

CITY OF GRAND JUNCTION JOB ANALYSIS QUESTIONNAIRE

I. EMPLOYEE BACKGROUND: In this section you will provide information regarding your name, current job title, your immediate supervisor, etc. This will help us make sure we refer to the correct job throughout the study.

Is this a group questionnaire? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, please list all employee names.
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Division:

Department:

For Individual Questionnaires Only:

Employee Name:	Tuin	Stephanie	A
	<i>(Last)</i>	<i>(First)</i>	<i>(Middle Initial)</i>

Current Classification Title:	City Clerk
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Division	City Clerk	Department	Administration
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Total Length of Time with organization	15 Years 9 months
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Total Length of Time in Current Position	15 Years 9 months
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Assigned Hours/Week:: from 8 t o 5	Assigned Days/Week 5
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Email: stepht@gjcity.org	Work Phone: 970.244.1511
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Immediate Supervisor:

Immediate supervisor reports to:

Name:	Richard Englehart	Name:	Laurie Kadrich
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Title:	Deputy City Manager	Title:	City Manager
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Work Phone	970.244.1502	Work Phone:	970.256.4154
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E-mail:	riche@gjcity.org	E-mail:	lauriek@gjcity.org
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II. POSITION INFORMATION

1. POSITION SUMMARY: This section asks for a short paragraph, one to three sentences, regarding the purpose of your position and/or your primary responsibilities. This summary helps us to quickly understand the essence of your job. Usually it is better to write this after you have completed the remainder of the questionnaire. Briefly describe what you consider to be the major purpose or objective of the job. Simply stated, what are you attempting to accomplish in your position?

Example: Computer Support Technician

Summary: To operate, maintain and repair computer equipment and to provide technical assistance to users.

City Clerk

To direct, manage, supervise and coordinate the programs and activities of the City Clerk's Office including performing statutory and constitutional duties of the City Clerk's Office, to coordinate assigned activities with other divisions, departments and outside agencies and to provide highly responsible and complex administrative support for the City Manager, City Attorney and City Council.

2. SUPERVISION & ORGANIZATIONAL RELATIONSHIPS.

- a. The chart below asks for your specific supervisory responsibilities. If a duty statement applies to you, please check the box under the "Yes" column and then indicate the number of employees for which you are responsible to the right of the statement.

Yes	Duty	Number of Employees
<input type="checkbox"/>	I do not officially supervise other employees (sign performance reviews).	
<input checked="" type="checkbox"/>	I evaluate and sign performance reviews of other full-time employees.	4
<input checked="" type="checkbox"/>	I evaluate and sign performance reviews of part-time, temporary or contract employees.	varies
<input checked="" type="checkbox"/>	I instruct other employees in methods or procedures needed to carry out their job (how to carry-out their assigned duties).	25
<input checked="" type="checkbox"/>	I make work assignments for others.	4
<input type="checkbox"/>	I make hiring and hiring pay recommendations.	
<input checked="" type="checkbox"/>	I make hiring and hiring pay decisions.	4
<input checked="" type="checkbox"/>	I recommend termination for poor performance.	4
<input checked="" type="checkbox"/>	I provide advice to peers that they must consider carefully before making a decision.	20
<input checked="" type="checkbox"/>	I provide information to supervisors/management that they use in making a decision.	15

- b. Complete the organization chart below. This chart will help us to understand your job in relation to others in your department. Please use titles and not names. Fill in the applicable position titles: (1) your coworkers, employees you work with and who also report directly to your supervisor; and, (2) your subordinates, any employees you supervise directly. List only those jobs over which you have full managerial/supervisory authority (i.e. complete and sign performance evaluation.) Do not list employees supervised by your subordinate supervisors.

YOUR COWORKERS' JOB TITLES

Information Services Manager
Human Resources Manager
Financial Operations Manager

YOUR DIRECT REPORTS' JOB TITLES

Deputy City Clerk (2)
City Records Manager
Administrative Clerk

Please indicate the nature of the group supervised and the number supervised

☒ Full Time 4 ☐ Part-Time ☐ Seasonal/Temp ☐ Volunteer ☐ Contract

c. Describe with whom, or with what departments/organizations, you have regular contact.

