



IT Classification Consolidation / Update (Survey 3)

1. Welcome to the IT Classification Consolidation / Update Project Survey

Welcome to the IT Classification Consolidation / Update Project job analysis survey. Your participation is greatly appreciated to shape the future of information technology classifications.

Below you will find information about this project, various sections of the survey, and the rating scale you will be using to evaluate statements about job tasks and the knowledge, skills, and abilities (KSAs) required to complete those tasks.

The purpose this survey is to develop an accurate depiction of the body of work in the state's information technology environment.

The participation of those who are most knowledgeable about this body of work is needed to complete the job analysis survey. This survey is intended for professionals working in an information technology office/environment and is not limited to information technology classifications.

We want your responses to be as accurate as possible. To help achieve this, all individual responses will be kept confidential and only a summary of the responses will be reported.

Project Information:

The IT Classification Consolidation / Update Project recognizes the need to evaluate and update the State's information technology classifications and is supported by the Department of Human Resources (CalHR), Department of Technology, department IT professionals and HR professionals. This project is composed of an Executive Core Team and 100+ subject matter experts (SMEs). The Executive Core Team identified six domains encompassing current and emerging information technology responsibilities. The SMEs were divided into the six domains and convened to develop the tasks and knowledge, skills, or abilities (KSAs) relevant to a specific domain.

For more information on the IT Classification Consolidation / Update Project please visit: [IT Classification Project Website](#)



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2. Instructions and Sections of the Survey

Instructions

The following survey is designed to be easy to complete. Simply click the various buttons and select options from the menus provided to answer the questions. If you are answering a question that uses drop down menus, typing the first letter of the answer you want to select will take you to the first word in the drop down menu that begins with that letter.

Please be aware, if you leave the survey while in progress, your responses will not be saved. A PDF version of this survey is available for review prior to beginning the survey, [Survey 3 PDF](#). Also, do not use the navigation buttons on your browser. To navigate, use the buttons in the survey; otherwise, your responses will not be saved.

Questions marked with an asterisk must be answered before you proceed to the next page in the survey.

Sections of the Survey

There are four sections to this survey:

1. The first section contains questions about your gender, ethnicity, classification, division, and other identifiers. Demographic data will remain confidential and only a summary will be reported. The questions pertaining to gender, age, and ethnicity are optional.
2. The second section will ask you to rate job tasks according to their importance, frequency of performance, and the necessity of being able to perform the task on the first day of the job. This section includes approximately a third of the tasks identified for all six domains.
3. The third section consists of the knowledge, skills, and abilities (KSAs) needed to perform the job tasks. You will rate the KSAs on their importance, the amount that is needed on the first day of the job, and whether having more of the KSA would lead to better job performance. This section includes approximately a third of the KSAs identified for all six domains.
4. The fourth section is an optional opportunity for you to provide us with feedback regarding the quality of this study and our survey.

Please complete this survey by January 27, 2016. If you should have any questions, please contact Angela Kwong at Angela.Kwong@CalHR.ca.gov.

Survey Statistics

Number of Tasks to Rate: 56

Number of KSAs to Rate: 99

Estimated Time to Complete: 1.5 hours to 2 hours



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3. Survey Details

Please print this page before you proceed with the rest of the survey. The rating scales contained on this page will serve as a necessary reference while you complete the survey.

Six Information Technology Domains

The domains and domain definitions are:

BUSINESS TECHNOLOGY MANAGEMENT - The process whereby defined resources related to information technology are managed according to an organization's priorities and needs. This includes activities such as IT policy and Program development, IT Asset Management, IT Procurement and Purchasing, Benchmarking, Service Performance Management, Process Reengineering, Business Analysis, Research and Development, Strategic Planning, etc. The central aim of Business Technology Management is to generate value through innovation, business strategies and technology alignment. Generally, Business Technology Management is used by organizations to support and complement their information technology operations.

CLIENT SERVICES - Responsible for the full lifecycle of end user device solutions including evaluation, configuration, provisioning, security, tracking and support for an end user computing environment.

