



# The McQuaig Job Analysis™

POSITION \_\_\_\_\_

DEPARTMENT/TEAM \_\_\_\_\_

MANAGER \_\_\_\_\_ DATE \_\_\_\_\_

1. Describe key job responsibilities and indicate percentage of time spent on each.
2. List three key goals for the successful candidate in year one.
3. How will performance be measured (standards and key indicators)?
4. Describe the key relationships that the successful candidate will be engaged in, plus the challenges that each may present. Include customers, direct reports, team members, immediate supervisor.
5. Describe the working environment: pressures? pace? autonomy? support?
6. Describe both the potentially *attractive* and *negative* aspects of this job.
7. Describe the opportunities for growth and advancement.
8. General comments.

Based on your review of the job - indicate the qualities you believe are required for high performance.

**Level I** Describe any requirements in terms of appearance and presence.

**Level II** Describe job related qualifications, training, education, skills and experience required.

*must haves*

*desirables*

**Level III** Rank these factors in the order from greatest to least important, in terms of impact on performance. (See next page for further details)

**Comments**

Positive Attitude	<input type="radio"/>	_____
Internal Motivation	<input type="radio"/>	_____
Persistence & Determination	<input type="radio"/>	_____
Mature Character	<input type="radio"/>	_____
Aptitude & Intelligence	<input type="radio"/>	_____
Temperament	<input type="radio"/>	_____

Weight three levels in terms of importance in overall appraisal.

**Level I:** Appearance and Presence \_\_\_\_\_

**Level II:** Skills, Abilities and Experience \_\_\_\_\_

**Level III:** Personal Characteristics \_\_\_\_\_

Total 100%

### Level III Appraisal Characteristics To Consider In A Candidate

<p>Positive Attitude</p>	<ul style="list-style-type: none"> <li>• has shown a positive and optimistic approach</li> <li>• looks for the best in others</li> <li>• is confident in own abilities</li> <li>• demonstrates high personal standards</li> <li>• has shown commitment and loyalty in previous situations</li> </ul>	<ul style="list-style-type: none"> <li>• has shown hesitation and doubt in own abilities</li> <li>• has low personal standards</li> <li>• is openly critical of previous employers</li> <li>• is worrisome and pessimistic</li> <li>• demonstrates little enthusiasm, commitment or consideration for others</li> </ul>
<p>Internal Motivation</p>	<ul style="list-style-type: none"> <li>• is a demonstrated hard-worker</li> <li>• went beyond what was expected</li> <li>• attacked previous work assignments with energy</li> <li>• is passionate about work and activities</li> <li>• is enthusiastic</li> </ul>	<ul style="list-style-type: none"> <li>• has not sustained a strong work effort over time</li> <li>• did the minimum required</li> <li>• demonstrated little enthusiasm or intensity in previous work/projects</li> </ul>
<p>Persistence &amp; Determination</p>	<ul style="list-style-type: none"> <li>• has shown consistent interests, goals and activities over time</li> <li>• has stood up to resistance</li> <li>• does not shy away from adversity</li> <li>• maintains morale and effort in face of obstacles</li> <li>• completes tasks</li> </ul>	<ul style="list-style-type: none"> <li>• has shown little consistency of interests, goals and activities</li> <li>• has backed away from adversity</li> <li>• does not stay the course</li> <li>• gives up when going gets tough</li> <li>• doesn't complete tasks</li> </ul>
<p>Mature Character</p>	<ul style="list-style-type: none"> <li>• has demonstrated sound judgment</li> <li>• takes a common sense approach</li> <li>• is willing to take personal responsibility</li> <li>• is realistic about personal strengths and weaknesses</li> <li>• is willing to forego short-term rewards for longer term benefits</li> <li>• shows self control</li> </ul>	<ul style="list-style-type: none"> <li>• has acted in the past with little forethought</li> <li>• lacks self discipline and control</li> <li>• avoids personal responsibility</li> <li>• is unrealistic</li> <li>• is closed minded and inflexible</li> <li>• doesn't display sound judgment</li> </ul>
<p>Aptitude &amp; Capacity To Learn</p>	<ul style="list-style-type: none"> <li>• had demonstrated the ability to learn new skills and tasks</li> <li>• absorbs information and ideas readily</li> <li>• has a proven ability to solve complex problems</li> <li>• shows significant progress</li> <li>• has a history of achievements</li> </ul>	<ul style="list-style-type: none"> <li>• has difficulty learning new skills/concepts</li> <li>• is uncomfortable with complex issues</li> <li>• shows limited progress</li> <li>• little or no history of achievements</li> </ul>
<p>Behavioural Temperament</p>	<ul style="list-style-type: none"> <li>• has the behaviours required for this job; e.g.,             <ul style="list-style-type: none"> <li>• is a natural leader or a specialist</li> <li>• has sought out pressure situations or has preferred established routines</li> <li>• is extroverted or introverted</li> <li>• is a decision maker or one who works best in a structured environment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• does not have the behaviours required for this job; e.g.,             <ul style="list-style-type: none"> <li>• has avoided decisions or has resisted working under direction</li> <li>• has backed away from risks or has acted too impulsively</li> <li>• has been too impatient or too relaxed</li> <li>• has over-socialized or has had people problems</li> </ul> </li> </ul>