1. Inside your organization (other City Departments):

Title of Person or Department	How Often	For What Purpose
Ex: Peers, Subordinates		
Deputy City Manager	2 X week	Meetings, Projects, Assignments
City Manager	weekly	City Council Meetings/Issues, Special Projects
City Attorney	daily	legislative and legal matters
City Council	weekly	Meetings, coordinating activities, scheduling
Department Directors	weekly	Meetings, coordinating, special projects
Division Managers	daily	Meetings, coordinating work flow see attached sheet for additional contacts

2. Outside your organization:

Title of Person or Organization	How Often	For What Purpose
Ex: Vendors, Gen. Public		
General Public	Daily	Provide and collect information, coordinate projects, solve problems, negotiate solutions
Public Agencies	Daily	Provide and collect information, coordinate projects, solve problems, negotiate solutions
Attorneys	Weekly	Provide and collect information, coordinate projects, solve problems, negotiate solutions
Business Owners	Daily	Provide and collect information, coordinate projects, solve problems, negotiate solutions
Vendors	Weekly	Collect information and negotiate solutions

3. ESSENTIAL DUTIES.

The list of essential duties helps us to understand those duties which are the primary reasons why your position exists. For clarification, please refer to the examples provided below.

Essential Duties: Those duties that make up at least 5% of your time. Please provide enough detail so that someone who may not be familiar with your job will have a clear understanding of what it is that you do. For example, do not simply state "prepares reports", but state "prepares reports such as status reports, staff reports", or other type of report(s) you may prepare. Also, please use action verbs such as prepares, calculates, operates, etc., to start off each statement. Do not use acronyms in your description. Examples are shown below. Use additional sheets if needed.

Decisions Required: List the decisions you make to carry out the essential duties.

Frequency: Indicate how often you perform each duty – D = daily, W = weekly, M = monthly, Q = quarterly, A = annually, or O = occasionally.

Percent of Time: Indicate how much of your time you spend on each task. The total of these percentages **should not be more than 100%**. Example: Sally conducts property value estimates 20% of the time, it may mean she spends one day out of five on that task, or that she spends around two hours each day. These need only be estimates so do not spend a great deal of time trying to come up with an exact percentage. The percentages of **all** duties should equal 100% over a one year period of time.

Attach additional sheets if necessary.

E X A M P L E (LIST ACTUAL ESSENTIAL DUTIES BELOW EXAMPLE)

Essential Duties	Decisions Required	Frequency	% of Time
EXAMPLES:			
<i>Prepares monthly newsletters by gathering information, writing copy, editing, preparing for publication and overseeing distribution.</i>	<i>Articles to include, editorial changes, graphics, layouts</i>	<i>M</i>	<i>25%</i>
<i>Performs inventory spot checks and monthly counts of supplies in warehouse.</i>	<i>When to check supplies</i>	<i>M</i>	<i>10%</i>

	List of Essential Duties	Decisions Required	Frequency: D = Daily W = Weekly M = Monthly Q = Quarterly A = Annually O = Occasionally	% of Time Spent <small>(Not to exceed 100%)</small>
1	Oversee the Liquor Licensing Program including processing and issuing liquor licenses; advise Deputy City Clerks on completeness of all applications in accordance with State and local law; work with the City Attorney and Police Department to resolve issues with licensees	interpret State law and application to the City's licensing program, determine best practices	Daily	5
2	Oversee and manage the City's Record Management Program - work with the City Records Manager in development of a city-wide electronic records management program, advise her on open records requests, administer and troubleshoot the electronic document management system, train and supervise the scanning of City records, direct staff on maintaining the paper based records management system, ensure the protection of the City's permanent records. Coordinate updates annually and recodify every five to ten years the City's Code of Ordinances.	response to open records requests, development of policies to ensure compliance with federal, state and local laws, defining procedures to protect and preserve the City's vital and permanent records.	Daily	18
3	Serve as Clerk to the City Council; oversee the preparation, coordination and compilation of the materials for the City Council meeting, ensure publication of required notices, attend City Council meetings, record proceedings and process actions adopted by the City Council; coordinate live broadcast of Council meeting via cable tv and web	Completeness and accuracy of materials being distributed to the City Council, proper order and wording, required processing to comply with legal requirements	Weekly	20

