

BELBIN

JOB REQUIREMENTS

Job Title [PRINT]:

Name of Assessor [PRINT]:

Date: / /

The object of this exercise is to identify the "make or break" features of jobs in terms that can be related to people characteristics. After establishing the profile of the job the search can begin for candidates who have matching personal characteristics. **The results are not valid unless the person who completes the exercise is directly responsible for the job concerned or for the composition of the team.**

To complete the Job Requirements it is important to bear in mind the meaning of the five ratings as they apply to the job factors.

<u>RATING</u>	<u>GRADE</u>	<u>DESCRIPTION</u>
CRITICAL	A	means essential for a really good job performance or difficult to find at the required standard.
IMPORTANT	B	indicates something needed for a satisfactory performance although this capacity is not rare among qualified candidates.
USEFUL	C	refers to characteristics that may be welcome in a general sense but which do not necessarily contribute a great deal to performance on the job.
IRRELEVANT	D	covers characteristics that are neutral in the sense that they would confer on the possessor neither an advantage nor a disadvantage in the job.
UNHELPFUL	E	denotes a requirement which if fully met by the job possessor might detract from performance.

The sixteen factors are defined below. The two jobs in brackets that follow the definition indicate jobs where that factor is likely to apply, although any job title may mask actual job content. After the completion of grading the sixteen factors according to the Job demands, indicate below the **three most important factors** in order of preference:

OF THE 16 FACTORS ASSESSED THE 3 MOST IMPORTANT ARE:

1st2nd3rd

Section I	TASK DEMANDS	Grade
1. Autonomy:	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. <i>(Medical Consultant, Sculptor)</i>	
2. Assiduity:	In order to do the job adequately the holder needs to work relentlessly and untiringly in pursuit of a particular objective or set of objectives. <i>(Market Gardener, Door-to-door Salesman)</i>	
3. Meticulousness:	The job requires consistent high quality work in circumstances where the consequences of failure could be serious. <i>(Surgeon, Auditor)</i>	
4. Preparedness:	The job demands that much time and attention are given to anticipating needs, forward planning and practical preparation. <i>(Stock Controller, Maintenance Engineer)</i>	

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Section II		DEALING WITH PEOPLE	Grade
5. Ascendancy:	The job entails direct control over others, providing a lead and being ready to take potentially unpopular decisions, if need be, when dealing with subordinates. <i>(Army Officer, Football Manager)</i>		
6. Co-ordination:	The job involves steering or helping to steer, often in group situations, people drawn from different jobs or positions in a hierarchy, towards some common agreed objectives. <i>(Chief Education Officer, Town Planner)</i>		
7. Diplomacy:	The job requires securing the co-operation of individuals when not in a position of authority over them. This could involve acting discreetly or dealing with difficult people. <i>(Industrial Relations Negotiator, Complaints Department Executive)</i>		
8. Making Contacts:	The social relationships most likely to bring success in the job are those which the job holder initiates rather than those which arise out of the established work group. <i>(Sales Manager, Field Technical Adviser)</i>		
Section III		WORK CONDITIONS AND CONSTRAINTS	Grade
9. Robustness:	The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. <i>(Newspaper Editor, Production Shift Supervisor)</i>		
10. Tolerance of Routine:	Embodied in the job is a significant amount of prescribed or predictable routine work that must be performed adequately and cannot be passed on to others. <i>(College Principal or Registrar, Proof-reader)</i>		
11. Tolerance of Uncertainty:	The job is one where the holder is faced with ambiguous or rapidly changing situations and incomplete information. Success depends on choosing the "best in the circumstances" line of approach. <i>(Entrepreneur, Buyer in the Fashion Trade)</i>		
12. Shared Responsibilities:	The job lacks defined boundaries. Much time needs to be spent in the job "territories" of others with a view to joint responsibility for the outcome of shared work. <i>(Safety Manager, Group Project Engineer)</i>		
Section IV		MENTAL ABILITY, EXPERIENCE AND TRAINING	Grade
13. Originality:	The job entails opening up new ground. Success depends on an imaginative and creative approach. <i>(Advertising Executive, Research Worker)</i>		
14. Analysis:	The job demands the ability and willingness to interpret complex material and to understand difficult concepts. <i>(Solicitor, Computer Programmer)</i>		
15. Experience and Expertise:	Effectiveness in the job depends more on intensive training and/or protracted experience than on natural aptitude. <i>(Precision Engineer, Export Agent)</i>		
16. Strategic Overview:	The job entails the need to keep a broad view of everything that is going on. A number of considerations outside one's own immediate job area will have a bearing on how this job is carried out. <i>(Computer Consultant, Stockbroker)</i>		