Job Analysis Questionnaire (JAQ)

Output Report

👤 **Job Title:** College Professor

🕐 **Report Generated on:** 2021-05-26

👥 **Company:** East China Normal University

Identifying Behaviors and Competencies that predict job performance

The Job Content Experts (JCE) each complete their JAQ and as a result, they identify the work behaviors that they identify are most aligned with successful performance on the job being analyzed. The individual Questionnaire items are evaluated against each other based on the importance and frequency ratings of the JCE's. The combined scores of all the individual JAQ's are aggregated and a summary JAQ is produced. The JAQ report presents the JCE's ratings of Competencies in descending order from highest rated to lowest. The goal of the JCE panel through a facilitated process is to identify what they feel are the most important **8-12** Competencies that successful performers consistently demonstrate on the job.

The 8-12 top-ranked competencies listed in Table 1 are based on both the importance and frequency ratings. As a supplement to Table 1, Table 2 lists top-ranked competencies based the importance ratings only, to ensure that some important competencies missed out in Table 1, that is, those competencies with high importance ratings, but low frequency ratings, will be given serious consideration, too. Typically in the JAQ report, the top rated 3-5 Competencies will be a consensus choice of the JCE panel as a result of their scores against the other Competencies. The next 4-6 Competencies listed will be picked by the majority of JCE's and then there will be 3-5 that need to be discussed carefully by the JCE panel in a facilitated discussion to finalize the list of Competencies most closely aligned with successful job performance for that specific job.

Following the rank ordering of Competencies, the second rank ordering is of the top 25 questionnaire items (individual work behaviors) regardless of their Competency cluster. This is provided so that the most significant behaviors are captured, even if the Competency itself is not. The individual behaviors are ranked in descending order as well. The JCE panel will have the chance to consider if some of these stand-alone work behaviors should be included in the final Job Competency profile.

Once the Competency Profile is finalized by the JCE's then the final list of Competencies and work behaviors will be created as an addendum to the job description, typically referred to at the Job Competency Profile. The Job Competency Profile can be used as a template for evaluating and comparing candidates fairly and objectively for a given job based on how their level of competency is rated against the Job Competency Profile. This forms the road map to create the interview guides that will be used to prep the interviewers and ensure that all relevant selection criteria are assessed in the interview process. This allows the organization to fairly and objectively compare candidates that have been considered and to allow for the fair and logical selection of the finalist based on their demonstrated Competencies.

The Job Competency Profile can also be used in the performance management system to allow managers of the position to evaluate "how" each individual in the job performed. Using Competencies, from selection to Performance Management builds a transparent and fair HR process that can be integrated into their HR system. It allows for standard measurement of how the individual did or did not meet their position's key performance criteria and objectives for both performance and personal development. Often, objectives are or are not met are dependent on extenuating circumstances and understanding how a person performed is often more valuable than focusing on just the results。
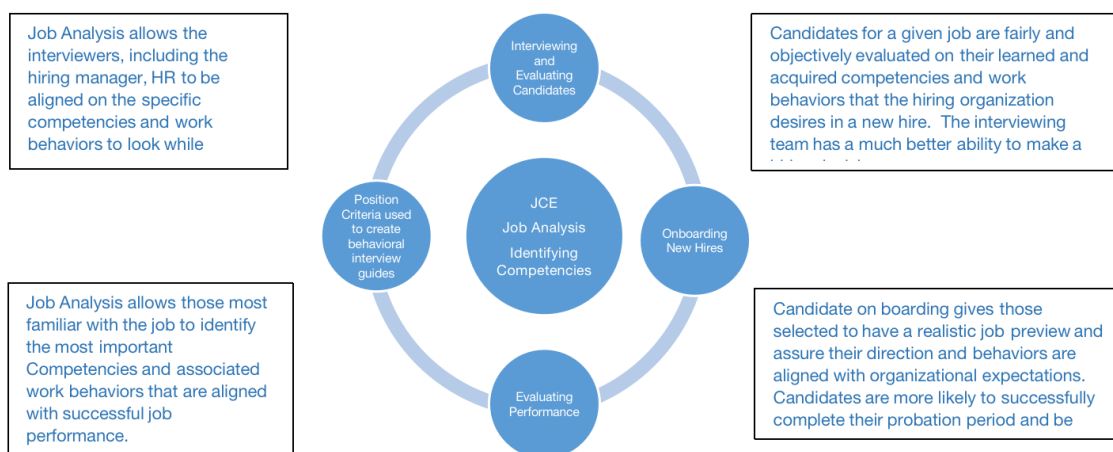
Job Analysis allows the interviewers, including the hiring manager, HR to be aligned on the specific competencies and work behaviors to look while

Candidates for a given job are fairly and objectively evaluated on their learned and acquired competencies and work behaviors that the hiring organization desires in a new hire. The interviewing team has a much better ability to make a

Interviewing and Evaluating Candidates

Position Criteria used to create behavioral interview guides

JCE Job Analysis Identifying Competencies

Onboarding New Hires

Evaluating Performance

Job Analysis allows those most familiar with the job to identify the most important Competencies and associated work behaviors that are aligned with successful job performance.