4	Conduct municipal elections - ensure compliance with applicable laws and procedures; prepare necessary documents; verify nomination petitions and determine if nominees qualify for candidacy; provide information to candidates regarding election laws, campaign finance law, procedures and ensure compliance. Approve citizen petitions and oversee verification of signatures.	application of State and local law to each type of election, determine staff assignments and responsibilities during election cycle, qualify candidates, verify legal compliance of procedures and petition forms	Annually	7
5	Oversee the administration of Volunteer Boards and Commissions; maintain records of all volunteer boards; advertise for vacancies; provide applicant information to City Council; schedule interviews; communicate results to successful and unsuccessful candidates. Provide appointees with basic board information	determine qualifications of applicants, decide methods of outreach and advertising	Daily	10
6	Respond to and resolve difficult and sensitive citizen inquiries and complaints; respond to sensitive and complex inquiries from the media.	finding and/or negotiating solutions, determine appropriate response to inquiries from the media on sensitive matters	Daily	10
7	Oversee the use of the auditorium and other City Hall facilities available to the public - including the schedule, the appropriateness of the use requested, the setup and the availability of equipment	decide what equipment and setup is needed to conduct the event, determine staff needed for support of the event	Weekly	5
8	Participate on cross-departmental teams to develop policies, resolve city-wide issues, review budgets, make recommendations to the leadership team, research and report on a variety of projects/programs	determine what solutions will be workable and how best to present recommendations	Weekly	10
9	Develop and monitor division budget	appropriate expenditures including staff development and training	Daily	5
10	Serve as liaison for the City Clerk's Office with other City departments, divisions and outside agencies; negotiate and resolve sensitive and controversial issues.	determine if the matter is within the scope of my authority and then negotiate solutions; if not who is appropriate to address the issue	Daily	10
11			Select	
12			Select	
13			Select	
14			Select	
15			Select	
16			Select	
17			Select	
18			Select	
19			Select	

4. REQUIRED KNOWLEDGE AND SKILLS.

This section helps us to understand the types of knowledge and skill you would need to perform your job at the entry level. Those items you list are those required and not what you might necessarily know or are able to do after being in the position for a number of years.

Knowledge: refers to the possession of concepts and information gained through experience, training and/or education and can be measured through testing.

Skills: refers to the proficiency which can be demonstrated and are typically manual in nature and/or can be measured through testing.

The knowledge and skills that you list in the following section must refer to the Essential Duties you listed in Section 3.

Duty #	Knowledge - Skills
1	In depth and comprehensive knowledge of the Liquor Code to ensure applications and supporting documents are in compliance with Articles 46 & 47, Title 12 CRS and the skills to interpret the applicability of the law.
2	In depth and comprehensive knowledge of Public Records Law, theory of records retention and technology associated with managing all types of records. Knowing proper procedures of retention and destruction. Skill to coordinate a City wide program.
3	In depth and comprehensive knowledge of State law, local law and practices on City Council parliamentary procedures, legislative procedures and meeting procedures in order to coordinate the steps, actions and paperwork needed. Using skills and abilities to compile the City Council meeting information in a way that is understandable to the Council and the public yet will meet all the necessary legal requirements. Recording all such information for the permanent record.
4	In depth and comprehensive knowledge of all election and campaign finance laws and the skills to coordinate a complex election with multiple candidates and questions that is in compliance with all local, state and federal laws.
5	Detailed knowledge of all the resolutions establishing the various boards and commissions. Skills to write advertising and coordinate interviews for filling vacancies and record keeping skills to maintain organizational files on 22 boards and commissions.
all	Customer service, problem solving, collaboration and communication skills.
all	Knowledge and skill using a variety of computer software including all Microsoft Office products, document management software, financial and budgeting software, collaboration tools, web publishing software

III. EDUCATION, EXPERIENCE, AND EQUIPMENT

1. EDUCATION: What level of education do you have and what minimum level of education do you believe is needed to satisfactorily perform your job at entry level? Check the level that applies to your job:

You Have	You Need	
<input type="checkbox"/>	<input type="checkbox"/>	Less than High School Diploma or equivalent (G.E.D.) (ability to read, write, and follow directions)
<input type="checkbox"/>	<input type="checkbox"/>	High School Diploma or equivalent (G.E.D.)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Up to one year of specialized or technical training beyond high school
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Associate degree (A.S., A.A.) or two-year technical certificate
<input type="checkbox"/>	<input type="checkbox"/>	Bachelor's degree
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Other (explain): specialized training for municipal clerks, Clerks Institute and Clerks Academy I have Masters level training in the profession of municipal clerk.

2. EXPERIENCE: What kinds of experience do you have, and what minimum kinds of experience are needed to enter your job at entry level?

Type of Experience

<u>You Have</u>	<u>Your Time</u>	<u>You Need</u>	<u>Minimum Time Required</u>
Municipal Clerk experience	22+ years	Municipal Clerk experience	5 years
Supervisory and management	32+ years	Supervisory	5 years
	years	Management	7 years

a. What field (s) should training or degree be in?

Public administration, business administration, legal and specific training for municipal clerks

3. SPECIAL REQUIREMENTS: List any registrations, certifications or licenses that are **required** for you to hold your position. Be specific and do not abbreviate words or use acronyms.

Certified Municipal Clerk certificate or the ability to get certified is required. Notary public.

