

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: Solid Waste & Streets

Department: Utilities & Street Systems

For Individual Questionnaires Only:

Employee Name: Starr Darren W
(Last) (First) (Middle Initial)

Current Classification Title: Solid Waste & Streets Manager

Division Solid Waste & Streets **Department** Utilities & Street Systems

Total Length of Time with organization 24 Years 9 months

Total Length of Time in Current Position 19 Years 9 months

Assigned Hours/Week:: from 6:30 t o 4:30 **Assigned Days/Week** 5

Email: darrens@gjcity.org **Work Phone:** (970) 244-1493

Immediate Supervisor:

Immediate supervisor reports to:

Name: Terry Franklin **Name:** Greg Trainor

Title: Deputy Director **Title:** Director

Work Phone 244-1495 **Work Phone:** 244-1564

E-mail: terryf@gjcity.org **E-mail:** gregt@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.

I'm responsible for managing the Street Maintenance, Storm Water, Street Cleaning, Solid Waste (enterprise fund), Recycling, and Weeds. Total budget is over 8.3 million and 53.5 employees. I have 120 pieces of equipment with value of over 7 million. Programs include trash removal (Residential, commercial), Recycling, Street maintenance (patching, crack fill, chip seal, snow removal, leaf removal, spring cleanup, and street sweeping), Storm Water (inspection, illicit discharge, regulation, detention, and flooding) Weed abatement (City property and ROW).

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.	39.5
<input checked="" type="checkbox"/>	I evaluate and sign performance reviews of part-time, temporary or contract employees.	14
<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).	53.5
<input checked="" type="checkbox"/>	I make work assignments for others.	53.5
<input checked="" type="checkbox"/>	I make hiring and hiring pay recommendations.	53.5
<input checked="" type="checkbox"/>	I make hiring and hiring pay decisions.	53.5
<input checked="" type="checkbox"/>	I recommend termination for poor performance.	53.5
<input checked="" type="checkbox"/>	I provide advice to peers that they must consider carefully before making a decision.	53.5
<input checked="" type="checkbox"/>	I provide information to supervisors/management that they use in making a decision.	53.5

- 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

Wastewater Services Manager
Water Services Manager
Facilities Manager
Laboratory Manager
Environmental Compliance Coordinator

YOUR DIRECT REPORTS' JOB TITLES

Administrative Assistant
Streets Support Tech
Supervisor Streets
Supervisor Storm Water
Supervisor Solid Waste

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

☒ Full Time 39.5

☐ Part-Time

☒ Seasonal/Temp 14

☐ Volunteer

☒ Contract 1-12 employees

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		
See Attachment		

2. Outside your organization:

Title of Person or Organization	How Often	For What Purpose
Ex: Vendors, Gen. Public		
Mesa County	Monthly	Work coordination
CDOT	Monthly	Work coordination
Developers	Monthly	Projects
Contractors	Monthly	Projects
SCHOOL DIST 51	MONTHLY	MANY COMMON PROBLEMS
PRIVATE TRASH HAULERS	MONTHLY	Competition for customers

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.

2-c,1		
Customer Service Supervisor	Weekly	Billing and customer service
Accounting Supervisor	Weekly	AP,AR, accounting
Risk Manager	Weekly	Safety, accidents
IS Manager	Monthly	Hardware, Software, equipment
Assistant Finance Manager	Weekly	Budget
Parks Maintenance Supervisor	Weekly	Coordination of work
Neighborhood Services Manager	Monthly	Code violations
Facility Manager	Weekly	Facilities
Construction Supervisor	Weekly	Projects
Waste Water Services Manager	Weekly	Projects
Water Services Manager	Weekly	Projects
Utility Engineer	Weekly	Projects
Transportation Engineer	Monthly	Projects
Engineer Manager	Weekly	Projects
Fleet Supervisor	Weekly	Equipment maintenance
Purchasing Supervisor	Weekly	Purchase equipment
Public works and Planning Director	Weekly	Projects
Utility and Streets Director	Weekly	Boss
Deputy City Manager	Monthly	Citizen request
Construction and Development Inspectors	Weekly	Projects
Public Information Coordinator	Weekly	Public information

