specific on-the-job training, such as truck and tractor drivers, bus drivers, roofers, equipment operators, textile workers, assembly line workers, and those in apprenticeship training.

Job Classification _____

SECTION ONE

There are nine multiple choice questions in this section, each one addressing a key performance dimension. For each of the nine questions identify the statement that best describes the job, and write the appropriate number in the space provided.

Question 1. Decision Making

This question probes the parameters of decision-making. To one degree or another, all jobs necessitate decision-making, but there are significant differences. Specifically, what can differ with decisions made at various levels are the degree of authority of the job incumbent, the extent of the impact of the decision, the potential adverse consequences of a wrong decision, and the degree of precedent or the range of guidelines which exist to assist the decision-maker. Generally speaking, the further up the job resides in the organizational structure, the greater is the potential for risk, the greater is the level of authority, the greater is the potential impact, but the fewer will be the guidelines.

1. There is no higher authority. Responsibility is taken for final decisions and actions are initiated without referral to higher authority. Directives, precedents, and established procedures may be vague or non-existent. Decisions frequently involve risk, competition, urgency, and variables which are difficult to measure or control. Decisions generally have a great and longterm impact, likely affecting many people, large areas of the organization's operations, performance, or progress.
2. Responsibility is taken for some final decisions and actions initiated without referral to higher authority, more often tending to impact a business unit rather than the entire organization. Some precedents or established procedures exist, but directives are sufficiently general that risk is often a consideration. Urgency and competitive pressures may be critical factors, and decisions can have significant impact on plans, people, and organizational performance.
3. Responsibility is taken for some final decisions and actions initiated in the employee's area of control without referral to higher authority. Usually there are precedents, but directives may be general and decisions may need to factor in some elements of risk. Other people in some areas of the operations may be affected, and urgency and competitive pressures may be present.
4. Decisions are made on a regular basis, and almost always within a framework of directives, policies, and precedent. More often than not, the decisions affect only the utilization of personal or departmental time and resources. Risk or the possibility of significant adverse consequences is minimal, but urgency may often be a factor.
5. Routine, operational decisions are made and actions initiated within clearly defined constraints. Precedents, instructions, and procedures are generally well established so risk and impact upon operations tend to be minimal. Decisions tend to be interpretive within a structure and never precedent-setting, and there is almost no likelihood of adverse consequences occurring.
6. With a clear emphasis on implementing tasks within a structure, decisions are only a minor element of job performance, and no independent or final decisions are made. Clear, specific instructions or well established procedures are followed. Job limits are clearly defined and close supervision and support are provided. All unusual cases are referred to higher authority.

Question 1 Selection: _____

Hint: "final" decisions might include the power to hire and fire, personal approval of contracts that involve significant expenditures, or decisions to sell assets or discount prices.

SECTION ONE continued

Question 2. Direction of Others

With this question, you will be evaluating the extent to which the position requires the incumbent to achieve results through personal direction or influencing of other people. Jobs which are primarily task functions require minimal, if any, direction of others; matrix management or project team involvement require influencing rather than directing, while senior management roles strongly emphasize leadership responsibilities.

1. In a true leadership sense the focus of the position is upon accomplishing results and reaching objectives by motivating people. The emphasis is on directing others and getting the work done through them rather than doing it personally. Usually some of the principal functions are planning, initiating, assigning, expediting, and coordinating others' work. The person must delegate authority and responsibility and must demonstrate a high degree of skill in motivating people by persuasion, self-assertion, firmness, or encouragement.
2. With some leadership expectations, the employee mostly is expected to initiate or assign, organize, expedite and coordinate the work of others, but also to perform some of the tasks personally. Authority must be delegated and others directed, individually and in teams, through persuasion or self-assertion. Working closely with direct reports or team members, the employee must provide follow-up and general control over their activities.
3. The employee is expected to carry out specific tasks and activities personally, but on almost an equal basis to initiate, assign, organize, and expedite the work of others. The nature of the influence is to provide polite direction of others on the completion of tasks. The employee provides direction as needed, but the emphasis is upon the monitoring and control of staff member and work team activities.
4. The employee guides others with respect to specific skills or activities by explanation and/or demonstration. Most of all, it is expected that the employee will be a skilled specialist who will direct and control others by logic or example in specific situations rather than have a need to use either persuasion or personal power. There is a particularly strong emphasis upon control and follow-up in this position.
5. Although the position does not involve the direct management or supervision of others, the employee is expected to influence the actions of other people through personal communication ability. The motivation, inspiration, and positive encouragement of others must occur through influence rather than through the exercise of control or power.
6. The employee has no supervisory functions or activities, and is not responsible for either the performance or actions of other people.

