

# Internet & Information Technology Position Descriptions HandiGuide®

2011 Edition



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## Book Overview

After the introduction and discussion of the Americans with Disabilities Act and the Fair Labor Standards Act, this book lists the position descriptions in alphabetic order within each management level. At the start of each section of job descriptions we have developed and presented a model organization for the positions presented. The sections of the book are:

- ▶ **Executive Management** - These positions include the Chief Information Officer and positions that typically report directly to the CIO.
- ▶ **Senior Management** - These positions include Directors and Managers.
- ▶ **Middle Management** - These positions include Supervisors and senior level technologists.
- ▶ **Staff Positions** - These positions include individual performers. In addition to this, this section of the book contains a Job Progression Matrix that we often use when we develop customized job descriptions for our clients.
- ▶ **APPENDIX** – This contains various questionnaires that we have used at various enterprises in the process of creating these job descriptions, determining salaries or evaluating incumbents.

## Job Progression

All of the position descriptions that are presented in this book have been developed over the course of several years. In our work we have found that there are typically between four to five levels of “competence” for a single job function. The levels that we have found that are the most consistent across organization and industry lines are:

- ▶ Intern or Entry Level – the position description requires the level of competence that a new employee with little or no experience brings to the position. Over time the individual will gain experience and knowledge from the work environment or training.
- ▶ Associate Level - Full use and application of standard principles, theories concepts and techniques associated with the position.
- ▶ Position Level - Wide application of principle, theories and concepts in the field plus working knowledge of other related disciplines associated with the position.
- ▶ Senior Level - Applies extensive knowledge as a generalist or specialist with working expertise of all job functions associated with the position.
- ▶ Specialist Level - Applies advanced principles, theories and concepts. In addition, contributes to the development of new principles and concepts associated with the position.

The Job progression matrix that follows can be helpful in utilizing these concepts to create additional position descriptions as they are needed.

Job Progression Matrix

Competency Progression	Intern Level	Associate Level	POSITION Level	Senior Level	Specialist Level
<b>Job Knowledge</b>	Limited use and/or application of basic principles, theories and concepts.	Full use and application of standard principles, theories concepts and techniques.	Wide application of principle, theories and concepts in the field plus working knowledge of other related disciplines.	Applies extensive knowledge as a generalist or specialist with working expertise of all job functions.	Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts.
<b>Problem Solving</b>	Provides solutions to problems of limited scope and mostly routine nature.	Provides solutions to a variety of problems that are routinely encountered under normal business activity.	Provides solutions to a wide range of difficult problems. Solutions are imaginative, thorough and practical.	Develops solutions to complex problems which requires the use of ingenuity and creativity Performs proactively and prevents recurrence whenever possible.	Works on unusually complex problems and provides solutions which are highly innovative and ingenious achieving quality and work process improvements.
<b>Leadership</b>	Leads self and demonstrates willingness to accept responsibility.	Leads self and peers by conduct and example.	Leads peers and subordinates with positive attitude of accomplishment.	Leads teams and individuals with ability to mentor both and affect improvements.	Leads teams, individuals and processes with ability to affect significant improvements.
<b>Project Management</b>	Performs project tasks as directed demonstrating a sense of urgency.	Performs project tasks as directed. Meets assigned schedules with good overall quality.	Meets assigned task schedules and participates in overall quality review of own and other's work.	Plans, monitors and reviews tasks for adherence to schedule and overall quality. May lead projects and assign staff.	Plans, monitors and reviews tasks for adherence to schedule and overall quality. Leads projects and assigns staff.
<b>Self Management</b>	Work is closely supervised. Follows specific, detailed instructions.	Works under general supervision. Follows established procedures. Work is reviewed for soundness of judgment and overall adequacy and accuracy.	Works under only very general direction. Independently determines and develops approach to priorities. Work is reviewed upon completion for adequacy in meeting objectives.	Work is performed without appreciable direction. Exercises considerable latitude in determining objectives of assignment. Completed work is reviewed from a relatively long time perspective for desired results.	Works under self direction toward pre-determined long term goals. Assignments are often self-initiated. Plans and pursues courses of action necessary to obtain desired results. Work checked through consultation and agreement with others rather than formal review by superiors.
<b>Contribution</b>	Completes routine assignments that balance support for ongoing department processes and self-development with limited exposure.	Routinely delivers on assignments that support the continuous delivery of departmental goods and services.	Performs routine and special assignments in support of departmental objectives often functioning across disciplines and areas of expertise.	Handles assignments across varying areas of expertise and is usually called upon to perform in multiple roles. Demonstrates tactical and some strategic critical thinking.	Delivers at a high level of competency in one or more core technologies, business processes and management disciplines. Demonstrates good tactical and strategic critical thinking.
<b>Communication</b>	Contacts are primarily with immediate supervisor and other professionals in the department or group. Demonstrates core competency in written and verbal skills.	Primarily intra-organizational with inter-organizational and outside customer contacts on routine matters. Demonstrates written and verbal skills that meet routine department needs.	Frequent inter-organizational and outside customer contacts as required. Provides solutions, discussions and status on normal business processes primarily in writing, and verbally and graphically as required.	Develops and presents material for review and information using excellent written, verbal and graphical communication skills for routine businesses and project status.	Serves as the departmental spokesperson on specific projects and processes. Acts as a consultant on the feasibility and implementation of new technologies and processes as well as ongoing business activities.

