



IT Classification Consolidation / Update (Survey 1)

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 1 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: 100

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. **Perform 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. Formulate business cases, feasibility studies and research analysis reports related to technology endeavors.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Identify, document and monitor defined service levels and performance management standards to measure the performance and effectiveness of technology services using tools and methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Analyze, develop and document business and technical requirements for technology solutions and enablers.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Formulate, analyze, and recommend policies, procedures, guidelines and standards to provide a common framework for technology governance utilizing various assessment, outreach and communication methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Performs IT compliance review to develop gap analysis recommendations utilizing standard analysis and auditing techniques per vendor requirements and State, departmental and other applicable government policies and regulations.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Importance

Frequency

Expected At Entry

6. Develop procurement solicitation documentation to acquire IT goods and services.

7. Perform contract management to ensure the terms and conditions are met.

8. Track, monitor, and audit IT assets to maintain accountability using standard asset management tool and techniques in compliance with SAM and other applicable policies and regulations.

9. Provide input to the development, administration, and execution of Disaster Recovery Plans to protect State resources and continue to provide critical IT services in the event of a disaster, in compliance with State mandates.



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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
10. Develop end-user training for applications or end-user devices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. Conduct end user training related to client technologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. Perform problem and incident management related to client technologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. Configure, deploy, and maintain end-user devices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. Install, configure, maintain, and troubleshoot desktop and mobile applications.	<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. Develop, document, disseminate and update the policies and procedures which address effective governance and compliance of the organization's business and security programs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. Assess, develop, implement, and maintain a security and privacy training and awareness program, ensuring consistency with the organizations risk management strategy and priorities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. Provide consultation, resources, reference material, technical assistance, and training to the organization on all applicable State, Federal, and standards, rules, regulations, and public laws.	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. Advise the organization of its compliance status and make recommendations for courses of action to establish and ensure compliance.	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. Develop and ensure security solutions and technical artifacts are in place throughout all IT systems and platforms.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Frequency	Expected At Entry
20. Develop and maintain the information technology Contingency Planning Program including preliminary planning, business impact analysis, alternate site selection, recovery strategies, training and exercising to work within the overall Business Continuity Plan.	<input type="text"/>	<input type="text"/>	<input type="text"/>
21. Monitor and assess security controls in the information system on an ongoing basis, documenting changes, conducting security impact analyses, and reporting system security statuses to the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>
22. Consult with and advise other organizational entities related to the release of public records and data.	<input type="text"/>	<input type="text"/>	<input type="text"/>
23. Perform vulnerability and risk assessments to identify security risks and recommend information technology solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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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
24. Analyze data to identify trends or relationships among variables.	<input type="text"/>	<input type="text"/>	<input type="text"/>
25. Assist with metric collection and Project Portfolio analysis, project risk analysis, and project lessons learned collection and improvements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
26. Coordinate project activities with other personnel or departments.	<input type="text"/>	<input type="text"/>	<input type="text"/>
27. Develop implementation plans that take into consideration analyses such as cost-benefit or return on investment.	<input type="text"/>	<input type="text"/>	<input type="text"/>
28. Direct or coordinate duties, responsibilities, and spans of authority to project personnel.	<input type="text"/>	<input type="text"/>	<input type="text"/>
29. Direct the development of project feasibility analyses.	<input type="text"/>	<input type="text"/>	<input type="text"/>
30. Direct all stages of the Project Approval Lifecycle.	<input type="text"/>	<input type="text"/>	<input type="text"/>
31. Lead and/or direct the documentation of business processes or operational activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
32. Manage identification of infrastructure configuration and change management standards or requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Frequency	Expected At Entry
33. Meet regularly with the project team (state and vendor), project sponsor, project steering committee, governance, directorate, control agencies, and other external stakeholders to review project progress, discuss outstanding project issues and mitigation strategies, and communicate upcoming project activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
34. Negotiate with project stakeholders or suppliers to obtain resources or materials.	<input type="text"/>	<input type="text"/>	<input type="text"/>
35. Prepare project status reports by collecting, analyzing, and summarizing information and trends.	<input type="text"/>	<input type="text"/>	<input type="text"/>
36. Schedule and facilitate meetings related to IT projects.	<input type="text"/>	<input type="text"/>	<input type="text"/>
37. Define the scope of the project in collaboration with senior management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
38. Develop a schedule for project completion that effectively allocates the resources to the activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
39. Ensure the maintenance and operations procedures and processes are documented and in place to support production systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
40. Execute all processes and activities associated with the project management lifecycle according to the project plan.	<input type="text"/>	<input type="text"/>	<input type="text"/>
41. Manage or oversee all aspects of one or more projects, including people, resources, and schedules.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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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
42. Develop, update, and implement standards, procedures, and controls to ensure proper installation, configuration, maintenance, security, reliability, and availability of systems/databases.	<input type="text"/>	<input type="text"/>	<input type="text"/>
43. Develop and maintain software product documentation.	<input type="text"/>	<input type="text"/>	<input type="text"/>
44. Design, develop, and implement software that adheres to organizational enterprise architecture ensuring secure, reliable, and accessible solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
45. Create, enhance, and maintain information technology software solutions using various programming languages to meet department requirements and expectations with regards to efficiency and effectiveness.	<input type="text"/>	<input type="text"/>	<input type="text"/>