Question 2 Selection: _____

Hints: Selections 1 and 2 would generally relate to senior management roles where delegation of authority to management at lower levels is important. Selection 4 might relate to an accounting supervisor, for example, with a small staff of specialists to supervise.

Question 3. Detail and Accuracy

To what extent do the most frequent and repeated work activities require the job holder to personally concentrate on details, precision, and accuracy? This question evaluates this aspect of the work, covering the full continuum from generalist to specialist.

1. The principal function of this job is inspecting (usually others') work for errors or checking to ensure that standards are being met. Close, critical examination of the output or work is necessary. This work can be quite repetitive and speed is of little importance. Auditors or researchers might be typical examples.
2. There is a large amount of detail work in this job, often including numbers, and the employee must pay very close attention to it. Accuracy, carefulness, and thoroughness are essential in this position. Extensive checking and concentration on small areas may be necessary, and patience and care in working with fine tolerances may also be required. Examples might include quality control inspectors or estimators.

SECTION ONE continued

3. Assuming responsibility for specific tasks and considerable detailed work performed by others, within the context of more general activities, the employee is required to manage assignments of a detailed nature. There is more emphasis upon the quality of work than upon speed, so personal accuracy and careful attention are required, but changes in deadlines and priorities may occasionally require producing quality work under additional pressure. Some checking is necessary and decisions regarding the details have to be made personally.
4. Although primarily a personal task type of role, detail management is not the focus. For the most part, the employee is expected to attend to detail work as part of more general types of activities. Occasionally concentration on restricted areas is necessary, and then thoroughness and accuracy are required. Deadlines and adapting to changes in priorities tend to be infrequent, thus allowing the employee to work in a more systematic manner and at a planned pace.
5. For the most part the employee works mostly with broad and general work situations, and there is little expectation for the precise management of detail on a daily basis. Occasionally the employee must be able to work with details, but more often than not this aspect of the job can be delegated. Senior executives might be typical of this selection.
6. The employee deals entirely with broad, overall aspects of the work. A generalist rather than a specialist, the employee is rarely personally concerned with details or small areas of the work. Detail is handled by other people and the employee gets involved with it only rarely when delegated plans, projects, and proposals are necessary to review.

Question 3 Selection: _____

Question 4. Focus of Interest

This question evaluates the frequency and criticality of interaction between the job incumbent and other people. Some jobs necessitate very little contact with fellow employees, and the contact is generally social or related to the simple transfer of information. In contrast, other positions may require the job holder to interact constantly, with most of these contacts being critical to job objectives, whether they fall within or outside normal working hours.

1. The focus is entirely upon people, and the employee spends a majority of work time interacting with people, primarily in an effort to influence their actions and opinions. Constant association with and communicating with people singly or in groups is the principal element of this job. Poise, friendliness, and initiative in social situations are essential. The job may demand a great deal of social activity, entertaining, and public speaking. Board Chairmen, CEO's or public relations executives might be examples.
understanding "things" - processes, machines, materials, etc. Typically, this selection might include controllers or engineering managers.
2. People are the focus, but the emphasis of this job is upon interaction with people in a managerial or motivational context. A great deal of time is spent with others in meetings and discussions and the employee must be able to respond to individuals or groups of people with poise and friendliness. The job may or may not involve social activity, but only occasionally might involve assignments such as public speaking.
3. The work involves contact with employees and/or the public on a regular and continual basis. Some social initiative and the ability to diplomatically and cooperatively work with teams or groups is desirable, as this job is more about the exchange of ideas than about the motivation of people. To a lesser degree the job also requires working with and
4. The employee is expected to focus more on tasks, technical matters, "things", and processes than upon interactions with other people. Maintaining harmony with other people is important, but apart from occasional requirements for team cooperation, the main emphasis of the job is the accomplishment of personal tasks.
5. The employee works largely or entirely with "things" in an individual performer role. There is very little regular contact with other people and minimal expectations for team involvement. Virtually all contact and communication is with co-workers.

Question 4 Selection: _____

SECTION ONE continued

Question 5. Service to Others

This question further explores the process of interaction, but with a particular focus on the nature of the relationship between the job holder and other people. In some positions, the incumbent can operate fairly autonomously, with little concern for the needs of co-workers, customers, or clients. Other positions require some degree of a service orientation in order to facilitate the work of other people, and still other positions are designed to specifically service the needs of either employees or external customers.

