

# 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:** Information Systems

**Department:** Administration

## For Individual Questionnaires Only:

**Employee Name:** Finlayson James A  
(Last) (First) (Middle Initial)

**Current Classification Title:** Information Systems Manager

**Division** Information Systems **Department** Administration

**Total Length of Time with organization** 2 Years 8 months

**Total Length of Time in Current Position** 2 Years 8 months

**Assigned Hours/Week:; from** 8 **to** 5 **Assigned Days/Week** 5

**Email:** jimf@gjcity.org **Work Phone:** 970-244-1525

### Immediate Supervisor:

### Immediate supervisor reports to:

**Name:** Rich Englehart **Name:** Laurie Kadrich

**Title:** Deputy City Manager **Title:** City Manager

**Work Phone** 970-244-1502 **Work Phone:** 970-244-1501

**E-mail:** riche@gjcity.org **E-mail:** lauriek@gjcity.org

## **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.

Provides technology vision and leadership to the organization by developing and implementing communications and information technology (IT) initiatives and plans that improve the organizations effectiveness. Integrates computers and IT into the business functions, for ongoing operations, and for the planning and implementation of the organization's strategies. Directs, manages, supervises, and coordinates all activities and operations of the Information Systems Division.

## 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.	23
<input type="checkbox"/>	I evaluate and sign performance reviews of part-time, temporary or contract employees.	
<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).	City Wide
<input checked="" type="checkbox"/>	I make work assignments for others.	23
<input checked="" type="checkbox"/>	I make hiring and hiring pay recommendations.	23
<input checked="" type="checkbox"/>	I make hiring and hiring pay decisions.	23
<input checked="" type="checkbox"/>	I recommend termination for poor performance.	23
<input checked="" type="checkbox"/>	I provide advice to peers that they must consider carefully before making a decision.	City Wide
<input checked="" type="checkbox"/>	I provide information to supervisors/management that they use in making a decision.	All Managers

- 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

City Clerk
Human Resources Manager
Financial Operations Manager

### YOUR DIRECT REPORTS' JOB TITLES

Sr. Administrative Assistant
GIS Supervisor
Systems Support Supervisor
Systems Analyst Supervisor

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

☒ Full Time 23      ☐ 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		
AIM Group	Monthly	Provide periodic information on major IT projects, expenditure plans, fee schedules, etc.
Department Heads	Monthly	Provide input on technologies being considered for their departments. Recommend technologies, procedures and purchases.
City Council	Monthly	Present recommendations to purchase major new technology. Provide support for technology initiatives and recommend solutions.
Peers	Daily	Provide input on technologies being considered for their divisions. Recommend technologies, procedures and purchases.
Subordinates	Daily	Provide work direction and project oversight. Provide input and technical direction for major technology initiatives.
Purchasing	Weekly	Approve Division purchases

**2. Outside your organization:**

Title of Person or Organization	How Often	For What Purpose
Ex: Vendors, Gen. Public		
Vendors	Daily	Discuss new technologies, pricing, schedules, etc.
Colorado Government Association of IT Professionals	Monthly	Discuss common technology issues and opportunities. Share solutions and answer questions.
Mesa County IT	Weekly	Discuss common technology issues and opportunities. Share solutions and answer questions.
General Public	Weekly	Address technology questions and requests.

**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
<b>EXAMPLES:</b>			
<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 (Not to exceed 100%)
1	Provide technology vision and leadership to the organization by developing and implementing communications and IT initiatives and plans. Serve as the catalyst for new systems development	Technology selection, What is the value of the technology to the organization. Which technology should be implemented first, second, or not at all. Resource Allocation, Scheduling, Purchasing	Quarterly	5
2	Provide strategic, tactical and project planning for the development, evaluation, and coordination of the communications and information technology systems	Priority Setting, Resource Allocation, Scheduling, Expenditure Approval	Weekly	15
3	Manage and participate in the development and implementation of goals, objectives, policies and priorities for technology programs; recommend and administer policies and procedures.	Goal Selection, Objective Setting, Policy Selection, Value Judgement, Policy	Monthly	5
4	Plan, direct, coordinate and review the work plans for information systems staff; assign work activities and projects; review and evaluate work products, methods and procedures; meet with staff to identify and resolve problems.	Technical assessment, priority setting, policy interpretation, scheduling, personnel capability and capacity assessment	Daily	40

5	Select, train, motivate and evaluate information systems personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.	Hiring, policy interpretation, technical assessment, priority setting, value judgement	Daily	10
6	Oversee and participate in the development and administration of the division's annual budget	Priority setting. What to purchase. What purchases to delay to cover unexpected needs. Low price vs. best value.	Weekly	5
7	Serve as the liaison for the Information Systems Division with other divisions, departments and outside agencies; negotiate and resolve sensitive and controversial issues.	Reasonableness and feasibility of proposed projects. Policy interpretation	Weekly	10
8	Attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of information technology program development and implementation.	Technology Selection, Determine which information sources to utilize	Monthly	5
9	Manage contracts with vendors and contractors	Contract value. Low price vs. best value. Acceptance of performance. Capability of competing contractors.	Monthly	5
10			Select	
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
1,2,4,7,9	Project Management skills, including task development, prioritization, scheduling, resource loading, monitoring and performance management in a technology environment
3,4,5,8	Supervisory skills, including interviewing, evaluating, motivating, and disciplining. Knowledge of labor laws.
1,3,4,7	Data analysis and systems analysis skills
1,3,4,6,7,9	Knowledge of business processes and management, including contract administration, budget development and management, charging practices, and basic fund accounting
1,2,3,4	Knowledge of technology operations, security, administration, and management
1,2,8	Knowledge of current and evolving trends in information technology.
1,2,3,4	General knowledge of computer programming, network administration, and computer science theory, standards, principles and practices.
1,2,3,4	Knowledge of the principles and concepts of local and wide area network technology.
2,3,4,5,7	Knowledge of system development and implementation methodologies
1,3,7,9	Knowledge of pertinent Federal, State, and local laws, codes and regulations related to information and technology management.
2,3,4,7	Group Facilitation skills