## Hiring New Employees

It is important to have specific career paths and responsibilities identified for all employees. Once this is established for existing employees there are some unique requirements that need to be met for new employees are successfully hired to ensure they are quickly assimilated into your enterprise.

Be specific as to responsibilities and roles the new employee will have within your enterprise. Show an organization chart with the position they are filling highlighted. Discuss the career path they may follow and review the responsibilities of the position along with the job description.

Once an offer is made the hiring contact for the new employee should:

- ▶ Work with the candidate in offering recommendations on how to resign from their existing positions.
- ▶ Prepare the candidate to anticipate receiving a counter-offer from their current employer. Loyalty to the hiring manager and the company is fostered when the hiring manager offers help to the new employee through the resignation process.
- ▶ Arrange the start date that is firm. It is important to try to force the resignation as soon as possible. If the offer letter states a specific start date let the candidate know they can start earlier if their current employer releases them immediately.
- ▶ Ask for a signed acceptance even if the start date has not been finalized. Signing a document helps solidify the decision, even though it is not a legal document or commitment.
- ▶ The hiring contact should be in contact with the candidate a couple times each week after receiving an acceptance to the offer. The purpose of the calls or meeting for meals is to make him feel part of the team and to show them how pleased you are with them joining the company.
- ▶ Sending the candidate a "Welcome Package." The package could contain flowers, gift basket, a gift certificate at a good local restaurant or company logo materials for the candidate and their spouse. It is a simple way to convey the company culture.
- ▶ Have dinner with the candidate and their significant other person (spouse / mate) after the offer is made.
- ▶ Communicate and build relationships

Mandated Issues



## American with Disabilities Act

## Overview of the American with Disabilities Act of (Title I) (ADA)

ADA defines a qualified individual as “one who satisfies the requisite skill, experience, education and other job related requirements of the employment position such individual holds or desires, who, with or without reasonable accommodation, can perform the essential functions of such position”

The ADA does not require an employer to develop or maintain position descriptions. A written position description that is prepared before advertising or interviewing job applicants will be considered as evidence along with other relevant factors. However, the position description will not be given greater weight than other relevant evidence.

A written position description may state that an employee performs certain essential functions. The position description will be evidence that the function is essential, but if individuals currently performing the job do not in fact perform this function, or perform it very infrequently, a review of the actual work performed will be more relevant evidence than the position description.

If an employer uses written position descriptions, the ADA does not require that they be limited to a description of essential functions or that “essential functions” be identified. However, if an employer wishes to use a position description as evidence of essential functions, it should in some way identify those functions that the employer believes to be important in accomplishing the purpose of the job.