1. The principal function of this job is providing personal service to others and ensuring that their expectations are met. Whether face-to-face or through some other mode of communication, and whether at the professional level or in actual service roles, the employee must accept people uncritically and must be sympathetic, tolerant, tactful, and obliging. The employee may be imposed upon or inconvenienced from time to time. Examples... restaurant servers, customer service.
2. Although not the primary purpose of this job, responding to the needs of other people and providing personal service is an important and frequent expectation. To secure agreement or create satisfaction the employee must be cooperative, helpful, and polite, and avoid arguments under almost all circumstances. Sometimes the employee may be imposed upon or inconvenienced. This selection might apply to some sales roles or customer service positions.
3. This is not primarily a service function, but providing service to others is an occasional expectation in this job. The employee is expected to be cooperative and helpful as the situation requires, but may be expected to assert himself or herself in certain situations. On rare occasions there may be some inconvenience or imposition.
4. Responding to the needs of others is only an infrequent and minor element of the job. Politeness, friendliness, and helpfulness are important in carrying out the job activities, but, from time to time, the employee may also have to take a more direct or firm stance in dealing with other people. Unpleasant situations may occur from time to time, and the employee would be expected to deal with them in a firm but friendly manner. Typical of this selection might be accounts payable.
5. Providing service or assistance to others is not a job expectation. On the contrary, the employee frequently must take a firm and direct approach in dealing with difficult or unreasonable people or in handling unpleasant situations.
6. Primarily a task function, providing service to others is not part of the job. Rarely if ever would the person have to deal with unpleasantness or conflict situations.

Question 5 Selection: _____

Question 6. Diversification

This question explores the element of job content — specifically, the degree of diversity of the job activities. At one end of the spectrum are positions which involve routinely doing the same few things day-in and day-out. Toward the middle ground are jobs which, for the most part, offer a broader range of activities, but which still necessitate doing things on a repetitive basis with little requirement to alter priorities. At the other end of the scale are positions which require job holders to deal simultaneously with many matters, often quite urgent ones, and to shift priorities constantly.

1. The work is very diversified with respect to content and/or procedures and/or surroundings. Repetition is infrequent and the development of automatic responses is very unlikely. Rapid, frequent shifts of attention and changes to priorities likely are necessary, and there is little opportunity for prolonged concentration. For example, CEO's or senior executives.
2. For the most part the work is diversified and the employee is expected to adapt to frequent changes in assignments, activities, or priorities. The employee must be flexible and comfortable with these changes.
3. The job contains both routine elements (probably surroundings and procedures) and variety (probably content).
- Some automatic responses may be developed but regular shifts of attention are likely required.
4. The job involves more routine than it does variety. Occasionally the employee will have to make changes in plans or priorities, but for the most part the employee can carry out activities on a scheduled basis. For example, accounting, customer service.
5. The work is highly repetitive and routine. Procedures are well established and automatic responses are very likely to be developed. There is minimal mobility and the person must concentrate on repeated tasks for extended periods of time.

Question 6 Selection: _____

SECTION ONE continued

Question 7. Type of Thinking Selection

The need for conceiving and judging ideas or for making inferences varies with the type of work being done. In positions of essentially a task or work processing nature, the conception and judgment of ideas is not a critical performance factor. However, jobs which require the incumbent to generate new ideas or to make judgments on the consequences of alternative courses of action, require thinking of an abstract and, perhaps, theoretical nature. In positions where there is a need to make critical, urgent decisions on specific issues, thinking has to be fast, pragmatic and tangible.

1. Work issues tend to be less complex, so the job requires no particular emphasis on either conceptual or hardheaded, matter-of-fact thinking.
2. The work problems encountered are complex, involving minimal structure or precedent, and require a great deal of "out-of-the-box" or abstract thinking. Ideas, theorizing, and symbolic reasoning are important components of the work. Work quality far outweighs urgency, for example theoretical research.
3. The employee deals with more complex issues requiring both abstract ("what if...") and concrete thinking. Some theorizing and symbolic reasoning are necessary, but more immediate, tangible matters necessitate a rigorous analysis of facts and the use of logic.
4. The employee works predominantly (70% +) with problems and issues of a concrete nature, with only an occasional expectation to think in more theoretical or abstract terms. The employee must be able to work with factual information, and logically analyze day-to-day problems of a more immediate and practical nature.
5. The employee deals largely or exclusively (90% +) with complex matters that are tangible and concrete. Situations encountered require a fast, practical, immediate response. The employee does not work in the theoretical areas requiring abstract or symbolic reasoning.