INFORMATION SECURITY ENGINEERING - A specialized field of engineering that focuses on the security aspects in the initiation, design, development, testing and operations of an information technology environment that need to be able to deal with sources of disruption, ranging from natural disasters to malicious acts. The practice of defending systems and information from unauthorized access, use, disclosure, disruption, modification, perusal, inspection, recording or destruction.

IT PROJECT MANAGEMENT - Manage or oversee all aspects of one or more projects, including people, resources, and schedules, to ensure the efficient and effective delivery of a unique IT product, service, or system. Involves directing or performing the application of industry standards, principles, methods, and techniques to lead a project through all phases of the Project Management and System Development Life Cycles.

SOFTWARE ENGINEERING - The application of a systematic, disciplined, quantifiable approach to the design, development and maintenance of software systems.

SYSTEM ENGINEERING - An interdisciplinary, methodical, disciplined approach for the design, realization, technical management, operations, and retirement of a system. It focuses on defining required functionality, planning, designing, modeling, implementation, and sustainment of operations of a defined system. A "system" is a construct or collection of different technology elements that together produce results not obtainable by the elements alone. System elements can include network, server, storage, operating system, database, program, hardware, software, etc.

Task Rating Scales

REMINDER - As you complete this survey, consider the task based on your current duties and responsibilities.

Scale A: Importance

This scale measures the level of importance of a particular task to overall job performance. To respond to this scale, ask yourself if this task is a function of the job. If so, how important is competent performance of this task to successful job performance? To assess level of importance, you should ask yourself how seriously overall job performance would be compromised if a task was not performed correctly. Remember, tasks that require a lot of time are not necessarily those tasks that are the most important.

How important is competent performance of this task to successful job performance?

1. **Not Applicable** - My duties and responsibilities do not include this task; I cannot speak to this task.
2. **No Importance** - An inability to perform this task has no effect on job performance.
3. **Moderately Important** - An inability to perform this task will affect job performance; however, it will not lead to failure on the job.
4. **Very Important** - An inability to perform this task will have a noticeable effect on job performance and may result in negative consequences.
5. **Critical** - An inability to perform this task will lead to significant failure on the job and will lead to serious negative consequences.

Scale B: Frequency of Performance

This scale is designed to measure how frequently a task is performed. To respond to this scale, ask yourself if the task is a part of the job as you perform or supervise it. If so, how frequently is it typically performed?

How frequently is this task performed?

1. **Not Applicable** - My duties and responsibilities do not include this task; I cannot speak to this task.
2. **Not performed on the job.**
3. **Less than once a year.**
4. **Every few months to yearly.**
5. **Every few weeks to monthly.**
6. **Daily to weekly.**

Scale C: Expected at Entry

This scale measures how much of a task a person is expected to successfully perform on the first day of the job. Read the task and determine how much of this task a person should be able to perform on the first day of the job prior to any orientation, training, or on-the-job experience.

How much of this task is a person expected to successfully perform on the first day of the job?

1. **Not Applicable** - My duties and responsibilities do not include this task; I cannot speak to this task.
2. **Not Required** - NONE or a TRIVIAL amount of this task is expected on the first day.
3. **Some Required** - SOME of this task is expected on the first day.
4. **Fully Required** - ALL of this task is expected on the first day.

Knowledge, Skill, Ability (KSA) Rating Scales

REMINDER - As you complete this survey, consider the KSA based on your current duties and responsibilities.

Scale A: Importance

This scale measures the level of importance of a particular KSA to overall job performance. To respond to this scale, ask yourself if this KSA is a function of the job. If so, how important is competent performance of this KSA to successful job performance? To assess level of importance, you should ask yourself how seriously overall job performance would be compromised if a KSA was not performed correctly.

How important is this KSA to successful job performance?

1. **Not Applicable** - My duties and responsibilities do not include this KSA; I cannot speak to this KSA.
2. **No Importance** - A lack of this KSA has no effect on job performance.
3. **Moderately Important** - A lack of this KSA will affect job performance; however, it will not lead to failure on the job.
4. **Very Important** - A lack of this KSA will have a noticeable effect on job performance and may result in negative consequences.
5. **Critical** - A lack of this KSA will lead to significant failure on the job and will lead to serious negative consequences.

