

Position Analysis Questionnaire

Position Title:

Department/Division:

Employee Name:

Supervisor's Name and Title:

- 1. POSITION SUMMARY:** Give a one or two sentence summary of the primary purpose for your position. (Example: *The Sr. Accountant is responsible for the reconciliation of accounts payable, payroll, and maintenance of financial records*).

2. ESSENTIAL FUNCTIONS:

Primary Responsibilities: List the most frequently performed and/or most important (essential) functions of your job.

Secondary Responsibilities: List those responsibilities that are performed, but are not critical to the primary function of the position.

3. EDUCATION AND BASIC KNOWLEDGE: What is the minimum level of Education and/or specialized training needed to fill the position/vacancy?

_____ High School diploma; or equivalent

_____ 2 Year Degree (Associates); or equivalent

_____ 4 Year Degree (Bachelors); or equivalent

_____ Master's Degree; or equivalent

_____ Doctoral Degree; or equivalent

4. EXPERIENCE: How many years of related work experience is needed to fill the position/vacancy?

_____ Up to 1 Year

_____ 1 to 3 Years

_____ 3 to 5 Years

_____ 5 to 7 Years

_____ 7 to 10 Years

_____ More than 10 Years

4a. What special licenses are required at the time of hire (Example: Commercial Drivers License, Professional or Clerical License, CPR Certification)?

4b. What special knowledge, skill, and/or ability do you feel is required to perform the job:

5. **ACCOUNTABILITY:** (The degree to which the employee is responsible for preventing errors and the magnitude of those potential errors.) Which of the following may result if a person in this position made an error or omission?

_____ Missed deadlines

_____ Adverse public relations

_____ Monetary loss

_____ Legal repercussions

_____ Labor/material costs

_____ Personal injury

_____ Jeopardize programs

_____ Danger to public health/safety

_____ Other (Please specify):

6. **JUDGEMENT** (The degree to which independent judgment and/or the application of professional knowledge and experience is required, and the extent to which guidelines or established procedures is adhered to). Check the definition that best applies to the position:

_____ Well-defined or detailed rules, instructions, and procedures cover all aspects of work. Judgment involves choosing the appropriate practices, procedures, regulations, or guidelines to apply in each case.

_____ Numerous standardized practices, procedures, or general instructions govern the work and in some cases, may require additional interpretation. Judgment is needed to locate, select, and apply the most pertinent practice, procedure, regulation, or guideline.

_____ Work requires examining, analyzing and evaluating facts and circumstances surrounding individual problems, situations or transactions, and determining actions to be taken within the limits of standard or accepted practices. Guidelines include a large body of policies, practices, and precedents, which may be complex or conflicting, at times. Judgment is used in analyzing specific situations to determine appropriate actions.

_____ Work is performed based on administrative or organizational policies, general principals, legislation, or directives that pertain to a specific department or functional area. Extensive judgment and ingenuity are required to develop new or adapt existing methods and approaches for accomplishing objectives or to deal with new or unusual requirements within the limits of the guidelines or policies. The employee is recognized as the department or functional area's authority in interpreting the guidelines, in determining how they should be applied and in developing operating policies.

_____ Same as above, but must be able to direct the overall activity of the organization by accepting responsibility while exercising authority for planning, operation, and oversights.

7. **COMPLEXITY** (The degree to which the duties are complicated or involved. Jobs are made more complex by the range and variety of assignments or duties and the availability of specific guidelines for performing the work.) Check the definition that best applies to this position:

_____ Work consists of simple, routine, or repetitive tasks and/or operations with few variations in established procedures.

_____ Work consists of a variety of duties that generally follow standardized practices, procedures, regulations, or guidelines. The sequence of work and/or the procedures followed vary according to the nature of the transaction and/or the information involved, or sought, in a particular situation.

_____ Work consists of the practical application of a variety of concepts, practices, and specialized techniques relating to a professional or technical field. Assignments typically involve evaluation and interpretation of factors, conditions or unusual circumstances; inspecting, testing or evaluating compliance with established standards or criteria; gathering, analyzing and evaluating facts or data using specialized fact finding techniques; or determining the methods to accomplish the work.

_____ Work consists of employing many different concepts, theories, principles, techniques, and practices relating to an administrative field. Assignments typically concern such matters as studying trends in the field for application to the work; assessing services and recommending improvements; planning long range projects; devising new techniques for application to the work, recommending policies, standards or criteria.