If the employer intends to use a position description as evidence of essential functions, the position description must be prepared before advertising or interviewing for a job; a position description prepared after an alleged discriminatory action will not be considered as evidence.

If an employer uses written position descriptions, they should be reviewed to be sure that they accurately reflect the actual functions of the current job. Position descriptions written years ago frequently are inaccurate.

*For example: A written position description may state that an employee reads monitors and adjusts controls to reflect these readings. The position description will be evidence that these functions are essential. However, if this position description is not up-to-date, and in fact metrics are now determined automatically. That is the process is controlled by a computer and the current employee does not perform the stated functions or does so very infrequently, a review of actual work performed will be more relevant evidence of what the job requires.*

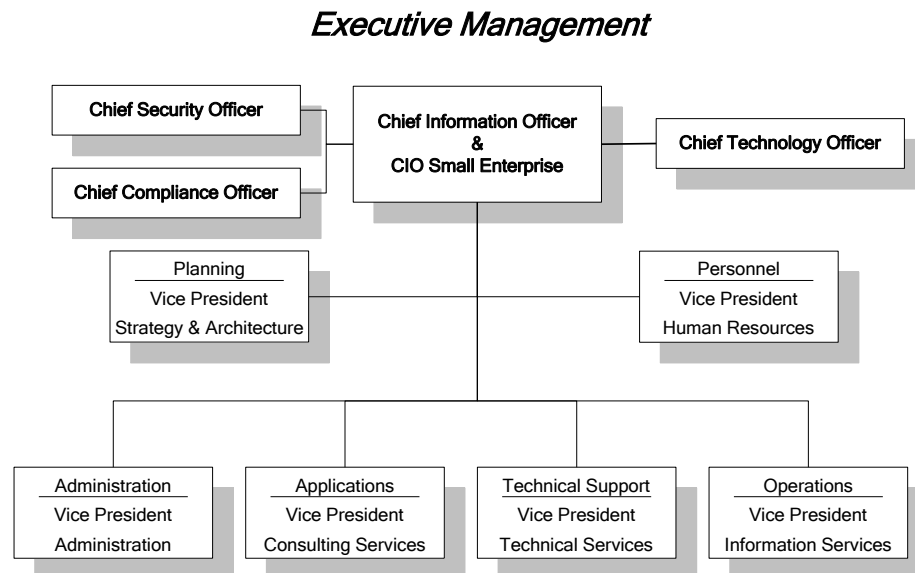
To determine if an individual with a disability is qualified, the employer should focus on the purpose of the function and the result to be accomplished, rather than the manner in which the function presently is performed. Although it may be essential that a function be performed, frequently it is not essential that it be performed in a particular way. Therefore, an individual with a disability may be qualified to perform the function if an accommodation would enable this person to perform the job in a different way, and the accommodation does not impose an undue hardship.

For example: In a job requiring use of a computer, the essential function is the ability to access, input, and retrieves information from the computer. It is not “essential” that a person in this job enter information manually or visually read the information on the



## Organization Chart

Organizations are structured around many styles - centralized, decentralized, distributed and various combinations of these. We have found that most Information System organizations need to have four basic legs associated with them, no matter how or where they report. The chart that follows depicts how these functions relate to the Chief Information Officer (CIO).



The Executive Management of the Information Technology is structured based on the needs of the enterprise. Two new roles, Chief Technology Officer (CTO) and Chief Security Officer have appeared in recent years. In some enterprises the Chief Information Officer (CIO) reports to the CTO, in others they are peers. For this reason we have depicted the CTO as being higher in rank with a dotted relationship. In some enterprises, the Chief Security Officer reports to the Chief Information Officer, in others the CSO is a peer of the CIO.

Information Technology in all organizations is comprised of five basic functions. Those functions are:

- ▶ Planning - All activities associated with defining the strategy, direction and architecture for the IT function of the enterprise. This position is sometimes called the "Chief Technology Officer." In the other sections of this book the Planning and personnel functions are combined into a single organizational entity for ease.
- ▶ Personnel - All activities associated with staffing, compensation and performance appraisal.
- ▶ Administration - All activities associated with managing the infrastructure of Information Technology (e.g., charge back, budgeting, audit and compliance, etc.).
- ▶ Applications - All activities associated with the consulting support, design, development, implementation and modification of programs, systems and business operations.

