

## Position Analysis Questionnaire

**Employee Title:**

**Department/Division:**

**Date Appointed to Position:**

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**Employee Name:**

**Supervisor's Name and Title:**

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- 1. STATEMENT OF DUTIES:** Give a one or two sentence summary of the primary purpose for your POSITION. (Example: The Town Accountant provides administrative, supervisory work with responsibility for maintaining the Town's financial records and overseeing and monitoring the expenditures of Town funds in accordance with applicable local, State, and federal laws and regulations).

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**2. ESSENTIAL FUNCTIONS:**

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

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**B. Secondary Responsibilities:** List those responsibilities that are performed occasionally, but are not critical to the primary function of the Position.

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**3. EDUCATION AND BASIC KNOWLEDGE:** What is the minimum level of Education and/or specialized training needed to fill the position?  
(Check the minimum level that is required)

\_\_\_\_\_ High School diploma (apprentice level of trade knowledge); or equivalent

\_\_\_\_\_ 2 Year Degree (Associates or Journeyman's level of trade knowledge); or equivalent

\_\_\_\_\_ 4 Year Degree (Bachelors or Master Craftsman level of trade knowledge); or equivalent

\_\_\_\_\_ Master's Degree; or equivalent

\_\_\_\_\_ Doctoral Degree; or equivalent

**4. EXPERIENCE:** How many years of related work experience are needed to perform this job? Also indicate the number of years and what types of experience are needed to perform this job

\_\_\_\_\_ 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: Drivers License)?

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



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**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):

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**6. JUDGMENT:** (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 are adhered to). Check one of the following definitions that best apply based on the primary duties of this 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 the employee to examine, analyze, and evaluate 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 conflicting, at times. Independent judgment is used to analyze or evaluate specific situations to determine appropriate actions.

\_\_\_\_\_ Work is performed based on administrative or municipal policies, general principles, 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 to accomplish objectives and/or to deal with new or unusual requirements within the limits of established guidelines, practices, 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 the employee is required to direct the overall activity of the municipality by accepting responsibility while exercising authority for planning, operation, and oversight of all departments.



**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 that are required to perform the primary duties of the position) Check the definition that best applies to this position:

\_\_\_\_\_ Work consists of 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 a professional or 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 municipality.



**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 as necessary.

\_\_\_\_\_ The 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.

\_\_\_\_\_ The 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.

\_\_\_\_\_ The employee works from municipal policies and state and federal regulations, establishing short and long-range goals and objectives, personal performance standards, and assumes direct accountability for department results. Employee consults with supervisor only where clarification, interpretation, or exception to municipal policy may be required. The employee is also expected to resolve all conflicts that arise and coordinate with others as necessary.

\_\_\_\_\_ Same as above, but the employee manages a major division of the municipality. 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 exercising authority over the operations of the municipality in conformance with general directives and objectives as set forth by the governing body. The employee seeks counsel of governing body on matters of policy or where required by law, regulation, or ordinance.



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**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 interaction is with internal, co-workers and town employees and requires ordinary courtesy and tact. Employee interacts with co-workers to give and receive information regarding work. Contact with the public takes place on an occasional basis.

\_\_\_\_\_ The employee interacts with co-workers, the public, and external contacts such as vendors, or contractors 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 disgruntled or uncooperative persons. The employee may furnish the public or news media with routine information such as meeting agendas or departmental operating procedures.

\_\_\_\_\_ Employee has constant interaction with co-workers, the public, groups, and/or individuals such as civic leaders, peers from other municipalities, representatives of professional groups and the news media. The employee serves as a recognized authority of the department in matters of considerable importance, including departmental practices, procedures, regulations, or guidelines. The employee is required to discuss controversial matters where tact is required in order to avoid friction and to attempt to obtain cooperation.

\_\_\_\_\_ Employee 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 municipality on matters of procedures or policy where perceptiveness is required to analyze circumstances in order to act appropriately.

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



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**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

\_\_\_\_\_ Risk of personal injury

\_\_\_\_\_ Other (please explain

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**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 essential functions of the position.

\_\_\_\_\_ Work requires some agility and physical strength, such as moving in, about construction sites, over rough terrain, or standing/ walking most of the work period.

\_\_\_\_\_ Work requires moderate intermittent physical strength and effort daily. Work includes lifting, loading, pulling, or pushing heavy objects, standing or walking for the full workday may also be involved. Driving in adverse weather and/or troublesome road conditions is 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 operating a motor vehicle, using a personal computer 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 such as 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 rates of speed.

\_\_\_\_\_ 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 the 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 a municipal office setting.

\_\_\_\_\_ Duties generally do not present occupational risk to the employee. Personal injury could occur, however, through employee failure to properly follow safety precautions or procedures. Examples of injury may include bruises from falls, cuts or muscular strains from lifting or carrying 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. Special safety precautions, training, or protective clothing such as gowns, coats, gloves, glasses, hard hats, or safety boots is required.



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\_\_\_\_\_ 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 during extreme weather conditions. Extreme care and safety precaution is required at all times.

**14. VISUAL DEMANDS:** (Indicate how often the following visual requirements are needed in performing the primary duties 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 the State Public Records law). Do you have regular access to any of the following confidential information?

\_\_\_\_\_ Official personnel files

\_\_\_\_\_ Collective bargaining negotiations (on behalf of the municipality)

\_\_\_\_\_ Law suits

\_\_\_\_\_ Criminal records/investigations

\_\_\_\_\_ Client records

\_\_\_\_\_ Department records

\_\_\_\_\_ Other (please explain):

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

\_\_\_\_\_ Employee is not required to regularly supervise any employees.

\_\_\_\_\_ Employee, as a regular part of the job, is required to lead other employees to assist them in completing their assigned work. Employee also performs non-supervisory work that is of the same kind and level as is done by the employee(s) being supervised. The employee is not responsible for taking any disciplinary action nor is the employee involved in the hiring process.

\_\_\_\_\_ Employee 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 workload or availability of manpower.

\_\_\_\_\_ Employee 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.



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**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 regularly 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:

\_\_\_\_\_ 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 temporary 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 municipality in the chief executive or department head's absence.

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



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**c. Stability of Subordinate Operations.** Check the definition that best applies:

\_\_\_\_\_ Functions, programs, work processes and staff size are well established and relatively stable throughout the year.

\_\_\_\_\_ Work operations may be 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 of the department.

**d. Workforce Dispersion:** Check the definition that best applies:

\_\_\_\_\_ Employees work at the same location and the same work shift, a few may be dispersed to other locations.

\_\_\_\_\_ 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 a hourly\_\_\_\_\_ or on a salary \_\_\_\_\_ basis?

b. What is your current annual salary? \_\_\_\_\_

c. Are you eligible for overtime? Yes \_\_\_\_\_ No\_\_\_\_\_

d. How many years have you been in your current position? \_\_\_\_\_



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**19. ADDITIONAL COMMENTS:**

Please provide any additional information pertaining to the Position that you feel is important regarding what you are required to do and the minimum qualifications required to carry out the essential functions of your 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 the essential functions and the minimum qualifications for the 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 or division head for their review and comment.

**Employee's Additional Comments:**

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**I certify that the above answers are my own and are complete and accurate.**

**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_



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**20. COMMENTS OF THE SUPERVISOR OR DEPARTMENT HEAD:**

**Supervisor's Additional Comments:**

Please add any exceptions or additions to the information that has been provided by the employee. **Please do not change any of the employee's responses.**

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**Please list any additional duties that are not listed by the employee.**

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**Supervisor Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_



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