Question 7 Selection: _____

Question 8. Problem Solving

Few, if any, jobs exist without problems of one type or another, but for many jobs these problems tend to be routine, expected and easily solved within a framework of guidelines or policies. Moving further up the ranks of an organization, though, the problems become more frequent, more complex and often have a higher degree of urgency attached to them. This question evaluates the frequency and nature of problems which exist within the position.

1. Although day-to-day expected problems are encountered in the course of the work, this position is not primarily a problem solving role.
2. Problem solving is a common expectation in the job, but the solutions to those problems can be addressed within a framework of precedents and policies. The problems are more operational and routine by nature, and more often than not involve only interpretation of existing regulations or guidelines.
3. Problems are a regular part of the job, with some requiring persistence and patience over a longer time frame, and others a higher degree of urgency and a more immediate response. A variety of solutions may have to be attempted, but only rarely would the employee be expected to engage new resources or adapt to new goals in order to find solutions.
4. The job involves considerable problem solving, much of it challenging and under the pressure of deadlines, so the emphasis is upon both on speed and flexibility. With most problems being expected and predictable, accepted and proven solutions may be implemented, and there is little need to step beyond conventional practices or methods. For example, a project manager overseeing a complex construction project.
5. The job is one of "trouble-shooting". Speed is important and immediate, direct action likely is necessary to resolve problems. The employee must respond to the urgency and pressure and must be able to explore a variety of approaches in overcoming obstacles. The employee must be willing to experiment and work with unconventional methods.
6. The job is largely one of problem solving, in which the goals may not readily apparent or quickly reached. Curiosity, persistence, tolerance to frustration and lack of success, and singleness of purpose are very necessary. Speed is a relatively minor consideration, and solutions may require unconventional approaches, original thinking, and experimentation. For example, long-term medical research.

Question 8 Selection: _____

SECTION ONE continued

Question 9. Organization of Work

To what extent is the job holder expected to plan the work and work the plan? Jobs differ in the degree to which the job holder can exercise control and discretion over time and activity. This question evaluates this aspect of the work.

1. In an atmosphere of relatively little change the employee can plan the details of the work or arrange the elements of a schedule, program, or project without expecting too much deviation. A systematic, methodical approach is necessary in planning and implementing. Distractions or other interruptions to the orderly implementation of the work are infrequent and changes to the plan can be anticipated and incorporated ahead of time.
2. For the most part, working in relatively stable circumstances, the employee is able to organize the work and carry it out as planned. Changes to the plan or schedule may occur on short notice but such changes are generally minor and bring about little inconvenience.
3. The job provides some opportunity for organizing and implementing the work in a systematic and orderly way. However, interruptions and occasional disruptions, including shifts in priorities and unexpected modifications to the plan of work, do occur and require readjustments with little notice.
4. The employee must be flexible in adapting to interruptions, distractions, and unexpected changes. There are frequent deadlines and a sufficient number of unexpected occurrences so that the employee generally operates under considerable pressure.
5. The job offers little opportunity to organize and maintain a standard pattern of work. Frequent interruptions, distractions and unexpected changes require emphasis to be placed upon speedy readjustment rather than steady, unchanging implementation. The employee may experience a great deal of pressure from deadlines and the demands of others because of the unexpected occurrences.

Question 9 Selection: _____

SECTION TWO

These next eight questions address work environment and job activity variables that generally apply to only a small percentage of jobs, and can be considered exceptional rather than normal. Please determine whether or not each element applies to the position.

Question 10.

A frequent and critical expectation of this job is questioning the motives and actions of others. The work requires that the employee be curious about and/or suspicious of the actions of others. Examples... auditors, quality control, police officers.

1. This applies to the job.
2. Not applicable.

Question 11.

The employee spends most of the job time on methodical and careful analysis of data and information. The employee is occupied largely with such tasks as separating components, examining them in depth, looking for similarities and differences, and studying their relationships. For example, 80% of time might be spent on analyzing data, information, etc.

1. This statement applies to the job.
2. Not applicable.

Question 12.

Developing and implementing strategy is the entire focus of this position. Frequent and critical activities include developing long range goals (usually for a business unit or the entire organization) and establishing the tactical methods and performance guidelines for reaching those goals. Examples might include business unit managers, branch managers, or department managers.