- ▶ Technical Support - All activities associated with “purely technical” infrastructure (e.g. systems programming, operating system support, voice and data communications, database, etc.).
- ▶ Operations - All activities associated with the operation of computer and business systems.

In larger organizations, not only is the CIO normally a Vice President level position, but the direct reports to the CIO also are Vice Presidents. Titles do vary from Assistant Vice President to Executive Vice President; we have not tried to distinguish these here.

The span of control<sup>10</sup> for individuals at these levels can be between ten (10) to fifteen (15) individuals without impairing the quality of management. In addition to this there should be no more than four (4) levels in the organization from the CIO to an entry level programmer. Given this philosophy, an organization from 20 to 2,000 can be managed without adding any additional layers of management or infrastructure.

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<sup>10</sup> Span of Control is defined as the number of people and/or functions that report directly to an individual manager or supervisor.

## Chief Information Officer (CIO)

### Position Purpose

The Chief Information Officer (CIO) is accountable for directing the information and data integrity of the enterprise and its groups and for all Information Technology functions of the enterprise. This includes all data centers, technical service centers, production scheduling functions, help desks, communication networks (voice and data), computer program development, and computer systems operations. He or she is responsible for maintaining the integrity of all electronic and optical books and records of the enterprise.

The CIO reviews all computerized and manual systems; information processing equipment and software for acquisition, storage and retrieval; and definition of the strategic direction of all information processing and communication systems and operations. He or she provides overall management and definition of all computer and communication activities within the enterprise including responsibility for providing a leadership role in the data to day operations of the Information Technology functions as well as providing direction as the enterprise grows through internal growth and external acquisition.

The CIO interacts with the executive management team to monitor and validate the enterprise's compliance with its security policies, which includes but is not limited to Sarbanes Oxley Section 404. In addition the CIO works closely with the Chief Security Officer of the enterprise

### Problems and Challenges

The major challenge for this individual is managing the information technology affairs of the enterprise with revenues in excess of \$(sales volume supported) per year while balancing technological and operational needs with financial and marketing needs. This is to be accomplished with the use of computer and communication technology that supports both self generated growth and growth through acquisition. Seamless integration of data and information from the customer through financial statement and management reporting is one of the primary challenges of this position.

This position requires time management skills in directing a variety of projects in addition to an understanding of the ways in which information technology can be applied within the enterprise. The position requires supervisory/management experience and the flexibility to deal with people at a variety of levels; internally - (enterprise staff, board of directors, finance staff, other senior executive staff), and externally - (auditors, customers, vendors, and industry associations).