_____ Work consists of managerial functions and processes such as planning, organizing, controlling, coordinating, evaluating, and integrating activities and programs for more than one major department within the organization.

8. **SUPERVISION REQUIRED** (The degree to which an employee's immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work, and handles exceptional cases.) Check the definition that best applies to this position:

- _____ Clear, detailed and specific instructions govern the work or are explained with each assignment. Questionable situations are referred to the supervisor. The supervisor reviews the work in progress or upon completion.
- _____ Employee is familiar with the work routine and uses initiative in carrying out recurring assignments independently with specific instruction. The supervisor provides instruction for new or unusual assignments. Unusual situations are referred to the supervisor for advice and further instructions. Supervisor reviews work to remain aware of progress, work methods, and technical accuracy. In many cases, the work is self-checking, for example, requiring accounts to balance before proceeding.
- _____ Employee plans, prioritizes, and carries out the regular work in accordance with standard practices and previous training. The employee interprets instructions and/or adapts methods to resolve particular problems. Instructions for new assignments usually consist of statements of desired objectives, deadlines, and priorities. Technical and policy problems or changes in procedures are discussed with supervisor. Work is generally reviewed only for technical adequacy, appropriateness of actions or decisions, and conformance with policy, or other requirements.
- _____ Employee works from organizational policies and objectives, establishing short-range plans and objectives, personal performance standards, and assumes direct accountability for department results. Employee consults with supervisor only where clarification, interpretation, or exception to organizational policy may be required. The employee exercises control in the development of departmental policies, goals, objectives, and budgets. The employee is also expected to resolve all conflicts that arise and coordinate with others as necessary.
- _____ Same as above, but supervisory controls are over a major division of the organization. Employees at this level are expected to exercise whatever means are necessary to resolve conflicts that cannot be addressed at the departmental level.
- _____ Employee works under policy direction, exercises authority over total operations of the organization in conformance with general directives and objectives set forth by the governing body. Seeks counsel of governing body only on matters of policy adjustment or where required by law.

9. **NATURE AND PURPOSE OF PERSONAL CONTACTS** (Interpersonal skills required in work relationships and their importance to the success of the work.)
Please check the definition that best applies to your position:

_____ The majority of interactions are with internal co-workers and require ordinary courtesy and tact. Employee interacts with co-workers to give and receive information regarding work. Contacts with the public may be required on an occasional basis.

_____ Position interacts with co-workers, the public and external contacts such as vendors, bankers, attorneys, or other professionals to explain or interpret procedures or guidelines, plan or coordinate work, or resolve problems. More than ordinary courtesy, tact and diplomacy may be required to resolve complaints or deal with hostile or uncooperative persons. Employee may furnish news media with routine information such as meeting agendas or departmental procedures.

_____ Position has constant interaction with co-workers, the general public, groups, and/or individuals such as civic leaders, peers from other organizations, representatives of professional organizations, and the news media. The employee serves as a recognized authority of the organization in matters of considerable importance, including departmental practices, procedures, regulations, or guidelines. May be required to discuss controversial matters where tact is required to avoid friction and obtain cooperation.

_____ Position has constant interaction with co-workers, the public and with groups and/or individuals who have conflicting opinions or objectives, diverse points of view or differences where skillful negotiating and achieving compromise is required to secure support, concurrence and acceptance or compliance; OR one-on-one relationships with a person who may be under severe stress, where gaining a high degree of persuasion may be required to obtain the desired effect. The employee may represent to the public a functional area of the organization on matters of procedures or policy where perceptiveness is required to analyze circumstances in order to act appropriately.

_____ Position has constant interaction with local, state, and federal government officials, community leaders and any other individuals to protect and promote the organization's overall interest. Employees must possess a high degree of diplomacy and judgment and must be able to work effectively with, and influence, all types of persons. Duties require a well-developed sense of strategy and timing in representing the organization effectively in critical and important situations that may influence the well being of the organization.

10. **WORK ENVIRONMENT** (The physical environment and psychological conditions under which the job must be done). Check all that apply:

_____ General office environment

_____ Outdoor work

_____ Confined spaces/high places

_____ Toxins or fumes

_____ Equipment/machinery

_____ Traffic

_____ Electricity

_____ Explosive materials

_____ Radiation

_____ Biohazards

_____ Loud noises

_____ High level of emotional stress

_____ Risk of personal injury

_____ Other (please explain)

11. **PHYSICAL DEMANDS** (The degree of physical effort required in the performance of job duties). Check the definition that best applies to this position.