Scale B: Expected at Entry

This scale measures how much of a particular KSA is needed for successful job performance at the time of hire to the job. To respond to this scale, ask yourself if this KSA is needed the first day of the job before any orientation, training, or on-the-job-experience. Next, decide the degree to which each KSA is needed at the time of hire.

How much of this KSA is needed at the time of hire (prior to any orientation, training, or-on-the-job experience)?

1. **Not Applicable** - My duties and responsibilities do not include this KSA; I cannot speak to this KSA.
2. **Not Required** - NONE or a TRIVIAL amount of this KSA is required at the time of hire for successful job performance.

3. **Some Required** - SOME of this KSA at the time of hire for successful job performance.
4. **Fully Required** - ALL of this KSA is required at the time of hire for successful job performance.

Scale C: Relationship to Job Performance

This scale is designed to measure whether possession of more of a particular KSA is related to a corresponding increase in the quality of job performance.

How strongly is possessing more of this KSA related to better job performance?

1. **Not Applicable** - My duties and responsibilities do not include this KSA; I cannot speak to this KSA.
2. **Insignificant Relationship**
3. **Moderate Relationship**
4. **Significant Relationship**

REMINDER: To navigate, use the buttons in the survey. Do not use the navigation in your browser.



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4. Demographics

Below you will find a series of questions about yourself. Demographic information will remain anonymous and will be combined with the responses of others who have completed the job analysis. No individual responses will be reported.

*** 1. What is your current classification?**

Other (please specify - Class Title / Class Code)

*** 2. This survey is intended to measure the duties and qualifications of the current incumbent in information technology offices/environments. Those qualified to complete this survey include incumbents currently performing the job, supervisors, and person who otherwise have knowledge about the requirements in an information technology office/environment. Select which descriptor fits you:**

- Incumbent** - I currently work in an information technology office / environment, and have selected the classification I am currently employed in.
- Supervisor - Incumbent** - I currently supervise in an information technology office / environment, and have selected the classification I am currently employed in.
- Other** - (please specify)

*** 3. If your classification supervises, how many direct reports do you have?**

- Not Applicable - My position does not have direct reports.
- 0
- 1 - 3
- 4 - 6
- 6 - 10
- 10+

*** 4. What are the two information technology domain you most identify with? Please refer the "Six Information Technology Domains" you printed.**

- Business Technology Management
- Client Services
- Information Security Engineering
- IT Project Management
- Software Engineering
- Systems Engineering

*** 5. How long have you been working in your current classification?**

- 0 - 6 months
- 7 - 12 months
- More than 1 year, but less than 2
- At least 2 years, but less than 3
- At least 3 years, but less than 5
- At least 5 years, but less than 10
- More than 10 years

*** 6. What is your department / agency?**

*** 7. What is your highest level of education?**

- High School Diploma or GED
- Some College, no degree
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctorate
- Other

Please specify "Other" and/or your specific area of study

*** 8. Do you have certifications that have prepared you for your current position? If so, what date did you receive those certifications? (Example: 2015 - Microsoft Certified Professional - MCP)**

- No
- Yes

If "Yes," Please specify.

*** 9. What is your years of experience performing information technology responsibilities inside of CA state civil service as it related to the six information technology domains?**

- Less than 1 year
- More than 1 year, but less than 3
- At least 3 years, but less than 5
- At least 5 years, but less than 10
- At least 10 years, but less than 15
- More than 15 years

*** 10. What is your years of experience performing information technology responsibilities outside of CA state civil service as it related to the six information technology domains?**

- Less than 1 year
- More than 1 year, but less than 3
- At least 3 years, but less than 5
- At least 5 years, but less than 10
- At least 10 years, but less than 15
- More than 15 years



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5. Demographics (Part 2)

The following questions are voluntary. This information is being collected to document the representativeness of the respondents to this survey. Individual responses will remain confidential.

