

**AN INVENTORY OF GENERAL POSITION
REQUIREMENTS**

Job or Position _____ Date _____

Supervisor Name _____

This inventory is a list of statements used to describe jobs or individual positions. It is intended to be a supplement to more detailed and specific job description inventories. It is an inventory of "general" position requirements. These position requirements are general in that they are things most people can do; most of them can be done without special training or unique abilities. Even so, some of them are things that can, if done well, add to success or effectiveness in the position or job. Some of them may be things that should be left for others to do - not part of this position's requirements.

Each item in this inventory begins with the words, " Effective performance in this position requires the person in it to..." Each item is one way to finish the sentence. The finished sentences describe things some people on some jobs should do. An item may be true for the position or job being described, or it may not be.

There are 12 sets of items. The items included in a set are intended to describe somewhat similar position requirements.

For each item, decide which of these statements best describes the accuracy of the item for your position:

- Doing this is not a requirement for this position - Not Required
- Doing this helps one perform successfully in this position - Helpful
- Doing this is essential for successful performance in this position - Essential

Show which of these describes the importance of the statement for your position by placing a check mark (☉) in the box under "Not Required," "Helpful," or "Essential."

EFFECTIVE PERFORMANCE IN THIS POSITION REQUIRES THE PERSON TO:**Not Required****Helpful****Essential**

Set 1

- | | | | | |
|----|---|--------------------------|--------------------------|--------------------------|
| 1. | lead group activities through exercise of power or authority. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | take control in group situations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | initiate change within the person's work group or area to enhance productivity or performance. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | motivate people to accept change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. | motivate others to perform effectively. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. | persuade co-workers or subordinates to take actions (that at first they may now want to take) to maintain work effectiveness. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. | take charge in unusual or emergency situations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. | delegate to others the authority to get something done | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. | make decisions when needed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Set 2

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|-----|--|--------------------------|--------------------------|--------------------------|
| 10. | negotiate on behalf of the work unit for a fair share of organizational resources. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. | work with dissatisfied customers or clients to achieve a mutually agreeable solution. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. | help people in work groups settle interpersonal conflicts that interfere with group functioning. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. | help settle work-related problems, complaints, or disputes among employees or organizational units. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. | negotiate with people outside the organization to gain something of value to the organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. | mediate and solve disputes at individual, group, or organizational levels. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. | negotiate with people within the organization to achieve a consensus on a proposed action. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. | mediate conflict situations without taking sides. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. | compromise to achieve organizational goals, even at a cost of personal or work unit advantage. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. | negotiate with people outside the organization to settle conflict on behalf of the organization through agreement, synthesis, or compromise. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. | settle disputes among subordinates or co-workers through negotiations and compromise. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. | work beyond established or ordinary work period to perfect services or products. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

EFFECTIVE PERFORMANCE IN THIS POSITION REQUIRES THE PERSON TO:**Not Required****Helpful****Essential**

Set 3

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|-----|--|--------------------------|--------------------------|--------------------------|
| 22. | work to excel rather than work to perform assigned tasks. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. | try always to do the best possible work, not settling for work that is merely "good enough." | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. | find ways to excel by improving the work that is done. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. | improve one's performance beyond that of the competition by analyzing prior mistakes or problems. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. | persevere in the pursuit of his or her own work goals even when unsuccessful. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. | establish and interact with clients, customers, or other employees, to meet challenging personal deadlines for reports or other work products. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. | seek challenging tasks. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Set 4

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|-----|--|--------------------------|--------------------------|--------------------------|
| 29. | interact with clients, customers, or other employees. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. | interact with others in social situations where the person is representing the organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 31. | start conversations with strangers easily. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. | represent and promote the organization in social contacts away from work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. | arrange and host work-related social activities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. | attract new clients or customers through friendly interactions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 35. | delegate to others the authority needed to get something done. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Set 5

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|-----|--|--------------------------|--------------------------|--------------------------|
| 36. | be considerate when duties lead to physical or emotional pain or discomfort to others (e.g., during physical therapy, giving shots, giving notice of termination, etc.). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 37. | listen attentively to the work-related problems of others. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 38. | listen attentively to the family or emotional problems of people seen in the course of one's work (e.g., clients, institutional residents, etc.). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 39. | give constructive criticisms tactfully. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 40. | deal gently with the feelings of others. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 41. | take the time needed to provide tender loving care for children, nursing home residents, or others who cannot help themselves. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 42. | work with dissatisfied customers or clients. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

EFFECTIVE PERFORMANCE IN THIS POSITION REQUIRES THE PERSON TO:**Not Required Helpful Essential**

43. help, advise, and encourage people who are new to the organization or to a particular position in it.