_____ Little or no physical demands required to perform the work. Lifts up to 30 lbs.

_____ Work requires some agility and physical strength, such as moving in, about construction sites, or over rough terrain, or standing or walking most of the work period. Frequently lifts up to 60 lbs.

_____ Work requires moderate intermittent physical strength and effort daily. Work includes lifting and loading heavy objects (up to 100 lbs.), pulling, pushing, standing or walking for the full work day may also be involved. Driving in adverse weather and troublesome road conditions may be required.

_____ Work involves frequent and recurring assignments requiring strenuous effort and endurance or quick reflexes to perform the work, such as lifting and carrying on a continuous basis for extended periods of time, or regular travel on foot or bicycle over rough terrain or barriers, or the potential need to subdue or restrain violent persons or animals.

12. **MOTOR SKILLS** (The degree to which the job requires motor coordination and the coordination of manual dexterity with mental and/or visual attention). Check the definition that best applies to this position:

_____ Duties require minimal motor skills for activities such as moving objects, operating a switchboard, computer and/or most other office equipment, typing and/or word processing, filing, sorting, working with hand tools such as a hammer, screw driver or shovel.

_____ Duties may involve assignments requiring application of hand and eye coordination with finger dexterity and motor coordination. Examples include stenography, operating a Dictaphone, operating a motor vehicle, using power tools, or climbing a ladder.

_____ Duties may involve close hand and eye coordination and physical dexterity. Manipulation and motor control under conditions that may require extreme accuracy may be critical. The manual skills required are comparable to those which might be needed in making repairs to delicate electronic instruments or complex equipment, conducting laboratory tests, performing microscopic experiments, administering injections, firing a gun, or operating Class B vehicles or safety vehicles at high speeds.

_____ Duties may involve a high degree of intense mental concentration together with hand and eye coordination and visual attention for long periods in performing activities such as operation or repair of a Class A vehicle or Class C hydraulic equipment.

13. **OCCUPATIONAL RISKS** (The relative degree of exposure to hazards which may threaten or cause injury on the job). Please check the definition that best applies to your position:

_____ Risk exposure is similar to that found in typical office settings.

_____ Duties generally do not present occupational risk with only occasional exposure to risk or stress. Minor injury could occur, however, through employee failure to properly follow safety precautions or procedure. Examples of injury include minor bruises from falls, minor cuts or burns, or minor muscular strains from lifting or carrying heavy equipment or materials.

_____ Duties regularly present potential risk of injuries from improper exposure that could result in loss of time from work. Examples of injury include burns from chemicals, steam, or fire, severe muscular strains from working with extremely heavy material, falls from heights more than three feet and illness from exposure to communicable diseases. Special safety precautions, training, or protective clothing such as gowns, coats, gloves, glasses, hats or boots may be required.

Duties may involve frequent, recurring exposure to hazardous conditions, such as working at heights more than thirty feet or with dangerous equipment or high voltage sources. Job frequently entails the possibility for serious injury or exposure to conditions that could result in total permanent disability or loss of life. For example, danger of physical attack or work at heights in excess of thirty feet during extreme weather conditions. Extreme care and safety precautions are required at all times.

14. **VISUAL DEMANDS** (Indicate how often the following visual requirements are needed in performing the primary responsibilities of this position: rarely, routinely or constantly).

Activity	Rarely	Routinely	Constantly
Reading documents for general understanding (e.g. correspondence, memos, e-mails).			
Reading documents for analytical purposes (e.g. system programs, detailed reports, and print-outs).			
Reviewing non-written materials (e.g. maps, blueprints, instrumentation for analytical purposes).			
Color vision (e.g. requiring the ability to determine color differences).			
Other.			

15. **CONFIDENTIALITY** (The discretion and integrity required by those employees with access to confidential information handled or obtained in the normal performance of duties, and in accordance with public access laws). Do you have access to any of the following?

_____ Official personnel files

_____ Collective bargaining negotiations (on behalf of the organization)

_____ Law suits

_____ Criminal records/investigations

_____ Client records

_____ Department records

_____ Other (please explain):

16. **SUPERVISION RESPONSIBILITY** (Supervisory and managerial responsibilities in terms of the degree of involvement in work planning and organization, work assignment and review, and personnel functions). Check the definition that best applies to your position:

_____ Position does not require the regular supervision of any employees.

_____ Position regularly leads other workers in accomplishing assigned work and performs non-supervisory work that is usually of the same kind and levels as is done by the group led. Provides on-the-job training for new employees.