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 (Not to exceed 100%)
1	Direct, manage, oversee and coordinate the organizational, financial, and operational activities of the Cities Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services Division	Identify Through Long Range Planning; Equipment, Capital Improvement, Personnel, and Operational Policy Needs.	Daily	30
2	Research, develop, compile, produce and maintain complex technical reports(Crack fill program, chip seal, pot hole patching, curb and gutter repair, pavement management, timing and frequency of cleaning and maintenance of storm water inlets and pipe, Maintenance of detention basins, Inspection, and violation notice, sweeping of major arterials, collectors, and residential streets, residential, commercial refuse collection, spring clean-up, and leaf collection programs, mowing and removal of weeds and trash in ROW, and on city owned property, Contract management with private company to provide curbside and drop off collection, marketing, and sale of recyclables).	Create Complex Spreadsheets, Technical Reports	Daily	20

3	Develop, present, and monitor financial budgets for the Streets and Solid Waste Division, including Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services	Identify Short and Long Term Needs/Expenses and Prepare Recommendations /Justifications.	Daily	5
4	Interpret and enforce Federal, State, and City policies and procedures regarding Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services Division .		Daily	5
5	Participate in the development and administration of department goals, objectives and procedures for Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services Division.	Direct Long Term Changes in Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services Division	Monthly	10
6	Plan, implement, and coordinate scheduled maintenance activities on Crack fill program, chip seal, pot hole patching, curb and gutter repair, pavement management, timing and frequency of cleaning and maintenance of storm water inlets and pipe, Maintenance of detention basins, Inspection, and violation notice, sweeping of major arterials, collectors, and residential streets, residential, commercial refuse collection, spring clean-up, and leaf collection programs, mowing and removal of weeds and trash in ROW, and on city owned property, Contract management with private company to provide curbside and drop off collection, marketing, and sale of recyclables.	Prioritize maintenance activities and develop capital improvement plans.	Daily	5
7	Establish and maintain cooperative working relationships with agencies, including serving on committees, boards, and other working groups (State of Colorado, Mesa County, Local and State Health Departments, other Solid Waste Providers.	Interpret Rules and Regulations. Identify and Work Through Issues, While Maintaining Relationships.	Monthly	5

8	Develop cost-savings and or revenue producing ideas to maintain competitive rates and minimize operating costs.	Identify and Assess Which Innovative Approaches to Recommend and Implement.	Monthly	5
9	Provide technical expertise to director/deputy director of the Utilities and Street Systems, City Council, and other City Departments in the area of Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling systems. Propose new and/or revised ordinances in the Code of Ordinances for the City regarding departmental policies.	Prepare Reports, Participate in Meetings, Provide Presentations.	Monthly	5
10	Interview and select staff, provide or coordinate staff training, provide coaching, conduct performance evaluations, and implement disciplinary actions as necessary. Develop, implement, and oversee Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services Division policies and procedures.	Make Staffing and Training Decisions. Make Performance Evaluation Decisions and Provide Performance Improvement Coaching.	Monthly	5
11	Research, analyze and evaluate new service delivery methods and techniques for Street Maintenance, Storm Water Maintenance, Street Cleaning, Solid Waste, Weed Abatement, and Recycling Services Division.		Quarterly	5
12			Daily	
13			Daily	
14			Quarterly	
15			Daily	
16			Daily	
17			Daily	
18			Daily	
19			Daily	