1. This description applies to the job.
2. Not applicable.

Question 13.

The position is disruptive for the incumbent's lifestyle in that there is a great deal of inconvenience such as traveling or unusual or irregular hours of work.

1. This description applies to the job.
2. Not applicable.

Question 14.

The work takes place in relative isolation and the employee may be alone most of the time.

1. This description applies to the job.
2. Not applicable.

Question 15.

The employee must function as part of a small work group or team in which harmony outweighs other performance considerations. The employee must be a team player rather than an individualist, and able to accept compromises and support decisions which may conflict with personal opinions and preferences.

1. This description applies to the job.
2. Not applicable.

Question 16.

This is an upper level position where decisions and actions are visible, and where there is an unusual level of pressure upon the employee to achieve despite formidable problems and business or marketplace challenges. This might include jobs such as construction project management or pure commission sales.

1. This description applies to the job.
2. Not applicable.

Question 17.

The culture within the business unit or the organization is intensely competitive, and performance standards, which stress individual rather than group performance, are unusually high and demanding.

1. This description applies to the job.
2. Not applicable.

SECTION THREE

For this final part of the job analysis process, which is intended to capture many of the work attributes that influence the organization's culture, please select the most appropriate answer for each of the following twelve questions.

Question 18.

For successful performance, the person in this job will generally work:

1. Less than 40 hours a week.
2. Between 40 and 50 hours per week.
3. In excess of 50 hours per week.

Question 19.

For the most part, the work scheduling for this position requires the person to work:

1. Only a standard work day.
2. Evening, weekend or overtime work.
3. Variable shift work.

Question 20.

This position requires:

1. No travel whatsoever.
2. No more than two nights away from home a month.
3. Between two and ten nights away from home a month.
4. More than ten nights away from home a month.

Question 21.

This position offers the successful performer:

1. The opportunity for promotion within two years.
2. The opportunity for promotion only after two years.
3. The potential only for lateral movement within the organization.
4. No opportunity for either promotion or lateral movement.
5. Not applicable.

Question 22.

Future moves for the successful performer in this job would require:

1. Relocation.
2. No relocation.
3. Not applicable.

Question 23.

In the organization, and in the particular position, the rate of change in areas such as technology, systems, products, or services, could best be described as:

1. Rapid, continuous and demanding.
2. Ongoing, but not rapid.
3. Relatively stable.

Question 24.

Is the compensation system for this position?

1. Straight salary.
2. A combination of salary and performance bonus.
3. Base salary and commission.
4. Straight commission, or draw against commission.

Continued Over...

SECTION THREE continued

Question 25.

Which of the following best describes the decision-making authority and process for this position?

1. There is little or no discretion allowed for decisions which involve potentially adverse consequences, risk, or expenditures, with all such decisions requiring approval from above.
2. There is very limited personal discretion for decisions which involve potential adverse consequences, risk, or significant expenditures.
3. There is complete discretion allowed for decisions which involve potential adverse consequences, risk, or significant expenditures.
4. This position does not require the person to make decisions involving potentially adverse consequences, risk, or significant expenditures.

Question 26.

Which of the following best describes the nature of supervision or management for this position?

1. Work standards are established for the job incumbent, reviews are held, and ongoing assistance is available.
2. Work standards are established, but reviews and supervisory contact are infrequent.
3. Performance objectives are established mutually by the manager and the job incumbent, with performance reviews periodically scheduled.
4. Management is hands-off and less concerned with controls or performance monitoring.
5. Not applicable.

Question 27.

Which of the following best describes the availability of supervision or management?

1. Supervision or management is on site, and has considerable interaction with this position.
2. Supervision or management is on site, but available only on request or in the event of problems.
3. Supervision or management is not at the same location as is this position.
4. Not applicable.

Question 28.

Which of the following best describes the nature of peer relationships in this position?

1. The work environment is competitive, with more emphasis on individual performance rather than group performance.
2. The work environment, although competitive, recognizes and rewards team performance more than individual contribution.
3. The work environment is non-competitive, with greatest emphasis on team work and harmonious collaboration.

Question 29.

Which of the following best describes the nature of performance standards and objectives for this position?

1. Clear, explicit work standards exist for all critical work expectations.
2. Work standards are vague or non-existent.
3. Performance objectives and targets are clear and explicit, and considered essential.
4. Performance objectives and targets are vague or non-existent.