_____ Position is accountable for the quality and quantity of work done by subordinates and assures the accomplishment of the assigned work in the prescribed manner. Plans, schedules and coordinates work operations to meet schedules, deadlines and priorities; revises work schedules to meet changes in work load or availability of manpower; makes recommendations to management regarding operational or personnel matters.

_____ Position is accountable for the direction and success of programs accomplished through others. Analyzes program objectives, determines work operations, estimates and allocates the financial and staff resources required. Prepares budget and related reports. Assists or oversees the personnel function, including or effectively recommending hiring, training, and disciplining of employees.

17. SUPERVISION EXERCISED (Level of difficulty required to supervise and manage program operations, includes staff size, diversity of functions or activities overseen, stability of work operations, and workforce dispersion.)

a. Number of employees supervised.

How many full time employees do you supervise? _____

How many part time employees do you supervise? _____

How many seasonal employees do you supervise? _____

b. Complexity of Subordinate Operations. Check the definition that best applies to this position:

_____ May provide immediate functional or technical supervision over other employees in the same department where the work of the supervised employee(s) is essentially the same as the work of the supervisor. May assume relief responsibility.

_____ Provides immediate supervision over a functional unit or section, or department with time spent assigning, checking and reviewing work that has standardized procedures. Supervisory responsibility includes direct accountability for work results. May provide input when subordinates are evaluated, disciplined, or trained by the department head. May act as the department head during temporary absences.

_____ Provides direct management or supervision of a department, including service delivery, training, evaluating, and disciplining of subordinates, and budget development and control. May provide functional supervision over a large and/or highly technical section of a major department.

_____ General supervisory responsibility for a major department, or several smaller departments, with supervisors who are responsible for supervision over individual departments including service delivery, training, evaluation and disciplining of subordinates, budget development and control. Directs and coordinates the operation of two or more major departments through subordinate supervisors who are responsible for supervision over individual departments. May assume temporary responsibility for entire organization in the chief executive or department head's absence.

_____ Directs, coordinates, plans, and organizes the overall operation of the organization in conformance with general objectives and directives established by the governing body.

c. Stability of Subordinate Operations. Check the definition that best applies to this position:

_____ Functions, programs, work processes and staff size are well established and relatively stable.

_____ Work operations are subject to substantial cyclic or seasonal fluctuations, or substantial changes in work procedures, volume, or products, which are (or can be) reasonably anticipated and planned for in advance, e.g. tax billing, elections, recreational activities, or fiscal year end.

_____ Work operations are subject to substantial changes in work procedures, activities, volume, and products. While the timing of these fluctuations can not be anticipated, the procedures to be used including added staffing through emergency hiring or contracting can be planned in advance, e.g., handling storm emergencies.

_____ Work operations are subject to frequent, abrupt, and unexpected changes in deadlines, volume of work, sudden emergencies, and goals due to uncontrollable or unpredictable circumstances, e.g., police or fire emergencies, and litigation. May have long-term, adverse impacts on the operation.

d. Workforce Dispersion: Check the definition that best applies to this position:

_____ Employees work at the same location and the same work shift, a few may be dispersed.

_____ Large numbers of employees are physically separated from their supervisor for a substantial portion of the time due to multiple shifts or concurrent work.

_____ Substantial numbers of employees are dispersed to many widely separated locations on a continuing basis.

18. COMPENSATION SCHEDULE. Please answer the following:

a. Are you paid on an hourly _____ or salary _____ basis?

b. How many hours do you normally work in a week? _____

c. Are you eligible for overtime? Yes _____ No _____

d. What is your overtime rate of pay (time and a half, double time)? _____

19. ADDITIONAL COMMENTS

Please provide any additional information pertaining to the position that you feel is important regarding the classification of the position. The information provided in this questionnaire will be used to write a detailed job description. It is important that the information provided is accurate and reflects your position, as it exists today.

Thank you for your time and cooperation, please sign your name, and date, below and give the questionnaire to your department head for their review and comment.

a. Employee's Additional Comments:

Employee Signature _____ Date: _____

b. Supervisor's Additional Comments:

Supervisor Signature: _____ Date: _____