

# City of Newport Job Analysis Questionnaire

(begins on fifth page)

copy

July 15, 1994

James Finchum  
City of Newport  
P.O. Box 370  
Newport, Tennessee 37821

Dear James,

Here's some of the information we discussed a couple of days ago. First you'll find the *City of Newport Salary Survey*. This will need some explanation.

The spreadsheet has four columns. The first is titled, *Newport Job Titles* and contains all of the positions in your workforce. However, since there are no "set" job titles for each position, in some cases I needed to change them. For example, you'll notice a "Laborer" and a "Laborer I". Since two of the laborer positions are paid substantially more than the others, and since these employees operate machinery, I titled them "Laborer I".

The second column is titled, *Newport Salary/Year*. This column represents the current yearly salary Newport pays each position. For a few positions (marked with an asterisk), there were employees paid at different rates but who were in the same job. For these I took the average salary. Thus, if the salary listed in this column does not match your records, that's probably because it is averaged. Another note - the positions of Animal Control Aide and Animal Control Director are part-time. But in order to give an accurate comparison for these positions I calculated a full-time salary (by using their current hourly rate).

The third column is titled *Survey Job Titles* and represents the job titles I used as a "match" for comparison purposes. The salary survey done by MTAS which I used in this analysis contains only a limited number of job titles, and thus there were a number of positions which did not match the titles in Newport. I had to use my best judgment (in some cases, indicated with an "N/A" marking, I could find no match). Thus, the duties of the position

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used from our salary survey may differ from the actual duties performed by a position in Newport. And it could be that this difference accounts for some of the difference in pay.

The last column is titled *Survey Salary/Year* and is the average yearly salary paid for each position by surveyed cities. Included in this average is all cities who responded to the *MTAS* survey and who are between 2,000 and 15,000 in population (for most positions, this included about 20 to 30 cities).

In summary, the analysis shows (on the bottom row titled "Average of All Applicable Positions") that current wages in Newport are slightly lower, on the whole, than the statewide average. But only slightly. In short, they are right in line with what other cities are paying.

I hope this information is what you need. If you would like me to present or discuss this with either yourself, the Mayor, or the whole Board, just let me know. Also, give me a call if you have questions or need additional analysis.

I've also enclosed the "Job Analysis Questionnaire" we will need in order to begin the process of developing job descriptions for each position. You may want to have the Mayor draft a cover letter to accompany the form.

Each employee will need to complete one of these. In this way each will have "input" into their job description. When the forms have been returned, we will begin drafting the job descriptions (by the way, we'll put them in a format which will help us comply with the *Americans With Disabilities Act*). In some cases I may need to meet with certain employees to gain a better understanding of their duties. If this is the case, I'll let you know.

Please don't hesitate to have employees call me directly if they have questions about the form or if they need assistance completing it.

Once we have a draft for each position, we'll then need to let each employee review the description for additional clarifications, additions, deletions, etc.

All of this will take some time. Especially the drafting of the descriptions themselves. Thus, we will need to keep in touch

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regarding progress. I would guess it will take about 2 months to complete the drafts.

Let me know if you have any questions about these materials. If not, I'll wait to hear from you regarding the presentation of the salary survey.

Sincerely,

Patrick Hardy  
Municipal Management Consultant

enc: *City of Newport Salary Survey*  
*City of Newport Job Analysis Questionnaire*

## City of Newport Salary Survey

NEWPORT JOB TITLES	NEWPORT SALARY/YEAR	SURVEY JOB TITLES	SURVEY SALARY/YEAR
<b>General Administration</b>			
Mayor Assist/Safety Direc	\$23,090	Adm Asst/Asst City Mgr	\$30,922
City Recorder	31,777	City Recorder	30,968
Grants Administrator	21,318	N/A	
Bookkeeper	19,526	Bookkeeper	21,354
P/R Clerk	19,526	N/A	
Secretary	14,608	Secretary I	17,349
Secretary (Admin)	19,526	Admin Sec/Exec Sec	20,865
Custodian *	13,031	N/A	
<b>Police Department</b>			
Chief of Police	32,333	Chief of Police	31,016
Assistant Chief	26,255	Assistant Chief	25,731
Major	24,868	N/A	
Investigator *	23,436	Detective	23,705
Captain *	23,191	Captain	25,717
Lieutenant	22,038	Lieutenant	23,972
Sergeant *	20,994	Sergeant	22,622
Patrolman *	20,261	Police Officer	19,771
Sec/Dispatch	20,016	Dispatch/Admin Sec	18,472
<b>Fire Department</b>			
Fire Chief	29,458	Fire Chief	29,664
Battalion Chief	22,816	Assist Chief	23,391
Captain	22,166	Captain	24,020
Inspector	22,166	N/A	
Lieutenant	20,828	Lieutenant	23,108
Driver *	20,455	Driver	21,222
Firefighter *	19,504	Firefighter	19,255
<b>Street Department</b>			
St Superintendent	25,578	Street Forman	21,975
Equipment Op *	15,371	Light Equip Op	17,016
Mechanic	19,552	Mechanic	18,781
Clerk	16,182	Clerk/Typist	16,222
Laborer I	19,004	Light Equip Op	17,016
Laborer *	15,275	Street Worker	15,785
<b>Sanitation Department</b>			
Mechanic	16,786	Mechanic	18,781
Driver	15,184	Light Equip Op	17,016
Laborer	15,184	Refuse Worker	15,437
<b>Recreation Department</b>			
Director	28,001	Director	26,031
Asst Director	22,933	N/A	
Maintenance	17,722	N/A	
Secretary	16,182	Secretary I	17,349
Security *	14,414	N/A	
Clerk	15,184	Clerk/Typist	16,222
Laborer/Custodian *	15,550	Street Worker	15,785
<b>Other Departments</b>			
Animal Control Dir **	12,979	N/A	
Animal Control Aide **	12,064	N/A	
Codes Enforcement	21,687	Building Inspec	22,443
<b>AVERAGE OF ALL APPLICABLE POSITIONS</b>			<b>\$21,484</b>