11. What is your gender?

- Female
- Male
- Decline to state

12. Of which ethnic group do you consider yourself a member? (you may select more than one option)

- Asian
- Black/African American
- Filipino
- Hispanic
- Native American
- East Indian
- Pacific Islander
- White/Caucasian
- Decline to state

13. What is your age?

- Under 21
- 21 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 or over
- Decline to state



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6. Task Ratings

The following pages contain tasks that are performed in an information technology office environment.

You will be asked to rate a) the importance of successful performance of the task to successful job performance, b) how frequently each task is performed, and c) the extent to which the ability to perform the task is required on the first day of work or whether it is learned on the course of the job.

Please refer to the "Task Rating Scales" you printed out when making your ratings.

Reminder - The following tasks are approximately one-third of the tasks for each domain.



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7. Task Ratings (continued)

*** 14. How would you rate the Importance, Frequency, and Necessity for Day-One Performance of the following tasks?**

Business Technology Management

	Importance	Frequency	Expected At Entry
1. Identify and analyze possible technology enablers to enhance business performance using industry best practices and standard methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Provide information technology consultation to business community to support business programs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Formulate and perform organization change management to facilitate the acceptance and use of applied technologies utilizing various assessment, outreach, communication and education methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Formulate, analyze, and make recommendations on the impact of legislation and plan for its implementation under the direction of State, departmental and other applicable government policies and regulations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Develop and maintain IT procurement related statistical reports to meet external reporting requirements in accordance with state regulation and policies.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Importance

Frequency

Expected At Entry

6. Perform vendor management to ensure the delivery of IT goods and services using applicable verification techniques in accordance with Contract terms, conditions and requirements.

7. Maintain contract and purchase documentation related to IT goods and services in order to provide traceability and transparency using standard record management techniques and processes.

8. Support compliance reviews performed by external entities to ensure adherence to State and departmental laws and regulations.



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8. Task Ratings (continued)

*** 15. How would you rate the Importance, Frequency, and Necessity for Day-One Performance of the following tasks?**

Client Services

	Importance	Frequency	Expected At Entry
9. Develop Client Services documentation.	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Recommend incident control/problem management process improvements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. Provide metrics on services to support service level agreements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. Install or repair hardware, or peripheral equipment.	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. Perform end-of-life assets management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. Configure and/or modify software programs.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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9. Task Ratings (continued)

* 16. How would you rate the Importance, Frequency, and Necessity for Day-One Performance of the following tasks?

Information Security Engineering

	Importance	Frequency	Expected At Entry
15. Provide consultation and expertise in multiple information technology domains to ensure compliance with enterprise and IT security policies, industry regulations, and best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. Review and disseminate security related intelligence.	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. Perform incident handling tasks (e.g., triage, forensic collections, intrusion correlation and tracking, threat analysis, and remediation) to take action against a cybersecurity threat using cybersecurity tools and analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. Research and document cybersecurity defense techniques, guidance, and threats in order to proactively prepare for and prevent future incidents.	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. Categorize the information system and the information processed, stored, and transmitted by that system.	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. Assess and Implement the security controls and describe how the controls are employed within the information system and its environment of operation.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Importance

Frequency

Expected At Entry

21. Develop and maintain asset management security controls throughout the lifecycle for all information assets.

22. Develop and/or review data sharing agreements prior to release of confidential information.

23. Design new technologies, architectures, and secure solutions that will support security requirements and align with strategic planning for the enterprise and its customers, business partners and vendors.

24. Investigate and report security incidents.



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10. Task Ratings (continued)