### Essential Position Functions

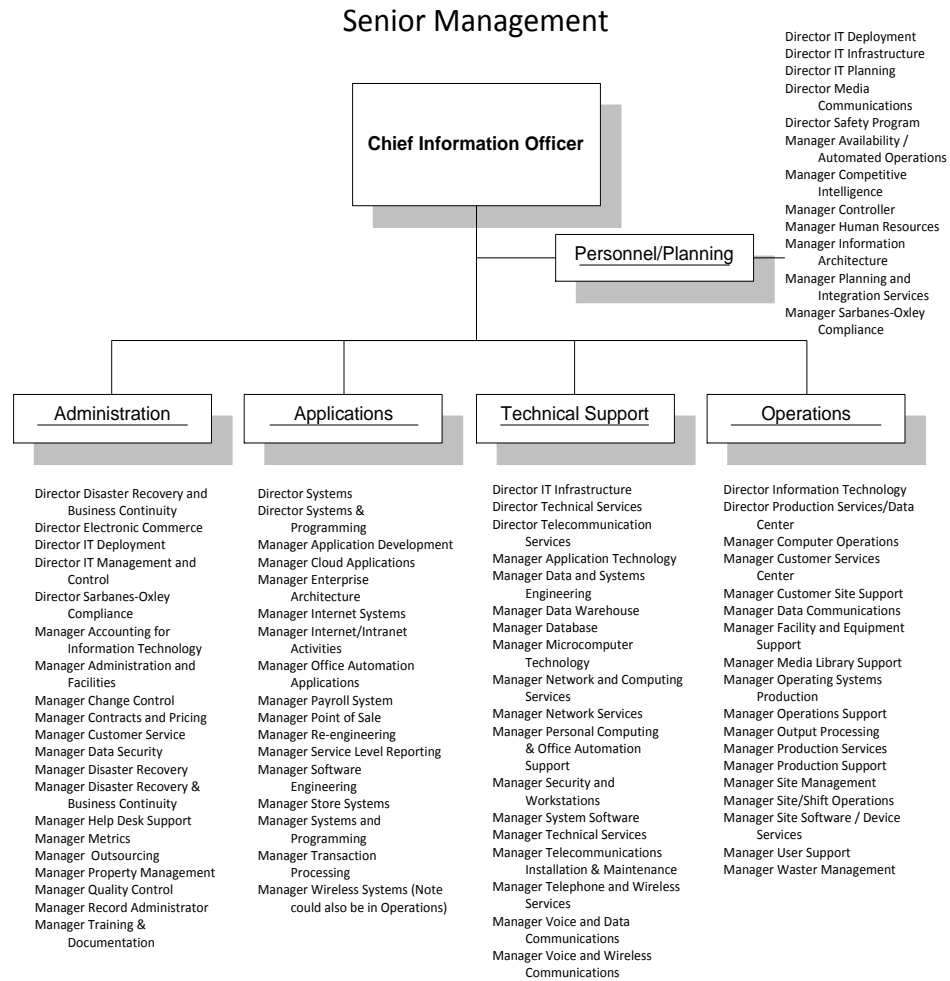
#### Principal Accountabilities

- ▶ Prepares enterprise objectives and budgets to facilitate the orderly and efficient capture, storage, processing and dissemination of information.
- ▶ Interacts frequently with all Strategic Business Unit (SBU) management on internal and external operations that are impacted by the capture, storage, processing and dissemination of information including review and approval of all major contracts for services and equipment in both the enterprise and SBUs Information Technology groups.

Senior Management



Organization Chart



Following the model organization that was first presented in the Executive Management section of this book, we have classified all of the positions in this book to report to one of the four Information Technology operating functions. The chart below depicts how the positions can be grouped to help achieve that objective.

This is not an all inclusive list since technologies continue to change and organizations need to adapt to the ever-changing business and technology environment.