4. MACHINES, TOOLS AND EQUIPMENT. List any machines, tools or equipment used in your work and indicate the frequency and time spent using each. The machines, tools and equipment must refer to the Essential Duties you listed in Section 3.

Duty #	Machines, Tools, Equipment	Frequency/Time
all	computer	daily/80%
all	general office machines - phone, copier, fax, calculator	daily/15%
3,7	audio/visual, broadcast, and recording equipment	weekly/5%

5. DECISION-MAKING & JUDGMENTS.

- a. Describe three types of important decisions and judgments you make regularly and independently in the performance of your duties.
 - 1. Determine responses to the media regarding City Council legislative actions including process, timing, scheduling and outcome options.
 - 2. Determine the best methods and procedures for ensuring protection, retention and access to the City's official records.
 - 3. Develop a plan for the conduct of municipal elections including coordinating with outside agencies, ensuring compliance with applicable law and assigning responsibilities with City Clerk staff to balance work load.

IV: AMERICANS WITH DISABILITIES ACT REQUIREMENTS

1. PHYSICAL ACTIVITIES/REQUIREMENTS.

This section helps us understand the physical activities and requirements that are absolutely necessary for you to be able to do in order to perform your job. Please list the frequency and the importance of each of the physical requirements listed in this section. These physical activities/requirements will help in ensuring the City of Grand Junction remains in compliance with the Americans with Disabilities Act.

The City of Grand Junction is required to document any physical requirements in order to legally defend restrictions that are imposed. The definitions for the physical activities/requirements are taken directly from the guidelines established by the federal government. Your answers in this section will not affect how your job is classified.

Frequency

Importance

How frequently is the activity performed?

How important is the activity in accomplishing the job's purpose?

0 – Never

1 – Annually

2 – Quarterly (at least 3 per year)

3 – Monthly (at least 8 per year)

4 – Weekly (at least 3 per month)

5 – Daily (at least 3 per week)

0 – Not Important

1 – Somewhat Important

2 – Very Important

3 – Extremely Important

Physical Activity	Frequency	Importance	Duties
Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles and the like, using feet and legs and/or hands and arms. Body agility is emphasized. This factor is important if the amount and kind of climbing required exceeds that required for ordinary locomotion.	3--Monthly	1--Somewhat Important	accessing records using step stools
Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. This factor is important if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.	1--Annually	1--Somewhat Important	accessing records using step stools
Stooping: Bending body downward and forward by bending spine at the waist. This factor is important if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.	5--Daily	1--Somewhat Important	retrieval of files from filing cabinets at various heights
Kneeling: Bending legs at knee to come to a rest on knee or knees.	5--Daily	1--Somewhat Important	retrieval of files from filing cabinets at various heights
Crouching: Bending the body downward and forward by bending leg and spine.	5--Daily	1--Somewhat Important	retrieval of files from filing cabinets at various

			heights
Crawling: Moving about on hands and knees or hands and feet.	0--Never	0--Not Important	
Reaching: Extending hand(s) and arm(s) in any direction.	5--Daily	Select	retrieval of files from filing cabinets at various heights
Standing: Particularly for sustained periods of time.	4--Weekly	1--Somewhat Important	making copies, putting books and booklets together
Walking: Moving about on foot to accomplish tasks, particularly for long distances.	5--Daily	2--Very Important	retrieval of files in different rooms, attending meetings in a variety of locations, setting up for City Council
Pushing: Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.	4--Weekly	1--Somewhat Important	retrieval and storage of files and equipment
Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.	4--Weekly	1--Somewhat Important	retrieval and storage of files and equipment
Fingering: Picking, pinching, typing or otherwise working, primarily with fingers rather than with the whole hand or arm as in handling.	5--Daily	3--Extremely Important	using computer, phone, calculator and copy machine
Grasping: Applying pressure to an object with the fingers or palm.	5--Daily	2--Very Important	compiling papers, collating, compiling information in a book form, controlling av equipment with touchscreen
Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. This factor is important if it occurs to be a considerable degree and requires the substantial use of the upper extremities and back muscles.	3--Monthly	1--Somewhat Important	storing equipment and materials
Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching the skin, particularly that of fingertips.	4--Weekly	3--Extremely Important	controlling av equipment via a touchscreen and

			communicating and scheduling with handheld devices
Talking: Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.	5--Daily	3--Extremely Important	communication via phone and in person, to exchange ideas and information
Hearing: Perceiving the nature of sounds with no less than a 4db loss @ 500 Hz, 1,000 Hz and 2,000 Hz with or without correction. Ability to receive detailed information through oral communication, and to make fine discriminations in sound, such as when making fine adjustments on machined parts.	5--Daily	3--Extremely Important	communication via phone and in person, to exchange ideas and information, recording city council proceedings for permanent record
Seeing: The ability to perceive the nature of objects by the eye. Seeing is important for hazardous jobs where defective seeing would result in injury and also jobs where special and minute accuracy, inspecting and sorting exist. A high degree of visual efficiency, placing intense and continuous demands on the eyes by moving machinery and other objects are also considered important. Other important factors of seeing are acuity (near and far), depth perception (three dimensional vision), accommodation (adjustment of lens of eye to bring an object into sharp focus), field of vision (area that can be seen up and down or to the right or left while eyes are fixed on a given point) and color vision (ability to identify and distinguish colors).	5--Daily	3--Extremely Important	using computer, coordinating City Council meetings, recording proceedings, communicating with others, using computer and reading and writing reports
Repetitive Motions: Substantial repetitive movements (motions) of the wrists, hands, and/or fingers.	5--Daily	3--Extremely Important	typing on computer keyboard
Sedentary Work: Exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.	5--Daily	3--Extremely Important	answering phone, working on computer, writing and producing reports, compiling information
Light Work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the	5--Daily	3--Extremely Important	compiling, collating and producing information in book form

worker sits most of the time, the job is rated for Light Work.			retrieving files and storing files and equipment.
Medium Work: Exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.	2--Quarterly	1--Somewhat Important	storing and retrieving equipment
Heavy Work: Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.	0--Never	Select	
Very Heavy Work: Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.	0--Never	Select	

2. WORKING CONDITIONS.

The working conditions section helps us to understand the physical environment you are subjected to while performing your job duties. This section does not apply to conditions like an old office building but only those factors that have to do with the job itself. In this section, please place an X by the condition that applies and one under the frequency that is most appropriate. The condition should be unique to your job and not generally applicable to all employees with the organization. **Please note, there is a choice for "Does Not Apply," if most of your work is in an office setting.**

☒ **Does Not Apply**

Condition	Less than 25% of the time	25-50% of the time	More than 50% of the time
Hazardous physical conditions (mechanical parts, electrical currents, vibration, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Atmospheric Conditions (fumes, odors, dusts, gases, poor ventilation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous materials (chemicals, blood and other body fluids, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extreme temperatures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work space restricts movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intense noise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental (disruptive people, imminent danger, threatening environment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V: EMPLOYEE, SUPERVISOR, AND DEPARTMENT HEAD SIGNATURES

ADDITIONAL COMMENTS

Are there any additional comments you would like to make to be sure you have described your job adequately? (Use additional sheets if necessary).

EMPLOYEE CERTIFICATION

I certify that the above statements and responses are accurate and complete to the best of my knowledge.

Signed: Stephanie Yun Date: 12/24/08

TO BE COMPLETED BY THE IMMEDIATE SUPERVISOR AND DEPT. HEAD

This section is to be used by the Supervisor to note any additional comments, additional duties or disagreements with any section of the questionnaire. The Supervisor should not change anything written by the individual filling out the questionnaire nor should they address any performance issues. Please remember that this questionnaire is intended solely for the purpose of accurately describing the job in question. Supervisors, please review the entire JAQ for completeness and accuracy. If there are sections that are not complete or are incorrect, please fill in the blanks when you review the questionnaire with the incumbent. If you disagree with any information provided or believe some information is missing, indicate below the question number and your comments. **Please note the form should have all three signatures to ensure all have read the questionnaire.**

Question No.	Comments

Please check the appropriate statement:

- ☒ I agree with the incumbents' position questionnaire as written.
- ☐ The above modifications have been discussed with the incumbent, and the incumbent agrees with these modifications.
- ☐ The above modifications have been discussed with the incumbent, and the incumbent disagrees with these modifications.

I have noted the modifications made by my supervisor in the Comments Section above.

Employee Signature: _____ Date: _____

Supervisor
Signature: _____ Date: _____

Department Head
Signature: _____ Date: 12/24/08

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE. AFTER YOU OR YOUR GROUP HAS COMPLETED YOUR PORTION OF THE QUESTIONNAIRE, PLEASE SUBMIT THE QUESTIONNAIRE TO YOUR SUPERVISOR FOR REVIEW, SIGNATURE, AND COMMENT. YOUR SUPERVISOR WILL SUBMIT THE COMPLETED QUESTIONNAIRE TO YOUR DEPARTMENT HEAD.

1. Inside the organization continued:

Title of Person or Dept.	How Often	For What Purpose
Board and Commission Members	Weekly	Coordinate activities and provide information
Professional, Technical and Clerical Staff	Daily	Coordinate activities and projects