*** 17. How would you rate the Importance, Frequency, and Necessity for Day-One Performance of the following tasks?**

IT Project Management

	Importance	Frequency	Expected At Entry
25. Coordinate and consult with users, administrators, and engineers to identify business and technical requirements for proposed system modifications or technology purchases.	<input type="text"/>	<input type="text"/>	<input type="text"/>
26. Develop and sustain cooperative working relationships with project stakeholders through all project phases.	<input type="text"/>	<input type="text"/>	<input type="text"/>
27. Direct the conduct of integrated change control.	<input type="text"/>	<input type="text"/>	<input type="text"/>
28. Document lessons learned and Post Implementation Evaluation Reports.	<input type="text"/>	<input type="text"/>	<input type="text"/>
29. Evaluate, monitor, and ensure compliance with laws, regulations, policies, standards, or procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
30. Develop time and cost estimates and capture actual data for analysis and management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
31. Determine the resources (time, money, equipment, staffing, etc.) required to complete the project.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Frequency	Expected At Entry
32. Keep abreast of changes in industry practices, technology trends, and emerging technology trends by reviewing current literature, talking with colleagues, participating in educational programs, attending meetings or workshops, or participating in professional organizations or conferences.	<input type="text"/>	<input type="text"/>	<input type="text"/>
33. Manage and/or coordinate administrative functions including purchasing, budgeting, accounting, facilities, business services, Human Resources, etc.	<input type="text"/>	<input type="text"/>	<input type="text"/>
34. Direct and/or manage the development and implementation of IT systems security plans and procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
35. Manage or oversee all aspects of one or more IT projects applying industry standards, principles, guidelines, methods, techniques, using planning, monitoring, processes, and controlling principles tools to deliver an IT product, program solution, service, or system.	<input type="text"/>	<input type="text"/>	<input type="text"/>
36. Manage single or multiple projects ranging in complexity based on business and technical factors.	<input type="text"/>	<input type="text"/>	<input type="text"/>
37. Prepare documentation using standard California Project Management Frameworks or Methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
38. Work with control agencies to comply with state administrative requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
39. Apply industry standards, principles, methods, and techniques to manage a project through all phases of the Project Management and System Development Life Cycles.	<input type="text"/>	<input type="text"/>	<input type="text"/>
40. Create a detailed work plan which identifies and sequences the activities needed to successfully complete the project.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Importance

Frequency

Expected At Entry

41. Monitor the progress of the project and make adjustments as necessary to ensure the successful completion of the project

42. Review the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards



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11. Task Ratings (continued)

*** 18. How would you rate the Importance, Frequency, and Necessity for Day-One Performance of the following tasks?**

Software Engineering

	Importance	Frequency	Expected At Entry
43. Develop plans to execute information technology systems relating to design, coding, testing, defect management, system integration, implementation, and documentation of software components by outlining tasks, and developing timelines and schedules.	<input type="text"/>	<input type="text"/>	<input type="text"/>
44. Define and design software solutions using specification development industry standards and methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
45. Monitor information technology systems using modelers, profilers, scripts, log outputs, and automated testing tools to ensure integrity and tune the system to meet performance requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
46. Develop and maintain software documentation for each phase of the systems development life cycle to ensure maintainability.	<input type="text"/>	<input type="text"/>	<input type="text"/>
47. Design testing methods, validation procedures, and execution plans to evaluate software functionality.	<input type="text"/>	<input type="text"/>	<input type="text"/>
48. Review software code to ensure compliance with defined standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>
49. Troubleshoot software system issues to identify causes of information technology system failures and service interruptions using monitors, logs, user input, debugging processes, etc., to restore normal operations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
50. Plan, design, and implement the enterprise data models using standardized modeling tools to align technology solutions with business strategies.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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12. Task Ratings (continued)

*** 19. How would you rate the Importance, Frequency, and Necessity for Day-One Performance of the following tasks?**

System Engineering

	Importance	Frequency	Expected At Entry
51. Conduct research and perform analysis to recommend system upgrades, cost-effective solutions, and process improvements to meet current and future needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
52. Troubleshoot, track, and conduct root cause analysis of system/database/operational issues utilizing standard procedures until resolved or escalated.	<input type="text"/>	<input type="text"/>	<input type="text"/>
53. Design, implement, and maintain system architecture across multiple platforms to best align technology solutions with business strategies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
54. Execute test plans for system upgrades or releases.	<input type="text"/>	<input type="text"/>	<input type="text"/>
55. Monitor and conduct audits of system capacity, performance, and traffic analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
56. Coordinate infrastructure system design, modification, upgrade, and implementation projects.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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13. Knowledge, Skill, and Ability (KSA) Ratings

The following pages contain "knowledge", "skill" and "abilities" (KSAs) that may be required to perform the various tasks associated with an information technology office environment.

