

THE JOB ANALYSIS EXPERT

Job Title	Director of Operations	Job Code
Organization Unit	Task Force	
Job Location	ACME COMPANY	
Reports To:		Rep To:
Administered By:	Data Dome, Inc.	Admin. Date

GENERAL JOB BEHAVIORS

In order to successfully carry out the activities of this position, a potential job holder should display behaviors similar to those outlined below. The further a person's natural behaviors vary from the job requirements, the more difficult it will be for the person to adjust, especially on a consistent basis over time.

This position calls for an assertive and fast paced approach toward work activities. The person would be expected to be active, energetic, display initiative and be able to cope with a variety of assignments at any one time. The need is for the person to be able to work with goals and deadlines, and to communicate a sense of urgency to others. The person would further be expected to organize either personal activities or the priorities of a group of people.

Although independent decisiveness is called for in this position, the job does require the incumbent to display social initiative and poise, and to be able to effectively draw ideas and opinions from others. There is a requirement for sufficient empathy to listen to and carefully consider what others have to say. Delegation of authority is essential, and must be handled in a friendly but firm manner, with an emphasis on clarifying accomplishments and deadlines.

There is a particular emphasis in this position on confident, but very well thought-out and well-planned decision making. The person must be precise and exact in the manner in which he or she analyzes the consequences and side-effects of decisions or actions, and must possess a strong personal capability of working with details. Although some decisions may entail risk, they are the exception. For the most part, this is a role where there is a greater requirement to interpret information within a framework of experience and precedents, and ensure that action taken is in full compliance with organizational expectations.

A proactive, responsive communication style is required, along with the skills of listening to the feelings and opinions of others, but actively initiating ideas and solutions. A sense of urgency is needed in most interactions with people, moving discussions and conversations forward toward some point of action.

Even though this position requires a sense of urgency and fast pace, the successful performer

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must be able to stay on top of a variety of detailed responsibilities. All facets of a problem or issue must be thoroughly examined before a decision is made, and close, careful follow up must be given to any delegated tasks or assignments. Although there is a certain element of independent decision-making attached to this job, the person should be comfortable adhering to defined rules and procedures. There is very little opportunity allowed for deviating from accepted methods or policies.

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MOTIVATIONAL NEEDS AND DRIVES

For the holder of this position to find the actual job activities satisfying, the following motivational needs have to be considered and, as much as possible, adequately met. Understanding and responding to these needs will help managers and supervisors develop higher levels of performance more quickly.

A need for authority and control over events and situations.

A strong need to work in a competitive, personally demanding environment.

A need to be able to make decisions.

A need for personal growth through continuous interaction with new people and new ideas.

A need for personal expression.

A need to be part of a stimulating environment where things are happening and changing.

A need to influence the actions of others.

A need to set and work with goals, objectives and deadlines.

A need to work in a very active environment where there is a high degree of urgency toward tasks and assignments.

A strong need for ongoing change and improvement and the opportunity to personally make changes.

A strong need for variety in work activities.

A need to work on tasks emphasizing exactness, precision and accuracy with detail.

A need for the approval of others for work tasks, or explicit rules and work guidelines.

A need to work on structured, well-defined tasks and activities.

A need to avoid decisions which entail possible risk, and where there is ambiguity.

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PERFORMANCE CONSIDERATIONS

In evaluating candidates for this position, the following points will serve as a guide for developing interview questions or assessment procedures. To thoroughly match up candidates to your requirements, you should probe for and seek out specific examples of the necessary job behaviors. These abilities also form the basis for performance expectations and to act as a guide to developmental needs.

Ability to establish performance goals and deadlines.

Ability to react with urgency to achieve objectives and deadlines despite obstacles and time pressures.

Ability to manage and organize own time.

Ability to initiate and handle a variety of projects or commitments simultaneously.

Ability to listen effectively, to concentrate on what is being said, and to deal effectively with all types of people.

Ability to speak convincingly and decisively.

Ability to get people to follow by communicating objectives and coordinating their efforts.

Ability to delegate authority where appropriate.

Ability to communicate confidently when challenged.

Ability to make decisions which involve the identification and analysis of technical matters or issues with considerable detail.

Ability to think and plan with long term issues as well as with more immediate matters.

Ability to communicate in a positive, two-way manner, to seek out the ideas and views of others, and to guide discussions towards a desired conclusion.

Ability to verbally communicate confidence and instill urgency.

Ability to work at a fast pace, to initiate deadlines and time frames for assignments, and to follow up closely all delegated activities.

Ability to initiate new ideas and to respond to the views of others in an open-minded way.

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WORK ENVIRONMENT CONSIDERATIONS

The following areas should be investigated closely. The nature of the work environment appears to conflict with the motivation and behavioral style indicated as being necessary for this job... in effect, you might be expecting the person to work in a job environment which is incompatible in some respects to his or her needs. There will be instances, however, where these apparent conflicts are easily understood, and may not be critical factors in the matching up process.

Most people with the drive you have identified as being necessary for this position expect to have the opportunity to progress swiftly. You should point out this constraint in your interviews with candidates to ensure that there will be no misunderstandings.

The responses chosen on this questionnaire were as follows:

1=> 4

2=> 2

3=> 4

(And so on through 29- note from Data Dome)

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