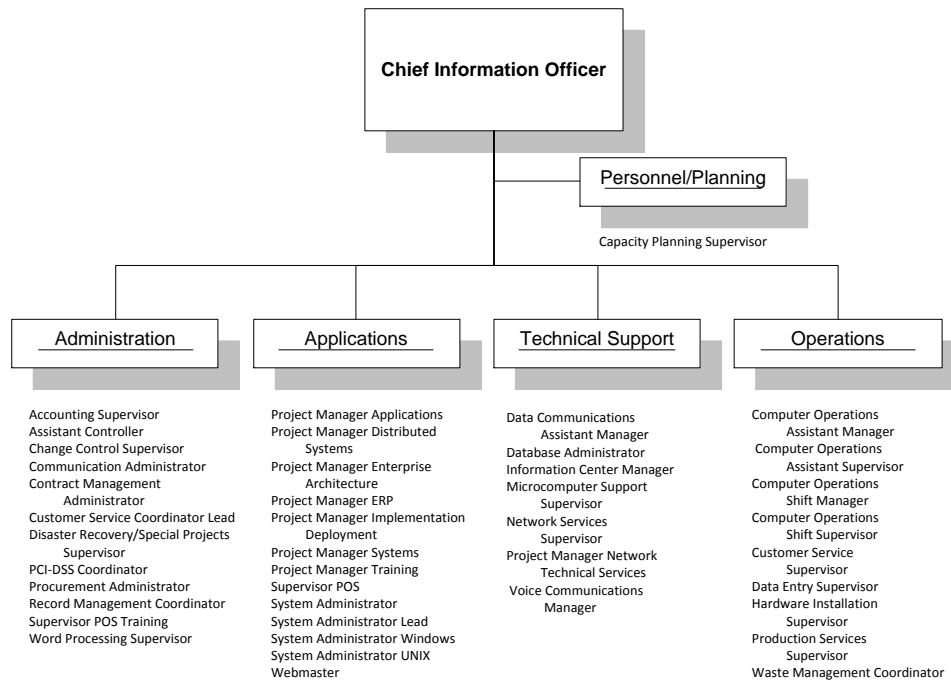


Organization Chart

This layer of management is often required in enterprises with Information Technology functions that have more than 100 individuals in them. In small enterprises these responsibilities are passed both up and down the organizational structure. Looking back at the charts presented in the Executive Management and Senior Management sections of this book, you can see that the span of control cannot be expanded to the recommended levels without having “multiples” of the positions described there. In addition, some middle level managers’ report directly to the CIO.

The chart below depicts how the position can be grouped to help achieve that objective.