You will be asked to rate a) how important the KSA is to successful performance on the job, b) to what extent possession of the KSA is required on the first day of work, and c) the strength of the relationship between possessing the KSA and actual job performance.

Please refer to the "KSA Rating Scales" you printed out when making your ratings.

Reminder - The following KSAs are approximately one-third of the tasks for each domain.



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14. KSA Ratings (continued)

*** 20. How would you rate the Importance, Amount Expected at Entry, and Relationship to Job Performance of each of the below knowledge, skills, or abilities?**

Business Technology Management

	Importance	Expected at Entry	Relationship to Job Performance
1. Knowledge of complex and mission-critical business processes and systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Knowledge of structured writing techniques and methods to draft technical documents.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Knowledge of principles and processes for managing contract performance and deliverables.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Knowledge of budget, resource management, and IT strategies to meet departmental goals.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Knowledge of research and IT best practice methods and processes to identify current and emerging trends in technology.	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Knowledge of education tools and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Knowledge of organizational change management principles, techniques and methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Ability to perform requirement management activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Ability to perform benchmarking.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
10. Ability to develop educational material and curriculum based on consideration of the audience skill level and needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. Ability to facilitate educational sessions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. Knowledge of transition management practices and methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. Ability to communicate change impacts and change activities through various methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. Ability to understand and comply with State and departmental reporting guidelines.	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. Ability to identify procurement requirements and execute appropriate procurement method.	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. Ability to assess current IT assets to forecast future technology acquisitions .	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. Ability to prepare and maintain the Technology Recovery Plan (TRP).	<input type="text"/>	<input type="text"/>	<input type="text"/>



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15. KSA Ratings (continued)

*** 21. How would you rate the Importance, Amount Expected at Entry, and Relationship to Job Performance of each of the below knowledge, skills, or abilities?**

Client Services

	Importance	Expected at Entry	Relationship to Job Performance
18. Knowledge of end-user device technology, industry standards, and applicable usages.	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. Knowledge of basic networking and telecommunications systems including standards and protocols.	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. Ability to setup, install, configure, and secure, end-user devices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
21. Knowledge of scripting languages, practices, and tools.	<input type="text"/>	<input type="text"/>	<input type="text"/>
22. Ability to interpret customer requests to meet service needs and resolve problems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
23. Ability to create and understand technical documentation, procedures and case studies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
24. Skill in service management related to client technologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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16. KSA Ratings (continued)

*** 22. How would you rate the Importance, Amount Expected at Entry, and Relationship to Job Performance of each of the below knowledge, skills, or abilities?**