Candidate on boarding gives those selected to have a realistic job preview and assure their direction and behaviors are aligned with organizational expectations. Candidates are more likely to successfully complete their probation period and be

Table 1. Rank Order of the Top-Rated Competencies Based on Importance × Frequency Ratings

Rank	Competency	Importance × Frequency Rating Ave.	Importance × Frequency Rating Range
1	2. Learning Agility	12.37	6.76-17.48
2	15. Planning & Organizing	12.31	9.88-17.48
3	6. Stress Tolerance - Emotional Resilience	12.27	9.52-18.24
4	14. Judgment & Decision Making	12.20	6.76-18.24
5	4. Communicating	12.19	8.96-20.00
6	12. Analysis & Critical Thinking	12.17	5.60-18.24
7	26. Integrity, Trust & Credibility	12.11	9.88-15.64
8	20. Delegating	11.72	7.20-19.00
9	5. Thoroughness	11.70	7.20-16.32
10	13. Applying Acquired Expertise	11.68	5.28-17.28
11	16. Creativity	11.40	5.76-16.56
12	9. Empathetic	11.06	5.72-16.72

Table 2. Rank Order of the Top-Rated Competencies Based on Importance Ratings

Rank	Competency	Importance Rating Ave.	Importance Rating Range
1	6. Stress Tolerance - Emotional Resilience	4.06	3.40-4.80
2	26. Integrity, Trust & Credibility	4.06	3.60-4.60
3	2. Learning Agility	4.04	2.60-4.60
4	14. Judgment & Decision Making	4.04	2.60-4.80
5	4. Communicating	4.02	3.20-5.00
6	15. Planning & Organizing	4.02	3.60-4.60
7	5. Thoroughness	4.00	3.20-4.80
8	12. Analysis & Critical Thinking	3.94	2.80-4.80
9	13. Applying Acquired Expertise	3.90	2.20-4.80
10	8. Teamwork & Collaboration	3.88	2.80-4.60
11	16. Creativity	3.88	2.40-4.80
12	9. Empathetic	3.86	2.60-4.80

Note: Please consider all top-rated competencies in Table 1, as well as a few top-rated competencies in Table 2 that do not make it to Table 2 (highlighted in red).

Table 3. Rank Order of the Top 25 Behaviors

Rank	Behavior	Importance Rating Ave.	Importance Rating Range
1	Is a self-starter, recognizing opportunities and acting quickly to take advantage of new opportunities.	14.40	3. Initiative
2	Willingly invests effort to develop and maintain knowledge or expertise in technical field or functional area.	14.40	13. Applying Acquired Expertise
3	Effectively articulates and is able to effectively communicate, even the most complex concepts	14.30	4. Communicating
4	Makes sure that they delegate tasks and projects to the most appropriate team members.	14.30	20. Delegating
5	Sets up process for getting progress reports and feedback on team, task and project status	14.20	21. Controlling for Results
6	Diagnoses problems and potential problems and draws appropriate conclusions by effectively researching issues.	14.10	12. Analysis & Critical Thinking
7	Integrates all relevant perspectives and contingencies when making tough decisions.	14.10	14. Judgment & Decision Making
8	Works without a hidden agenda; and doesn't disclose or withhold information inappropriately	14.10	26. Integrity, Trust & Credibility
9	Effectively organizes daily and long-term work assignments to ensure on-time completion.	13.90	15. Planning & Organizing
10	Motivates team members to cooperate and help each other	13.80	8. Teamwork & Collaboration
11	Makes sure reports and submitted documents are free of errors and accurate	13.70	5. Thoroughness
12	Manages stress and works effectively in stressful situations.	13.60	6. Stress Tolerance - Emotional Resilience
13	Sets appropriate priorities and accurately prioritizes workload based on urgency and schedule.	13.60	15. Planning & Organizing
14	Fosters a team environment where employees feel valued as team members	13.50	8. Teamwork & Collaboration
14	Provides direct feedback (positive and negative) that enables staff to improve	13.40	19. Staffing & Developing Talent
16	Avoids favoritism, conflicts of interest, and/or breaking the rules	13.40	26. Integrity, Trust & Credibility
17	Communicates fully and accurately, avoiding miscommunication with others	13.30	4. Communicating
18	Assures that communications are proofed and going to the appropriate people before distribution	13.30	5. Thoroughness
19	Regularly devotes time to learn industry and job-relevant information at work and outside work.	13.20	2. Learning Agility
20	Avoids emotional outbursts and controls impulses and emotions.	13.20	6. Stress Tolerance - Emotional Resilience
21	Finds creative ways to get things done	13.20	16. Creativity
22	Remains objective and fact-based, even when making decisions under pressure.	13.10	14. Judgment & Decision Making
23	Does not compromise ethics, principles, and fairness when under pressure	13.10	26. Integrity, Trust & Credibility
24	Assures that delegated tasks are effectively accomplished	13.00	21. Controlling for Results
25	Understands and effectively communicates organizational strategies and aligns employees with them.	13.00	25. Business & Strategic Acumen

Note: Some are already included as part of the Competency being identified as correlated with job success. Others are stand alone and need to be considered by the JCE as to whether or not they need to be included in the Job Competency Profile under an already identified competency.

Job Competency Profile

Target Position：College Processor　　　　Date：2021-05-26

Job Family：Higher Education　　　　Superior Position Title：Department Head

The following Competencies and supporting behaviors were identified as a result of a Job Analysis involving Job Content Experts (JCE) who all completed a Job Analysis Questionnaire and then met to reach a consensus on the most important Competencies associated with high job performance. The list that follows provides generic examples of Successful Behavioral Examples of how this competency is demonstrated on the job and creates a benchmark of what the organization should expect to find in candidates for this job.

The JCE should meet to identify specific behavioral examples that would be seen as demonstrations of successful behaviors that would indicate that the individual is able to demonstrate these competencies on the job.

Table 4. Competencies and Behavioral Examples for Successful Performers on This Job

Note. The JCEs have to edit or replace the 3 examples provided and then generate 2-3 new examples under each competency that are relevant to that job.

Competency	Behavioral Examples for Successful Performers in This Job
#1. 2. Learning Agility	• Regularly devotes time to learn industry and job-relevant information at work and outside work. • Stays up-to-date with new methods, procedures, technologies, and trends in the field or profession. • Is a "quick study" and quickly learns new concepts, methods, tools and solutions, is considered an early adaptor • • •
#2. 15. Planning & Organizing	• Effectively organizes daily and long-term work assignments to ensure on-time completion. • Sets appropriate priorities and accurately prioritizes workload based on urgency and schedule. • Develops plans that also accommodate unanticipated events and changing needs or objectives. •

	• •
#3. 6. Stress Tolerance - Emotional Resilience	• Manages stress and works effectively in stressful situations. • Avoids emotional outbursts and controls impulses and emotions. • Is able to understand, anticipate, and regulate emotions. • • •
#4. 14. Judgment & Decision Making	• Integrates all relevant perspectives and contingencies when making tough decisions. • Remains objective and fact-based, even when making decisions under pressure. • Shows awareness of who and what is affected by decisions and keeps stakeholders informed and involved. • • •
#5. 4. Communicating	• Effectively articulates and is able to effectively communicate, even the most complex concepts • Communicates fully and accurately, avoiding miscommunication with others • Listens attentively and acknowledges what others are saying • • •
#6. 12. Analysis & Critical Thinking	• Diagnoses problems and potential problems and draws appropriate conclusions by effectively researching issues. • Gets to the root of the problem through logic and critical thinking. • Anticipates problems and consequences of actions and develops appropriate contingency plans. • • •
#7. 26. Integrity, Trust & Credibility	• Works without a hidden agenda; and doesn't disclose or withhold information inappropriately • Avoids favoritism, conflicts of interest, and/or breaking the rules • Does not compromise ethics, principles, and fairness when

	under pressure • • •
#8. 20. Delegating	• Makes sure that they delegate tasks and projects to the most appropriate team members. • Makes sure that task delegated are clearly understood in terms of priorities and expectations • Clarifies roles, responsibilities, and assures that measurement process is clearly understood. • • •
Write in Consensus Competency Choices	*Write in 5 job specific Behavioral Examples that aligned with high job performers for each competency*
#9.	• • • • •
#10.	• • • • •
#11.	• • • • •
#12.	• • • • •