Middle Management

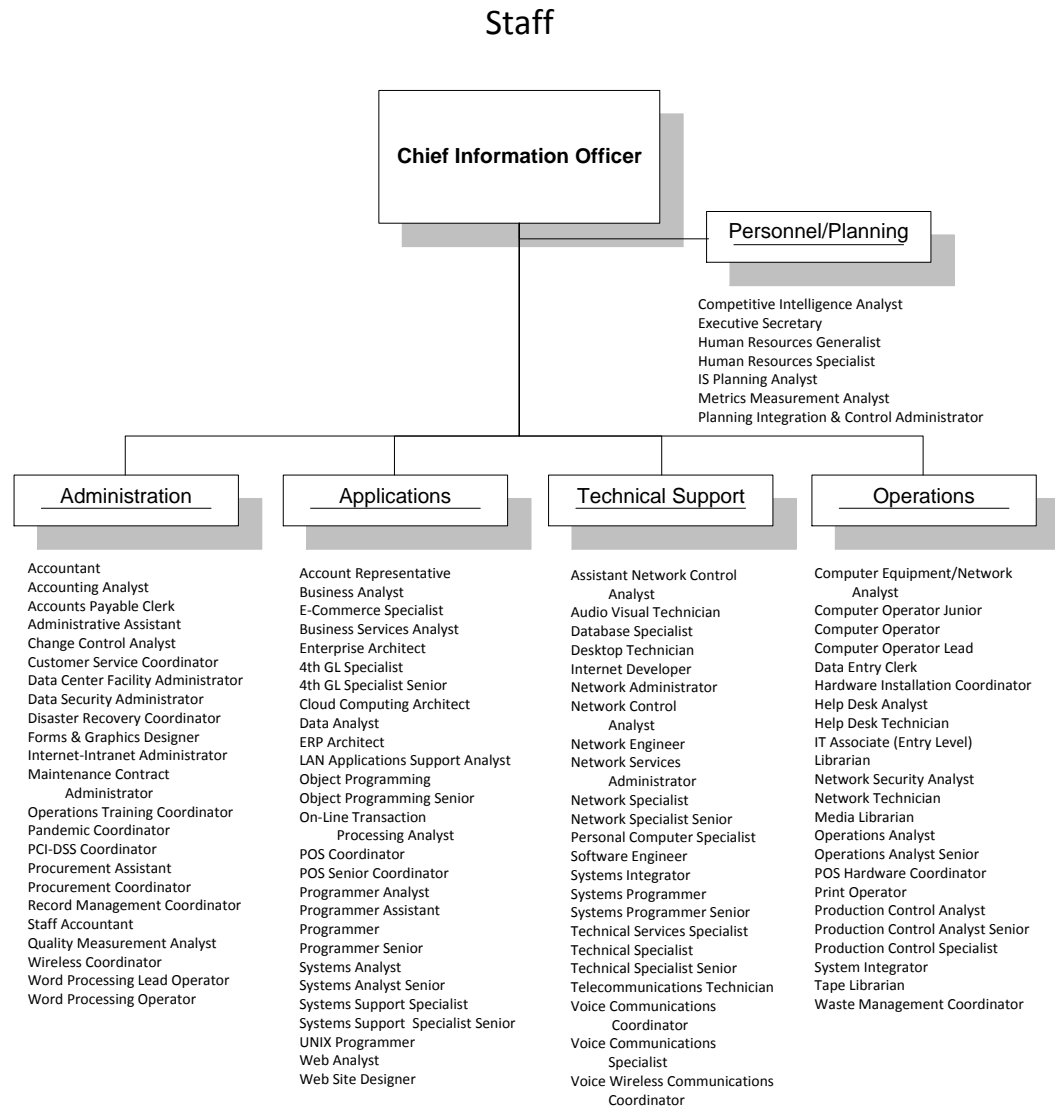




Organization Chart

Information Technology organizations are very complex and dynamic. It is not unusual for individuals with one set of skills to be with the applications, planning or operations groups of an organization. The approach that we have taken for classifying staff members is to place them where they will “most likely” be.

The chart below depicts how the position can be grouped to help achieve that objective.



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Position / Name: \_\_\_\_\_

Job Code \_\_\_\_\_

Exempt Status: \_\_\_\_\_

Instructions:

The Job Evaluation Questionnaire is comprised of three sections:

**1: Position Attributes have been displayed in matrix format. The attribute categories are:**

- Overall Skills
- Job Knowledge
- Latitude
- Leadership Skills
- Analytical Skills
- Consequence of Error
- Educational Prerequisites

**1. Rank each attribute from one (1) to five (5), where one is minimal and five is absolute. Select zero (0) if the attribute does not apply.**

**2. An Organization Chart has been included reflecting the position under evaluation. Verify the information provided, provide the information omitted and make any changes as required. Peer and Subordinate Positions boxes are not hierarchical within their group. Additional boxes have been provided for convenience only.**

**3. General Information about the position which has not been covered within the previous two sections. Please answer each question as completely as possible.**

Completed By: \_\_\_\_\_ Dated: \_\_\_\_\_

Overall Skills							Leadership Skills						
Written Communication	0	1	2	3	4	5	Scheduling	0	1	2	3	4	5
Oral Communications	0	1	2	3	4	5	Training	0	1	2	3	4	5
Interpersonal	0	1	2	3	4	5	Coaching	0	1	2	3	4	5
Creativity	0	1	2	3	4	5	Evaluating	0	1	2	3	4	5
Judgment	0	1	2	3	4	5	Counseling	0	1	2	3	4	5
Leadership	0	1	2	3	4	5	Orienting	0	1	2	3	4	5
Analytical	0	1	2	3	4	5	Developing	0	1	2	3	4	5
Technical	0	1	2	3	4	5	Directing	0	1	2	3	4	5
Mechanical	0	1	2	3	4	5	Job Knowledge						
Eye/Hand Coordination	0	1	2	3	4	5	Unskilled	0	1	2	3	4	5
Analytical Skills							Semiskilled	0	1	2	3	4	5
Routine/Repetitive	0	1	2	3	4	5	Technical	0	1	2	3	4	5
Interpretative	0	1	2	3	4	5	Professional	0	1	2	3	4	5
Subjective	0	1	2	3	4	5	Administrative	0	1	2	3	4	5
Diverse	0	1	2	3	4	5	Applied	0	1	2	3	4	5
Complex	0	1	2	3	4	5	Single Functional Area	0	1	2	3	4	5
Long Range Planning	0	1	2	3	4	5	Multiple Functional Areas	0	1	2	3	4	5
Latitude							Consequence of Error						
Follows Established Precedents	0	1	2	3	4	5	Productivity Loss (Self/Others)	0	1	2	3	4	5
Uses Judgment w/ Supv. App.	0	1	2	3	4	5	Monetary Loss	0	1	2	3	4	5
Uses Judgment w/o Supv. App.	0	1	2	3	4	5	Adversely Affect Customer	0	1	2	3	4	5
Establishes Precedents	0	1	2	3	4	5	Adversely Affect Other Units	0	1	2	3	4	5
Educational Prerequisites							Delay in Project (s)	0	1	2	3	4	5
High School	0	1	2	3	4	5	Loss of Service	0	1	2	3	4	5
Technical School	0	1	2	3	4	5	Waste of Materials/Equip.	0	1	2	3	4	5
4 Year College Degree	0	1	2	3	4	5	Damage to Equipment	0	1	2	3	4	5
Graduate Degree	0	1	2	3	4	5	Adversely Affect Corp. Image	0	1	2	3	4	5
Specify Major or Certification							Physical Harm (Self/Others)	0	1	2	3	4	5