Information Security Engineering

	Importance	Expected at Entry	Relationship to Job Performance
25. Knowledge of computer networking concepts and protocols, and network security methodologies, risk management processes, cyber security principles, and cyber threats and vulnerabilities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
26. Knowledge of modern and emerging information, communications, and operations technologies, encryption methods, security controls, as well as their capabilities to support the function and security of business operations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
27. Skill in developing and executing technical training programs and curricula.	<input type="text"/>	<input type="text"/>	<input type="text"/>
28. Ability to ensure system security configuration guidelines are followed; compliance monitoring occurs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
29. Ability to interpret patterns of non-compliance to determine their impact on the enterprise's levels of risk and/or the information assurance program's overall effectiveness.	<input type="text"/>	<input type="text"/>	<input type="text"/>
30. Ability to formulate and/or review corrective actions plans.	<input type="text"/>	<input type="text"/>	<input type="text"/>
31. Ability to develop methods to monitor and measure risk, compliance, and assurance efforts.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
32. Ability to translate an organization's enterprise information technology goals and objectives, standards, and security architecture into well documented enterprise principles, requirements, standards, and processes for information security.	<input type="text"/>	<input type="text"/>	<input type="text"/>
33. Ability to develop detailed alternatives, analyze emerging Information Technology security methods, solutions, designs, and architectures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
34. Knowledge (expert level) of information security issues, application of information security techniques, and implications across a broad set of computing platforms.	<input type="text"/>	<input type="text"/>	<input type="text"/>
35. Skill (expert level) in architecting secure enterprise information technology solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
36. Ability to apply secure network design concepts and protocols during solution development.	<input type="text"/>	<input type="text"/>	<input type="text"/>
37. Knowledge (functional) of common operating systems for various types of IT communication devices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
38. Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).	<input type="text"/>	<input type="text"/>	<input type="text"/>
39. Knowledge of physical security principles and how they relate to cyber infrastructure.	<input type="text"/>	<input type="text"/>	<input type="text"/>
40. Knowledge of intelligence streams and analytical techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
41. Ability to convey information about threats, mitigation strategies and techniques, as well and providing leadership in the practice of technology development best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
42. Knowledge of incident categories, incident responses, and timelines for responses.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
43. Ability to determine scope, urgency, and potential impact; identify the threat and corresponding remediation.	<input type="text"/>	<input type="text"/>	<input type="text"/>
44. Skill in identifying and extracting data of forensic interest.	<input type="text"/>	<input type="text"/>	<input type="text"/>
45. Knowledge of network security architecture concepts, including topology, protocols, components, and principles (e.g., application of defense-in-depth).	<input type="text"/>	<input type="text"/>	<input type="text"/>
46. Skill to develop contingency planning policy statement.	<input type="text"/>	<input type="text"/>	<input type="text"/>
47. Skill to identify and prioritize information systems and components critical to supporting the organization's mission and business processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
48. Skill to evaluate an organization's contingency planning program and contingency plans for business continuity strengths and weaknesses.	<input type="text"/>	<input type="text"/>	<input type="text"/>
49. Skill to analyze the effectiveness of the backup and recovery of data, programs, and services.	<input type="text"/>	<input type="text"/>	<input type="text"/>
50. Ability to categorize the information system devices and the information herein based on impact analysis in order to arrive at proper security controls to manage risks for the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>
51. Ability to assess the controls against the business environment to evaluate the effectiveness of the controls to provide desired outcome.	<input type="text"/>	<input type="text"/>	<input type="text"/>
52. Knowledge of Information security controls and security categorizations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
53. Skill with information security impact analysis and common formats and usages.	<input type="text"/>	<input type="text"/>	<input type="text"/>
54. Ability to monitor the controls, their effectiveness in order to implement any necessary adjustments to the controls or their usages to increase positive results.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
55. Ability to review contracts for appropriate security controls, accountability and auditable compliance in data sharing agreements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
56. Knowledge of effective implementation of security controls and limitations of them in response to a risk analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
57. Ability to effectively communicate the results of security control assessments with a broad range of technical and business peers and information security professionals.	<input type="text"/>	<input type="text"/>	<input type="text"/>
58. Knowledge of the organizations testing and assessment objectives and validation requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
59. Knowledge of testing and assessment principles, tools, and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
60. Skill in the use of testing tools and techniques and recognizing vulnerabilities in security systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
61. Ability to correlate results into understandable and actionable reports.	<input type="text"/>	<input type="text"/>	<input type="text"/>
62. Ability to identify systemic security issues based on the analysis of vulnerability and configuration data.	<input type="text"/>	<input type="text"/>	<input type="text"/>
63. Skill in assessing the robustness of security systems and designs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
64. Ability to interpret and analyze results and to formulate recommendations for improvements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
65. Knowledge of State and Federal privacy laws, policies, and standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>
66. Ability to communicate detailed, technical information in an understandable way to non-technical people.	<input type="text"/>	<input type="text"/>	<input type="text"/>
67. Ability to produce and edit excellent written materials to include issue papers, policies, standards, procedures, memos and contracts.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
68. Knowledge of and experience with the organization's business processes and procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
69. Knowledge of information classification requirements and methodology.	<input type="text"/>	<input type="text"/>	<input type="text"/>
70. Skill in performing or participating in privacy compliance assessments.	<input type="text"/>	<input type="text"/>	<input type="text"/>
71. Ability to apply appropriate security controls based on information classification and risk to the organization to protect information privacy.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 3)

17. KSA Ratings (continued)

*** 23. How would you rate the Importance, Amount Expected at Entry, and Relationship to Job Performance of each of the below knowledge, skills, or abilities?**