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	Knowledge of street maintenance including modern techniques and equipment for patching, crack fill, chip seal, snow removal, leaf removal, spring cleanup
2	Knowledge of Storm Water maintenance including modern techniques and equipment for Storm Water inspections, illicit discharges, regulation (Federal, state and local), detention areas, and flooding
3	Knowledge of Street Cleaning equipment, routing and maintenance
4	Knowledge of Solid Waste removal practices (commercial and residential), equipment, proper disposal, and customer service
5	Knowledge of local weed abatement policies
6	Knowledge of current recycling collection, processing, and marketing techniques that you may utilize
1,2,3,4,5,6	Operations and activities of municipal solid waste, street, and storm water.
1,2,3,4,5,6	Management practices as applied to the analysis and evaluation of programs.
1,2,3,4,5,6	Principles of capitol improvement project engineering and construction.
1,2,3,4,5,6	Methods, materials, techniques, and equipment used in the construction, operation and maintenance of storm water, streets and solid waste systems.
1,2,3,4,5,6	Operational characteristics of equipment and systems of assigned areas.
1,2,3,4,5,6	Advanced principles and practices of municipal budget preparation , administration and long range financial planning.
1,2,3,4,5,6	Recent developments, current literature and information related to solid waste, street, and storm water systems operations.
1,2,3,4,5,6	Pertinent Federal, State and local laws, codes and regulations.
1,2,3,4,5,6	Principles and practices of leadership.

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 type="checkbox"/>	<input 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): Bachelor's degree or 3-5 years of training and experience.

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>	
Enterprise fund managment	20	years	Enterprise fund managment	3	years
Govermental Accounting	25	years	Govermental Accounting	1	years
Managing employees and diverse task	20	years	Managing employees and diverse task	5	years

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

Accounting, Public Administration, Specialized in areas managed

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
1,2,3,4,5,6	Computer, printer, copier, scanner, fax, and phone	Everyday

- 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. Time management and prioritization of work, budget, expenditures, and rate setting
 - 2. Handling customer complaints and request for service
 - 3. Hiring, Firing, and discipline of employees

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.	1--Annually	0--Not Important	All
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	0--Not Important	All
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.	1--Annually	0--Not Important	All
Kneeling: Bending legs at knee to come to a rest on knee or knees.	1--Annually	0--Not Important	All
Crouching: Bending the body downward and forward by bending leg and spine.	1--Annually	0--Not Important	All
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.	1--Annually	0--Not Important	All
Standing: Particularly for sustained periods of time.	0--Never	0--Not Important	
Walking: Moving about on foot to accomplish tasks, particularly for long distances.	1--Annually	1--Somewhat Important	All
Pushing: Using upper extremities to press against something with steady force in order to thrust	1--Annually	0--Not Important	All

forward, downward or outward.			
Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.	1--Annually	0--Not Important	All
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	All
Grasping: Applying pressure to an object with the fingers or palm.	1--Annually	0--Not Important	All
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.	1--Annually	0--Not Important	All
Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching the skin, particularly that of fingertips.	0--Never	0--Not Important	
Talking: Expressing or exchanging ideas by means of the spoken work. 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
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	All
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	All
Repetitive Motions: Substantial repetitive movements (motions) of the wrists, hands, and/or fingers.	5--Daily	3--Extremely Important	All
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	All
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	2--Quarterly	1--Somewhat Important	All

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.			
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.	0--Never	0--Not Important	
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	0--Not Important	
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	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 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 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. The Supervisor does not need to read the entire JAQ. Simply check the areas identified with arrows for accuracy as these are the most important in classifying the jobs. If these sections 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
Section 5 (Supplemental)	See Attached By CORIN BAINBR

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: _____

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.

Section 5: Decision making and Judgments

Decision making and judging is a *process*. Leadership is understanding the process and relationships within the department and the role that employees and customers play in successfully delivering on the day-to-day functions of the department. In addition, it is understanding how change affects the current and future delivery of street and utility system work to citizens. Three leadership questions follow that relate to this judgment process:

1. How do we as a department achieve our customer service value and how do we involve all elements of the department in this discussion?
2. How do we insure work and leadership continuity and succession within Utility and Street Systems from among all employee elements?
3. How do we arrive at and achieve future departmental goals and objectives, as community, financial, and social variables change? That is, what do our customers want and how do we deliver that to them?