## Version History

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### January 2011

- ▶ Extensive updates to the following Job Description
  - Chief Technology Officer
- ▶ All job descriptions were reviewed for compliance to currently mandated requirements
- ▶ Added the following Job Descriptions
  - Director Media Communication
  - Cloud Computing Architect
  - Enterprise Resource Planning (ERP) Architect
  - Information Technology Associate (Entry Level with career path defined)
  - Manager Cloud Applications
  - Manager Payroll System
  - Project Manager – Enterprise Resource Planning (ERP)

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### January 2010

- ▶ Added sections
  - Best Practices for Resume Screening
  - Best Practices for Phone Screening
- ▶ All job description reviewed for compliance with CobiT standard
- ▶ Added the following Job Descriptions
  - Audio Visual Technician
  - Desktop Technician
  - Executive Secretary
  - Help Desk Technician
  - Human Resources Generalist
  - Human Resources Specialist
  - Network Administrator
  - Network Services Administrator
  - Pandemic Coordinator
  - Project Manager Training
  - Staff Accountant

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## January 2009

- ▶ All job descriptions reviewed for compliance with the PCI-DSS standard
- ▶ Format for all job descriptions converted to CSS Style Sheet.
- ▶ New job descriptions added
  - Director Safety Program
  - Manager Record Administrator
  - Manager Sarbanes-Oxley Compliance
  - Manager Waste Management
  - Project Manager Enterprise Architecture
  - Enterprise Architect
  - PCI-DSS Coordinator
  - Record Management Coordinator
  - Systems Integrator
  - Waste Management Coordinator
- ▶ Added Candidate Interview Control Log
- ▶ Added Section on motivating employees

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## March 2008

- ▶ All job descriptions review for compliance with the ISO 27000 Standards.
- ▶ Section on Sexual Harassment added.
- ▶ New job descriptions added
  - Accounting Supervisor
  - Accounts Payable Clerk
  - Administrative Assistant
  - Assistant Controller
  - Chief Compliance Officer
  - Contract Management Administrator
  - Director Sarbanes-Oxley Compliance
  - Manager Human Resources
- ▶ Files provided in both Office 2007 and Office 2003 formats.
- ▶ Update style sheets to conform with Office 2007
- ▶ HandiGuide completely reformed with a new crisp style

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## January 2007

- ▶ All job descriptions reviewed for compliance with Sarbanes-Oxley (SOX), Patriot Act, Health Insurance Portability and Accountability Act (HIPAA), Sensitive Information Legislation, and Privacy Legislation.
- ▶ New employee hiring process recommendations
- ▶ New job descriptions added
  - Chief Compliance Officer
  - Director Disaster Recovery and Business Continuity

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## January 2006

- ▶ All job descriptions reviewed for compliance with Sarbanes-Oxley
- ▶ All job descriptions reviewed for spelling and grammar

- ▶ New job descriptions added:
  - Accounting Analyst
  - Account Representative
  - Communications Administrator
  - Competitive Intelligence Analyst
  - Manager Competitive Intelligence
  - Manager Quality Control
  - Network Engineer
  - System Administrator
  - System Administrator Lead