IT Project Management

	Importance	Expected at Entry	Relationship to Job Performance
72. Ability to identify, assess, and solve problems. Includes gathering and processing relevant information, identifying possible solutions, making recommendations, and implementing solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
73. Ability to develop and effectively utilize all available resources.	<input type="text"/>	<input type="text"/>	<input type="text"/>
74. Ability to foster a team environment through leadership and conflict management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
75. Knowledge of and ability to apply Federal, State, Department, organizational policies and procedures to State operations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
76. Knowledge of and ability to apply the principles, methods, and techniques of IT assessment, planning, management, monitoring, and evaluation such as IT baseline assessment, interagency/department dependencies, contingency planning, and disaster recovery.	<input type="text"/>	<input type="text"/>	<input type="text"/>
77. Knowledge of basic Project Management principles.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
78. Knowledge of governmental functions and organization at the State and local level, including the legislative process.	<input type="text"/>	<input type="text"/>	<input type="text"/>
79. Knowledge of principles and practices of employee supervision, development, and training.	<input type="text"/>	<input type="text"/>	<input type="text"/>
80. Knowledge of program management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
81. Ability to effectively negotiate with project stakeholders, suppliers, or sponsors to achieve project objectives.	<input type="text"/>	<input type="text"/>	<input type="text"/>
82. Knowledge of the State of California Project Approval Process.	<input type="text"/>	<input type="text"/>	<input type="text"/>
83. Ability to assess situations to determine the importance, urgency and risks to the project and the organization, and make clear decisions which are timely and in the best interests of the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>
84. Ability to positively influence others to achieve results that are in the best interest of the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>
85. Ability to translate information technology terms into everyday language.	<input type="text"/>	<input type="text"/>	<input type="text"/>
86. Proficiency in the use of computers and productivity software including but not limited to word processing, spreadsheets, e-mail, and presentation preparation.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 3)

18. KSA Ratings (continued)

*** 24. How would you rate the Importance, Amount Expected at Entry, and Relationship to Job Performance of each of the below knowledge, skills, or abilities?**

Software Engineering

	Importance	Expected at Entry	Relationship to Job Performance
87. Knowledge of system security practices to control access and protect from unauthorized use.	<input type="text"/>	<input type="text"/>	<input type="text"/>
88. Ability to serve as a technical expert for software systems development.	<input type="text"/>	<input type="text"/>	<input type="text"/>
89. Knowledge of software development languages.	<input type="text"/>	<input type="text"/>	<input type="text"/>
90. Ability to develop and maintain standards and procedures to support and ensure consistency during the development, implementation, and maintenance of software systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
91. Ability to gather and document software development specifications and requirements from various sources to facilitate software design in accordance with business needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
92. Knowledge of database administration techniques and best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
93. Knowledge of system specifications design, documentation, and implementation methodologies and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
94. Knowledge of software architecture principles, standards, and best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 3)

19. KSA Ratings (continued)

*** 25. How would you rate the Importance, Amount Expected at Entry, and Relationship to Job Performance of each of the below knowledge, skills, or abilities?**

System Engineering

	Importance	Expected at Entry	Relationship to Job Performance
95. Ability to consider the business implications of the technology to the current and future business environment.	<input type="text"/>	<input type="text"/>	<input type="text"/>
96. Knowledge of inner workings of hardware and software components including machine level programming and scripting.	<input type="text"/>	<input type="text"/>	<input type="text"/>
97. Knowledge of transmission, broadcasting, switching, control, and operation of telecommunications systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
98. Knowledge of algorithms, data structures and complexity analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
99. Ability to prepare technical documentation related to the operations and maintenance of system components.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 3)

20. Feedback

Clicking the "submit" button will finalize your survey. Please keep in mind that you will not be able to resume the survey, so make sure that all your answers are marked appropriately.

Should you have any questions or concerns, please contact Angela Kwong at Angela.Kwong@CalHR.ca.gov.

26. Please provide any additional comments or feedback in the box below:

27. If you would like to be contacted regarding your comments or survey responses, please provide your information below:

Name

Email Address

Phone Number