\* indicates positions with different salaries - the average salary is presented

\*\* indicates part-time positions - figures used are calculated on a full-time basis

CITY OF NEWPORT JOB ANALYSIS QUESTIONNAIRE

To the employee,

Please complete this form by answering each question. If you do not have enough space to complete one of the questions, use the back of the page. The information you provide will NOT be used to evaluate your performance or your qualifications for the position you now fill. Instead, it will be used to write a job description for your position.

If for any reason you are unable to complete the *Questionnaire*, please inform either your supervisor. Arrangements will be made to assist you. Also, feel free to contact your supervisor if you have questions regarding the *Questionnaire*.

**QUESTIONS ABOUT YOU AND THE DEFINITION OF YOUR JOB**

1. Your name \_\_\_\_\_

2. Title of your position \_\_\_\_\_  
\_\_\_\_\_

3. How long have you worked in this position? \_\_\_\_\_

4. Name and title of your immediate supervisor \_\_\_\_\_  
\_\_\_\_\_

5. What kind of continuous instructions have you been given regarding your work? Or, what kind of instructions does your supervisor give you when assigning new or one-time activities? (check one)

\_\_\_\_\_ Instructions are detailed and specific, covering all aspects of my work.

\_\_\_\_\_ Instructions are somewhat general; many aspects of the work are covered specifically, but I also must use some of my own judgement.

\_\_\_\_\_ Instructions are very general. I must use my own judgement most of the time.

6. Check one of the following:

\_\_\_\_\_ My work varies slightly and seldom an I required to take different, new, or unusual approaches in completing my work.

\_\_\_\_\_ I am required to occasionally consider different courses of action, or deviate from standard operating procedures, to get the job done.

\_\_\_\_\_ My job frequently requires me to refine existing work methods and develop new techniques, concepts, or programs within established limits or policies.

7. How does your supervisor (or another employee) review your work? (Check all that apply).

\_\_\_\_\_ Spot checks what I am doing as I do it.

\_\_\_\_\_ Spot checks my completed work.

\_\_\_\_\_ Reviews most or all of my work while I am doing it.

\_\_\_\_\_ Reviews most or all of my completed work.

\_\_\_\_\_ Does not review my work.

\_\_\_\_\_ Other. (Describe fully). \_\_\_\_\_

*QUESTIONS ABOUT THE EQUIPMENT YOU USE  
AND THE LOCATION OF YOUR JOB*

8. List any tools, equipment, vehicles and machines you use while performing your job.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. Describe the physical demands of your job by checking all that apply:

- Typically sitting at a desk or table.
- Intermittently sitting, standing, or stooping.
- Typically standing or walking.
- Lifting light objects (less than 25 pounds).
- Lifting heavy objects (more than 25 pounds).
- Work is typically performed in an office.
- Work is typically performed outdoors.
- Work is performed in a noisy place.
- Work exposes me to machinery and its moving parts.
- Work exposes me to fumes, chemicals, or toxic substances.
- Work is performed outdoors regardless of the weather.
- Work requires being in high places or working with dangerous machinery and sharp tools.

*QUESTIONS ABOUT THE ESSENTIAL FUNCTIONS OF YOUR JOB  
AND ADDITIONAL WORK YOU MAY PERFORM*

10. For which of the following are you responsible?

- I make departmental policy decisions. OR, my recommendations greatly influence departmental policy decisions.
- Supervising expenditures.
- Submitting budget recommendations.

11. List the various activities that you do on your job. Describe these activities so specifically that they will be clear, even to someone who is not familiar with your work. Give examples where appropriate. Please list each activity in order of importance, from most important to least important. ESTIMATE THE AMOUNT OF TIME THAT YOU SPEND ON EACH ACTIVITY. Although this may be difficult, you are better able to do this than anyone else. State the number of hours each day you spend on an activity. If you perform any of these activities on an irregular basis (weekly, monthly, quarterly, etc.), please note this and explain. If you perform duties of a supervisory nature, describe those duties specifically and in detail. If you need more space, use the back of the page or additional sheets.