### **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:

<b>You Have</b>	<b>You Need</b>	
<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 type="checkbox"/>	<input type="checkbox"/>	Up to one year of specialized or technical training beyond high school

- ☐ ☐ Associate degree (A.S., A.A.) or two-year technical certificate  
☒ ☒ Bachelor's degree  
 Other (explain):  
☒ ☒ I am a Certified Public Accountant (for this position, generally a masters degree or some advanced certification is preferred.)

**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**

<b><u>You Have</u></b>	<b><u>Your Time</u></b>	<b><u>You Need</u></b>	<b><u>Minimum Time Required</u></b>
Systems Analysis and Project Mangement	10	years Information Systems Administration and Project Management	4 years
IT Management	10	years IT Management	8 years
Accounting and Business Management	5	years	years

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

Computer Science, Information Systems Management, or related field

**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.

Valid Drivers License



**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/Workstation/Laptop/Server	Daily/4Hours

**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. Software, Hardware, and Network purchases. I have approval authority for up to \$10,000 and recommend purchases that cost millions of dollars. I am almost always involved in the procurement process for IT systems that will result in a significant expenditure of funds and often lead that process. Most purchases that I am involved with require that I understand the technology involved, the current state of the industry, the laws governing the technology or the purchase, and the budget implications of the purchase.
  - 2. On a daily basis, I evaluate the priority of IT requests from the various organizations we support. Emergency situations (24x7), such as a power failure, critical server failure or a network failure require the immediate allocation of resources. Non emergency situation have to be evaluated against the impact to current work in progress and the impact to the organization of delaying the support. These types of decisions require a technical understanding of the problem, project management skills, supervisory skills, and an ability to communicate with the requesting organization. At times, the decision may not be what the requesting organization wants to hear.

3. On a weekly basis, I am involved in project management discussions where technical and business operation problems related to an IT system are analyzed and alternative solutions identified and evaluated. At the point I become involved in these decision making sessions, the potential impact of the problem on the project or the operations of the affected organization are often significant. Using interpersonal and facilitation skills, I draw the information about the problem from the participants in the discussion, as well as potential solutions. Utilizing my technical background and prior experience in similar situations, I lead the group through an evaluation of the pros and cons of each option and try to reach a group consensus. After all of the input is considered, I either affirm the group consensus or make the final decision based on a value judgement of the technical and business impacts to the organization.

## **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

<b>Physical Activity</b>	<b>Frequency</b>	<b>Importance</b>	<b>Duties</b>
<b>Climbing:</b> 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.	0--Never	0--Not Important	
<b>Balancing:</b> 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.	0--Never	0--Not Important	
<b>Stooping:</b> 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.	0--Never	0--Not Important	
<b>Kneeling:</b> Bending legs at knee to come to a rest on knee or knees.	0--Never	0--Not Important	
<b>Crouching:</b> Bending the body downward and forward by bending leg and spine.	0--Never	0--Not Important	
<b>Crawling:</b> Moving about on hands and knees or hands and feet.	0--Never	0--Not Important	
<b>Reaching:</b> Extending hand(s) and arm(s) in any direction.	4--Weekly	0--Not Important	
<b>Standing:</b> Particularly for sustained periods of time.	5--Daily	1--Somewhat Important	All
<b>Walking:</b> Moving about on foot to accomplish tasks, particularly for long distances.	5--Daily	1--Somewhat Important	All
<b>Pushing:</b> Using upper extremities to press against something with steady force in order to thrust	0--Never	0--Not Important	

forward, downward or outward.			
<b>Pulling:</b> Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.	0--Never	0--Not Important	
<b>Fingering:</b> Picking, pinching, typing or otherwise working, primarily with fingers rather than with the whole hand or arm as in handling.	5--Daily	2--Very Important	All
<b>Grasping:</b> Applying pressure to an object with the fingers or palm.	5--Daily	1--Somewhat Important	All
<b>Lifting:</b> 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.	1--Annually	0--Not Important	
<b>Feeling:</b> Perceiving attributes of objects, such as size, shape, temperature or texture by touching the skin, particularly that of fingertips.	2--Quarterly	0--Not Important	
<b>Talking:</b> 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	All
<b>Hearing:</b> 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	All
<b>Seeing:</b> 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	All
<b>Repetitive Motions:</b> Substantial repetitive movements (motions) of the wrists, hands, and/or fingers.	5--Daily	2--Very Important	All
<b>Sedentary Work:</b> 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	All
<b>Light Work:</b> 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	3--Monthly	0--Not Important	4

and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for Light Work.			
<b>Medium Work:</b> 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.	1--Annually	0--Not Important	4
<b>Heavy Work:</b> 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	0--Not Important	
<b>Very Heavy Work:</b> 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	0--Not Important	

## 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 checked="" 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: \_\_\_\_\_

Date: \_\_\_\_\_

**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: 1/8/09

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.