

ANALYZING THE HARD AND SOFT COMPETENCIES OF YOUR POSITION

Generate an organizational chart indicating the title of your immediate supervisor, who your supervisor reports to, your position, and the titles of those positions which report directly to you. Indicate the relationship of each position to the Board.

Describe the purpose of your position, why it exists, and what distinguishes it from other positions.

The following examples of job analysis questions should help you to identify and define the primary/secondary/tertiary etc. responsibilities of your position.

List your duties starting with the most important, and/or those on which you spend 10% or more of your time. For example, you may ensure that policies are adhered to and generate procedures, but is this an essential component of your position? If so, include in your list of primary responsibilities.

Once you have generated your list, determine what knowledge, skills, abilities, and attitude are required to perform each duty/responsibility successfully. For Example:

Minimum Qualifications: *required to do the job.*

Knowledge: *management principles; accounting; policies or legislation; specific software proficiency.*

Skills: *mechanical/technical - word processing; meeting minutes.*

Abilities: *written or oral communication; math; problem solving; analytical thinking*

Soft Competencies: *confidential; flexible; organized; tactful; willing to work overtime; patient; calm under pressure; detail oriented v. big picture.*

This combined analysis should help you to define the hard and soft competencies associated with your position. You may want to go one step further and undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis of your position to establish whether the competencies for a future incumbent would stay the same or shift as a result of new technology for example.

Education - level you consider is required to do your job.

High School/GED	
College – Specify: 1 year _____ 2 year _____ 3 year _____	
University – Specify:	

Do you require a license, formal or professional designation or diploma/certificate for your job? Specify:

Experience: (acquired either on the job or elsewhere) needed to acquire the skills necessary to do your jobs satisfactorily? (i.e., the time required to learn internal and external procedures, resources, as well as specialized skills).

Period of Time	Previous Related Experience	On the Job Experience
up to one month		
over 1 up to 3 months		
over 3 up to 6 months		
over 1 up to 2 years		
over 2 up to 3 years		
over 3 up to 4 years		
over 4 up to 5 years		
over 5 years – specify:		
Please give the examples of the job duties you were considering in making your determination(s):		
How long of a learning curve to acquire base knowledge?		

Autonomy and Complexity

What guidelines, procedures and/or manuals assist you in carrying out your job duties?

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Does your job require you to develop new work methods, procedures or manuals?

() Yes () No

Describe some typical problems that you generally solve on your own, using your experience and expertise.

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Describe some typical problems that you would usually pass on to your supervisor or a colleague.

Describe some typical problems that you would solve by referring to manuals, policy books or legislation.

Must attention be shifted frequently from one job detail to another?
() Yes () No

If yes, please give examples:

What would be the effect of errors on others in terms of the loss of time, the effect on the work or the impact on the public image of the most serious errors that could be committed in the carrying out of your job duties?

Give precise examples of errors and explain their impact:

How could such errors be discovered, corrected and resolved?

Financial Responsibility

\$ _____

\$ _____

\$ _____

	Budget development
	Providing input in budget development
	Tracking and monitoring the budget
	Authorizing expenditures
	Tracking/controlling revenues
	Tracking/controlling expenditures
	Signing authority
	University Purchasing/credit card

Accountability

Which statement best describes your responsibility for supervision of the work of others?

No responsibility for supervision of others	
Supervise others who hold different positions within the same area of activity	
Supervise others who hold different positions within different areas of activity	
Other – Specify:	

Does your job require you to perform any of the following?

Please include staff, students, volunteers, contractors, etc. when answering the questions.

	Frequency			To whom? (Job Title)
	Rare	Occasional	Regular	
Provide guidance, instruction and direction to others				
Schedule and/or coordinate work of others				
Assign work and/or personnel				
Maintain quality, accuracy, quantity of work of others				
Develop work procedures and training for others				
Hiring/Terminating				
Performance Review				
Faculty Searches				
Other – Specify:				

Communication/Inter-personnel skills

From the list below, identify the usual contacts you are required to make in your job. Choose the words that best describe the nature or purpose of your contact from the following list of words:

1. Obtain or hand out information
2. Explain and exchange information
3. Handle complaints
4. Problems solving for others
5. Interpret/resolve conflicts
6. Teach/train
7. Counsel
8. Mediate/Negotiate
9. No contact

Contacts	#	Explain the purpose or nature of contact
Community Organizations		
Employees in the same department as yours		
Employees in another department		
General public/Community members		
Heads of departments (other than yours)		
Representatives of professional agencies/governments		
Salespersons		
Students		
Teachers		
Volunteers		
Trustees		
Media representatives		
Contractors/Suppliers		
Other: Specify:		

What **reading and understanding** are required on a regular basis?

	Understand verbal work orders and instructions
	Read short notes, brief forms or instructions
	Read material such as detailed forms, standard memos or letters
	Read and understand material such as detailed operating and procedure manuals, case histories, blueprints and diagrams, etc.
	Read and understand material such as very specialized and technical manuals

Please give examples of the above:

What **writing** is required on a regular basis?

	Write short notes, brief forms, instructions, or records
	Write material such as standard memos, letters, or detailed forms
	Take minutes of meetings or dictation
	Write straightforward material such as progress reports, procedures, or nonstandard letters
	Write complex material such as specialized and technical reports

Please give examples of the above:

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Computer use:

	Data search and entry
	Create and modify word-processed documents
	Create and modify complex spreadsheets
	Desktop publishing
	Advanced bookkeeping, running an accounting program
	Electronic calendaring
	Palm/Hand held Synchronization
	Presentation
	Electronic Board packets

Technology

Who is responsible for initiating/selecting and implementing new technologies/software programs for your department?
Do you have input to selecting new technologies/software? Describe: