



ENCOMPASSING VISIONS

Job Evaluation and Talent Management Software

JPS Job Questionnaire©

Elaborations-Questions 1-28

Version 2024

Elaborations for the questions of the JPS Job Questionnaire[©]

1. Consider the job on an overall basis when selecting the statement which best describes the **minimum** level of education. Please note that **the minimum level of education required for the job** may be different than the level of education of the job incumbent. Include such training as is obtained through structured work experience programs (e.g. apprenticeship). Please note, however, that **other** work related experience (best measured in terms of time) will be considered separately under the next factor (Question #2), and **should not** be taken into account here.
2. **All** forms of previous and directly relevant experience should be taken into account, whether paid or unpaid. The correct answer to this question will be a **combination** of required experience brought to the job **and** required time **in** the job to perform the primary work of the job at a satisfactory level.
3. This question refers to the physical ability and/or dexterity required to competently perform the duties of the job. It is important to remember this question is designed to assess the **skill** required in the job. For example, at Response Choice 'B' we are measuring the keyboarding skills required in the job, not the amount of time or the working conditions associated with the activity.
4. Most management and professional jobs do not require heightened levels of skill when it comes to interpreting sensory information. For them, interpretation is a fairly straight forward exercise. Other jobs will be expected to apply skills in sensory interpretation in order to discern an issue before it may even be apparent to others. These would be reflected with a response `B`. Response `C` should be reserved for those jobs requiring quite unique skills and/or training in interpreting and translating sensory information.
5. Jobs responsible for completing routine work in a timely manner are not typically expected (or enabled) to demonstrate any significant imagination and/or original thinking. On the other hand, original thinking (as reflected in response options `C` and `D`) should be expected in roles engaged in marketing, design, research and development work.
6. The time percentages in the following questions about Communications are intended to help guide and focus attention on the most important aspects of the work. They **are not** intended to add to 100% as different aspects of Communication may be occurring at the same time. A range of response levels is typical, but more than 3 or 4 'E' level responses would be unusual. **Note:** Please record `C` as the response if it is **critically important** in the role - even if it is clearly not required 25 to 50% of the time.
 - 1) Some work requires highly developed listening skills because the information being verbally communicated by others is of an unusual, complex, sophisticated, and/or advanced nature. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 2) Particularly for roles with a presentation aspect to them, verbal skills to inform, explain, educate and respond to questions from an audience can be uniquely challenging. The more complex and /or sensitive the issue, the greater the verbal skill needs to be to ensure clarity, completeness, conciseness and appropriateness. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 3) Verbally sharing information with others **outside** the organization, particularly given the potential for public misunderstanding, sometimes requires significant skill in order to be clear, complete, concise and appropriate. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 4) **Networking** with others, including membership and participation in professional/industry associations, can help the organization effectively gather information that helps shape policy

and operational plans. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.

- 5) Being sensitive to the emotions of others is an expectation of most jobs, particularly those leading others. However **this question is designed to recognize those jobs that are expected to help others get through the issue, if not resolve it.** If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 6) This question isn't about measuring the volume of emails or form letters generated on any given day. It is designed to recognize those jobs that are required to have superior writing skills in order to translate information into the written word, such that the message conveyed is clear, complete, succinct and professional. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 7) Unexpectedly or by design, it may be necessary to adapt a presentation style that accommodates the needs/interests of an audience in order to achieve the purpose of the communication. Being able to do that, sometimes quickly, is what this question is intended to measure. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
7. The time percentages in the following questions about Interpersonal Leadership are intended to help guide and focus attention on the most important aspects of the work. They **are not** intended to add to 100% as different aspects of Interpersonal Leadership may be occurring at the same time. A range of response levels is typical, but more than 3 or 4 'E' level responses would be unusual. **Note:** Please record 'C' as the response if it is **critically important** in the role - even if it is clearly not required 25 to 50% of the time.
- 1) Helping make the organization an attractive place to work is a standard expectation for all jobs, but it is particularly important in jobs requiring supervisory or staff development skills. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 2) Getting the job done can sometimes be challenging because there is no formal authority to set deadlines, request the participation of others, or establish quality control standards that others will be measured against. As such, these jobs must use particular leadership skills that are based on personality and style, not on organizational authority. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 3) Setting expectations and measuring results in order to help others be the best they can be is an expectation of every job having supervisory responsibilities. Other roles requiring this skill would be those formally engaged in training and development activities. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 4) There are some jobs where access to extremely confidential information is a required part of the role. For these jobs, having the skill of knowing who needs to know what, why and when is as critically important as knowing who doesn't. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.

- 5) If everybody was the same, it would be relatively straight forward to be a supervisor of others. To the extent that the workplace has variety within its demographics, the challenge to being an effective supervisor can increase significantly. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 6) Some jobs by necessity need to work on their own, others are expected to work with others in order to accomplish objectives. This skill measure is designed to recognize those jobs that need a team perspective and understanding of team goals; knowing when and when not to step in and help. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 7) Building a team requires knowing what the goals of the team are, what skills and abilities are needed, where they might be found, and who indeed has them. Team building is an expectation of any job responsible for supervising others, but becomes increasingly time consuming when teams become larger and/or team responsibilities become more diverse. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 8) Most jobs responsible for supervising others will be expected to have the skills necessary to help their staff become better at what they do. Jobs involved with professional teaching, training and coaching also apply these skills for the benefit of others. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 9) Providing the best possible service to all customers is critically important to most organizations, so 'C' is typically the minimum response choice entered for this question. Some jobs will be required to demonstrate a customer service orientation more often because of the nature of their work.
8. In addressing operational and/or conceptual issues, most work assignments will have a well defined problem with a clearly understandable resolution. Then, based on education, experience, and technical skills, the incumbent will know where they need to start and what they need to do to **fix** the issue. These jobs are best defined with an 'A' response. If **either** the problem or the required solution cannot be defined at the outset of the work, the job is best described with a 'B' response. If **neither** the problem nor the required solution can be defined at the outset of the work, even with the education, experience, and technical skills required of the job incumbent, then the role is best described with a 'C' response.
 9. This question is designed to understand the complexity of the **tools** used to complete work assignments. For office jobs, the tools are often related to required knowledge of software programs; uniqueness and complexity differentiates one job from another on this dimension. For technical support jobs, it may be about software, hardware and/or network system knowledge. For operational jobs, it will often be about the knowledge required to operate heavy equipment and the range of specialized tools needed to complete the work.
 10. This question measures the complexity of work management skills required. Those jobs that administratively schedule and coordinate work with/for others in order to complete objectives are typically best described by response choices 'B' or 'C'. Jobs supervising staff and providing direct input to their learning and growth reviews are best described by 'C'. First level Managers are best described by 'D' because their perspectives and responsibilities are typically planned and managed 1 year out. Please note that some jobs may have few or no staff but still require highly sophisticated planning and management skills at the 'D' and 'E' levels because the strategic / conceptual / specialized nature of their work spans the entire organization. **Note:** There should be **at least** one response level difference between supervisors and their subordinates on this question.
 11. 1. This question relates to the analysis and interpretation of information related to the organization's operations. The information may be quantitative, objective and measurable, or qualitative and subjective in nature. **Note:** This question **does not** measure the analysis of motives, drives and needs of others. `Intuition` is measured in the next question - #11.2

2. In some roles there is a need to not only be very sensitive to what is being said, **but equally to what is not being said**. These finely tuned and developed skills of interpersonal observation not only facilitate an understanding of others, but may provide a more direct conclusion to a decision or issue needing to be resolved. In some roles, almost like a 6th sense, it's a requirement to pick up on very subtle clues and effectively **read between the lines**.

12. The time percentages in the following questions about Decision Making are intended to help guide and focus attention on the most important aspects of the work. They ARE NOT intended to add to 100% as different aspects of Decision Making may be occurring at the same time. A range of response levels is typical, but more than 3 or 4 'E' level responses would be unusual. **Note:** Please record 'C' as the response if it is **critically important** in the role - even if it is clearly not required 25 to 50% of the time.

1. The facts of a situation can sometimes be very difficult to determine. They might be unconsciously distorted by an individual's uniquely filtered perceptions of circumstances and events. They may also be coming from different sources with different agendas, or appear to be inconsistent because not all the information is yet known. This question measures the frequency that a decision needs to be made in these circumstances. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
2. Sometimes decisions need to be made for the benefit of the organization that will have the effect of making others (individuals and/or groups) unhappy. This question measures the frequency of times when such decisions must be made with the foreknowledge of negative consequences that will need to be managed. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
3. Managing unexpected events can often require effective decision making under stress, where clear thinking is often the difference between resolving the problem or escalating it into a more serious crisis. This question is designed to recognize those jobs where the skill of managing conflict with appropriate composure and communication is a key element in their work. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
4. Every job requires well balanced decision making, but the challenge is to continue to do so when the work becomes less and less routine. With greater variety to the situations and circumstances, there is an expectation that all the key variables and factors are appropriately weighed in decisions taken. That can require considerable skill, and that's what this question is designed to measure. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
5. Risk taking is a characteristic best exemplified by entrepreneurs; people with the skill of knowing when -and when not- to make decisions that will produce a positive outcome for the team and the organization. In some jobs, there can be no tolerance for risk; in others, risk taking is sometimes at the very heart of what the job does. This question is designed to identify how much the skill of taking calculated risks is a job requirement, if at all. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
6. This question is designed to recognize the skill of identifying operational procedures and decision making processes potentially exposing the organization to unnecessary risk, and to then make informed decisions on how best to mitigate them. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.

7. In the ideal world, decisions would always be informed because they would be based on a complete picture of the issue. Realistically, some roles require the skill of making good decisions **specifically because** waiting to gather all the pertinent information before making a decision is **not** an option. That's the environment and the skill level this question is designed to recognize. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 8. This question is designed to recognize those jobs that are expected to distill a great deal of objective and subjective information into an appropriate recommendation that will help someone else make the best decision possible. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
13. The time percentages in the following questions about Business, Social and Political Acumen are intended to help guide and focus attention on the most important aspects of the work. They **are not** intended to add to 100% as different aspects of Business, Social and Political Acumen may be occurring at the same time. A range of response levels is typical, but more than 3 or 4 'E' level responses would be unusual. **Note:** A role that could be successfully performed by someone recruited from outside the organization **and** industry will tend to score (on average) quite low on this question. On the other hand, if the role could only be performed by someone with extensive experience in the organization **and** industry, the responses will tend to be (on average) higher. **Note:** Please record `C` as the response if it is **critically important** in the role - even if it is clearly not required 25 to 50% of the time.
- 1) Understanding the reasons for restructuring organizational operations in response to marketplace changes; developing and providing supporting rationale for why change is necessary in a timely and effective manner; working to implement changes to the `organization chart' with efficiency and thoroughness. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 2) Understanding what is important to the organization, and specifically factoring those concerns into how every work assignment gets completed. Analyses and recommendations developed are through that lens; tactics deployed are supportive and reflective of that perspective. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 3) For some roles, it is important they be able to develop, implement, and maintain a vision and mission for the organization, anchored in values that define how they want the organization to be known in the marketplace. Achievements can however be complicated and challenging because of internal and external realities outside the control of the incumbent. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 4) Applying organizational and job specific knowledge with analytical, process and observational skills to identify and recommend ways the organization could improve operational efficiency, service/product quality, and customer satisfaction levels. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
 - 5) Having the skill to translate, distill and embed the organizations' strategic goals into clear, specific and measurable work plan objectives; the ability to describe expectations that collectively provide a pragmatic roadmap for how they (self/others) will contribute to goal achievement. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.

- 6) Certain jobs need to understand the views and interests of the communities in which the organization operates. It is the information from these associations that enables them to effectively translate, distill and develop clear, specific and measurable work plan objectives that describe how they (self/others) will positively position the organization within those communities going forward. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
- 7) This question is specifically designed to identify those jobs requiring breadth and depth of knowledge related to organizational/professional policies, practices, protocols and precedents. From that knowledge base they effectively work in an environment where there are significant time constraints in developing responses caused by volume, circumstance and/or range of situational interpretations expected to be handled. If it is **critically important** to the organization that this be demonstrated in this job, even if it isn't 25 to 50% of the time, 'C' is an appropriate response to enter.
14. This is a question about **effort**, and how often **manual** lifting, carrying, pushing or pulling objects over 20 lbs. (or 9 kilograms) is required to get the job done.
15. This is a question about **effort**, and is specifically focused on **the amount of time** work activities require precise and controlled movements using hand-eye coordination under specific conditions.
16. This **effort** question is designed to recognize those jobs that are confined to a work station for fixed, specific periods of time with no opportunity for a physical break until the schedule allows (e.g., Help Desk Foreign Language Clerk tied to a phone routing system, or a High Rise Crane Operator.)
17. This **effort** question measures the potential fatigue brought on by the physical demands of the work. At the extreme, think of a professional hockey player who, for reasons related to performance and safety, can only be on the ice for short shifts throughout the game.
18. This **effort** question recognizes those roles where **staying completely focused** on the assignment is the nature and requirement of the job. The longer the work requires **uninterrupted** concentration, the more effort it requires to competently fulfill job expectations.
19. For some jobs, there is a significant amount of **effort** required just to stay current with technical/professional/environmental/legal changes. A good test is to ask yourself the following 2 questions - If the job incumbent went on a 6 month vacation then came back to this job, would they expect to see much change to their work environment? And, would you expect to see much deterioration in their performance? If the answer is **'No'** to both, its safe to say the response to Question 19 is 'A'. If the answer is **'Yes'** to either or both questions, then record what best reflects the job from response options 'B' or 'C'.
20. Some jobs have a responsibility to manage staff reporting directly to them, and staff who report indirectly through subordinate supervisory personnel. As such, these jobs will have an impact on the annual budget related to the salaries of those F/T and P/T employees.
- 20.1 This question is designed to measure the annual, budgeted salary expenses related to the job's area of responsibility within the organization. There are two components to the question: the actual dollars (**'Budget'**) and the directness of responsibility for those dollars (**'Accountability'**). In situations where there are significant swings in annual salary expenditures, assume an average over five (5) years. If the question is not applicable, **Budget** should be recorded as 'AA' and **Accountability** as 'V'.

21. Operating expenditures impacted by the job relating to building maintenance and utilities, legal fees, office supplies, travel and entertainment, commissions, equipment servicing, and marketing. (**Note:** If there are significant swings in operating expenditures, assume an average over five (5) years.)

21.1 This question is designed to measure the scale and impact this job has on annual, budgeted operating expenses. There are two components to the question; the actual dollars ('**Budget**') and the directness of responsibility for the dollars ('**Accountability**'). In situations where there are significant swings in annual operating expenditures, assume an average over five (5) years. If the question is not applicable, **Budget** should be recorded as 'AA' and **Accountability** as 'V'.

22. Some jobs have a responsibility to generate revenue on behalf of the organization through sales and services provided. (**Note:** If there are significant swings in annual revenues, assume an average over five (5) years.)

22.1 This question is designed to measure the scale and impact on annual revenues expected to be generated directly or indirectly by the job. There are two components to the question; the actual dollars ('**Budget**') and the directness of responsibility for the dollars ('**Accountability**'). In situations where there are significant swings in annual revenues, assume an average over five (5) years. If the question is not applicable, **Budget** should be recorded as 'AA' and **Accountability** as 'V'.

23. Capital expenses are funds used to purchase, improve or maintain long term assets. Examples would include investments in new office equipment, machinery, land, buildings, furniture and fixtures, business vehicles, software and patents. (**Note:** If there are significant swings in annual capital expenditures, assume an average over five (5) years.)

23.1 This question is designed to measure the scale and impact this job has on the annual capital budget. There are two components to the question; the actual dollars ('**Budget**') and the directness of responsibility for the dollars ('**Accountability**'). In situations where there are significant swings in annual capital budgets, assume an average over five (5) years. If the question is not applicable, **Budget** should be recorded as 'AA' and **Accountability** as 'V'.

24. This question is measuring the roles responsibility for ensuring the safety, health and welfare of self and others. It includes promoting an organizational culture, social climate and workplace environment that is focused on worker well being.

25. This question measures the independence a job has to make decisions and approve actions related to work assignments. The amount of supervision received/required/expected is one limitation. Other limits that should be considered are those imposed by existing laws, procedures, protocols, policies, precedents and professional memberships. **Note:** First level managers are typically given a 'D' level response.

26. Common courtesy and politeness in dealings with the public is a minimal expectation for every job, and is appropriately represented with an "A" response. Certain other jobs however have a significant profile inside and outside the organization because of what they do, and as such, the words and the actions of the incumbent can directly influence public opinion about the values of the organization as a whole.

27. Some jobs by necessity will be exposed to adverse physical working conditions on a regular or semi-regular basis. Record as many or as few of the following response choices as appropriate. YES or NO.

28. Some jobs will be required to deal with mentally and emotionally stressful situations on a regular or semi-regular basis. Record as many or as few of the following response choices as appropriate. YES or NO