Hours Per Day

List activities in order of importance

_____	1.	_____
_____	2.	_____
_____	3.	_____
_____	4.	_____
_____	5.	_____
_____	6.	_____
_____	7.	_____
_____	8.	_____
_____	9.	_____
_____	10.	_____
_____	11.	_____
_____	12.	_____
_____	13.	_____
_____	14.	_____
_____	15.	_____
_____	16.	_____



12. Of the activities listed on the previous page, which would you consider to be ESSENTIAL FUNCTIONS of your job? ESSENTIAL JOB FUNCTIONS are those basic duties for which your job was created which can't normally be transferred to another position without disruption in the flow or process of work (list the numbers only).

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13. Answer this question only if you supervise or are responsible for the work of others. Regarding your role as a supervisor, check all that apply:

\_\_\_\_\_ Responsible for guiding and training others.

\_\_\_\_\_ Responsible for assigning routine work to others.

\_\_\_\_\_ I am responsible for others who work in several diverse activities.

\_\_\_\_\_ Responsible for directing work through other supervisors.

\_\_\_\_\_ I make promotional decisions. OR, my recommendations greatly influence promotional decisions.

\_\_\_\_\_ I initiate disciplinary action.

\_\_\_\_\_ I make hiring decisions. OR, my recommendations greatly influence hiring decisions.

14. List the names and titles of all employees who work under your supervision.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**QUESTIONS ABOUT THE KNOWLEDGE AND ABILITIES  
REQUIRED TO PERFORM YOUR JOB**

15. List the basic knowledge, skills, and abilities required to perform your job. (For example: knowledge of laws and ordinances; skill in operating a typewriter; skill in the operation of power equipment; ability to direct the work of others, etc.).

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16. What specific laws, ordinances, or administrative guidelines do you use or follow in your work? (Laws, ordinances, or policy and procedure manuals that you must know and use as a reference to perform your job).

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17. Describe the kind of people you routinely deal with in carrying out your work? (for example, co-workers, employees outside your department, members of other organizations, the media, general public, etc.).

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**QUESTIONS ABOUT THE QUALIFICATIONS  
REQUIRED TO PERFORM YOUR JOB**

18. List the qualification requirements you believe a new employee should have in order to adequately perform your job (For example: level of education, number of years experience, etc.).

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19. How long does it take to learn your job for someone with no previous experience or specialized training?

\_\_\_\_\_ Less than 3 months.

\_\_\_\_\_ 3 to 6 months

\_\_\_\_\_ 6 months to 1 year.

\_\_\_\_\_ 1 to 1 ½ years.

\_\_\_\_\_ 1 ½ to 2 years.

\_\_\_\_\_ More than 2 years.

20. What licenses or certificates are required to perform your work?

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21. Provide any additional information about your duties, responsibilities or qualification requirements you consider to be important, but which have not been previously mentioned:

I certify that the above information is accurate and complete.

Signature of Employee \_\_\_\_\_ Date \_\_\_\_\_

Thank you for taking the time to complete this form. After your job description has been written, you'll receive a copy. For now, please give this completed form to your supervisor. He or she will complete the remainder.



**THIS SECTION TO BE COMPLETED BY THE EMPLOYEE'S SUPERVISOR**

To the Supervisor:

Review this employee's *Questionnaire* carefully to see that it is accurate and complete, and then fill out the section below. DO NOT FILL IN THIS SECTION UNLESS YOU SUPERVISE THE EMPLOYEE DIRECTLY.

Your signature below certifies that you accept responsibility for the accuracy and completeness with which the entire *Questionnaire* describes the duties and responsibilities of the employee's job. If the *Questionnaire* does not express your idea of the duties and responsibilities that you have assigned to the employee, it will be necessary for you to qualify or elaborate on the *Questionnaire* in the space provided below.

Two things are very important: UNDER NO CIRCUMSTANCES SHOULD YOU CHANGE OR ALTER THE EMPLOYEE'S ENTRIES ON THE QUESTIONNAIRE ITSELF. ALSO, DO NOT MAKE ANY STATEMENT OR COMMENTS ABOUT THE INDIVIDUAL EMPLOYEE'S WORK PERFORMANCE, COMPETENCE, OR QUALIFICATIONS. This *Questionnaire* will be used to evaluate the duties that constitute the position, not the performance or qualifications of the employee.

Sign and date the certificate showing that you consider the entire *Questionnaire* to be accurate and complete, given the exceptions you've noted in the space below.

**In this space, state any additions or exceptions to statements or indications made by the employee in the *Questionnaire*:**

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I certify that the above information is accurate and complete.

Signature of Supervisor \_\_\_\_\_ Date \_\_\_\_\_