Set 6

44. help co-workers solve work-related problems or reach common goals.
45. provide assistance to clients or customers throughout the work day.
46. assist others when needed, even when some personal sacrifice is involved.
47. help find solutions for the work-related problems of other employees or clients.
48. voluntarily assist co-workers with their work when the person's own workload permits.
49. work in pairs or small groups where each person's work is dependent on or influenced by the work of others.
50. work as part of an interacting work group.
51. work with one or more co-workers to complete assigned tasks.
52. collaborate with other employees to achieve goals as a group.

Set 7

53. avoid temptations inherent in the job for behavior that breaches ethical standards of the industry.
54. inventory, store, or otherwise safeguard the property of others.
55. refuse to share or release confidential information.
56. manage large sums of money on behalf of the organization.
57. have access to merchandise in storeroom or warehouse.
58. make commitments and follow through on them.
59. receive or distribute funds in cash or by check.
60. keep one's word about doing things, even when it is inconvenient or unpleasant to do so.
61. have access to confidential information.
62. deal honestly with customers, patients, clients, etc.
63. enter customer's home when customers are not present.

Set 8

64. follow instructions or orders even when disagreeing with them.

EFFECTIVE PERFORMANCE IN THIS POSITION REQUIRES THE PERSON TO:**Not Required****Helpful****Essential**

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|-----|---|--------------------------|--------------------------|--------------------------|
| 65. | work in personal isolation for long periods of time. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 66. | see things that need to be done and do them without waiting for instructions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 67. | work until task is done rather than stopping at quitting time. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 68. | meet specified deadlines. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 69. | arrive at appointment on time or ahead of time. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 70. | follow established work schedules and procedures. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 71. | work under conditions that may be physically uncomfortable. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 72. | work effectively and consistently with little or no supervision. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Set 9

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|-----|--|--------------------------|--------------------------|--------------------------|
| 73. | examine all aspects of written reports to be sure that nothing has been omitted. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 74. | inspect his or her own work (or the work of co-workers or subordinates) carefully and in detail. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 75. | be a stickler for detail in graphics, proofreading, planning, or other job activities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 76. | remain attentive to details over extended periods of time, attend to details in working, or in planning work to minimize glitches. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 77. | study all detailed aspects of projects to understand them fully. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 78. | pay close attention to detailed specifications. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 79. | attend to all aspects of projects to be sure they are completed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 80. | give close attention to every facet of duties of the position. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Set 10

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|-----|--|--------------------------|--------------------------|--------------------------|
| 81. | adapt easily to changes in work procedures. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 82. | keep cool when confronted with conflicts. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 83. | work under conditions that are potentially emotionally stressful. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 84. | stay cool in responding to potentially dangerous situations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 85. | work in environments where people are capable of violence, where even violent deaths may be anticipated. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 86. | accept unplanned changes to work schedules or priorities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 87. | work in potentially stressful situations without feeling stressed. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

EFFECTIVE PERFORMANCE IN THIS POSITION REQUIRES THE PERSON TO:**Not Required****Helpful****Essential**

88. remain calm when questioned, criticized or confronted by clients, customers, co-workers or others in the organization.

89. remain calm when in a crisis situation.

Set 11

90. present unconventional ways to do things that decrease costs or improve work effectiveness.

91. help find solutions for the work problems of other employees or clients.

92. develop innovative approaches to old every day problems.

93. suggest alternative conclusions when presented with results that seem to suggest only one possible conclusion.

94. develop unusual or unique approaches to working with others.

95. develop new ideas.

96. suggest new areas of expansion of the organization's products or services.

97. suggest new products, product lines, or new types of services.

98. find ways to improve the way work is done.

99. suggest creative or original ideas.

Set 12

100. solve complex problems one step at a time.

101. analyze past mistakes when faced with similar problems.

102. critically evaluate information presented to support a proposed decision or course of actions.

103. identify and evaluate options before taking action.

104. review all relevant information about previous projects to be sure that planning for new ones considers important prior experiences.

105. solicit and consider differing options or points of view before making a decision.

106. make decisions to take actions only after considering their long-term implications.

107. base decisions more on facts and logic than on experience or intuition.