46. Design and implement data models using system specifications and requirements to provide for efficient data storage and retrieval in accordance with best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
47. Test new database structures and database structural changes, using test case scenarios to ensure they meet business requirements, system requirements, and system specifications.	<input type="text"/>	<input type="text"/>	<input type="text"/>
48. Plan, develop, and maintain data strategies to support business analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
49. Perform data import and export activities.	<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
50. Consult with stakeholders to identify infrastructure system requirements and recommend technology, hardware, software, and plans installation.	<input type="text"/>	<input type="text"/>	<input type="text"/>
51. Advise, create, or participate in the design of new system architecture, standards, and methods to support organizational needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
52. Install, configure, administer, test, and maintain communication infrastructure systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
53. Perform configuration management and release management for system components.	<input type="text"/>	<input type="text"/>	<input type="text"/>
54. Develop and implement standards and controls that ensure the security, reliability, and availability of system components.	<input type="text"/>	<input type="text"/>	<input type="text"/>
55. Verify stability, interoperability, portability, security, or scalability of system architecture.	<input type="text"/>	<input type="text"/>	<input type="text"/>
56. Coordinate system installation, operations, maintenance, repairs, and/or upgrades.	<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 techniques for assessing skills and education needs to support training, planning and development.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Knowledge of IT governance principles and guidelines to support decision making.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Knowledge of business continuity and technology recovery principles and processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Knowledge of contract negotiations practices and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Knowledge of principles, techniques, and procedures related to the delivery of IT services.	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Knowledge of service performance industry standards and best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Knowledge of performance monitoring tools and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Ability to perform business process modeling activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Ability to perform research and data gathering.	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Ability to understand and align technology proposals with business needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
11. Ability to assess training needs related to the application of technology.	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. Ability to interpret and explain technical information to non-technical individuals in terms they can understand.	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. Ability to develop an organization change management plan.	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. Ability to formulate and recommend policies and procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. Ability to assess and correct non-compliance issues.	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. Ability to utilize reporting tools to develop and analyze statistical reports.	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. Ability to develop vendor performance measurements and monitor performance outcomes.	<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 customer support best practices and industry standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. Knowledge of IT Service Management processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. Knowledge of various scripting languages and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
21. Ability to resolve basic connectivity issues.	<input type="text"/>	<input type="text"/>	<input type="text"/>
22. Ability to use IT Service Management tools.	<input type="text"/>	<input type="text"/>	<input type="text"/>
23. Ability to develop end-user training materials.	<input type="text"/>	<input type="text"/>	<input type="text"/>
24. Ability to conduct end-user training.	<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 relevant and applicable international, national, and state information security and privacy laws, policies, standards, procedures, and guidelines.	<input type="text"/>	<input type="text"/>	<input type="text"/>
26. Ability to document and disseminate cyber defense techniques and guidance for the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>
27. Ability to show initiative.	<input type="text"/>	<input type="text"/>	<input type="text"/>
28. Ability to apply essential elements of information pertaining to all relevant and applicable international, national, and state laws, policies, standards, procedures, and guidelines pertaining to information security to the organization's security training program.	<input type="text"/>	<input type="text"/>	<input type="text"/>
29. Knowledge of State and Federal regulations, policies and standards related to information security and privacy.	<input type="text"/>	<input type="text"/>	<input type="text"/>
30. Ability to interpret audit findings and results.	<input type="text"/>	<input type="text"/>	<input type="text"/>
31. Ability to independently conduct compliance reviews.	<input type="text"/>	<input type="text"/>	<input type="text"/>
32. Ability to establish and maintain cooperative relationships with outside compliance related agencies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
33. Knowledge of audit practices and standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
34. Ability to validate the organization against policies/guidelines/procedures/regulations/laws to ensure compliance.	<input type="text"/>	<input type="text"/>	<input type="text"/>
35. Skill in implementing information assurance principles and organizational requirements to protect confidentiality, integrity, availability, authenticity, and non-repudiation of information and data.	<input type="text"/>	<input type="text"/>	<input type="text"/>
36. Skill in analyzing potential business impact of multiple alternatives based upon expert knowledge of emerging security threats, vulnerabilities, and risks	<input type="text"/>	<input type="text"/>	<input type="text"/>
37. Skill in developing security architecture when integrating hardware and software solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
38. Ability to demonstrate experience with system analysis and design tools, methods, and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
39. Knowledge (expert level) of information security threats, techniques for protecting against the threats, and the resulting implications to systems, business processes, and cost.	<input type="text"/>	<input type="text"/>	<input type="text"/>
40. Ability to collaborate closely with technical subject matter experts such as database administrators, network engineers, and server administrators, to ensure systems are secure and meet compliance requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
41. Ability to develop detailed security requirements which meet security, technical, and business needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
42. Knowledge of Open Systems Interconnection model and the ability to transfer this understanding to security concepts and methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
43. Ability to develop and present security analysis based on existing and emerging threats.	<input type="text"/>	<input type="text"/>	<input type="text"/>
44. Ability to keep current with security trends, mitigation techniques, general technology developments and related subjects necessary to recognize and address security issues.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
45. Ability to convey technical intelligence data to decision makers in a consumable fashion.	<input type="text"/>	<input type="text"/>	<input type="text"/>
46. Knowledge of incident response and handling methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
47. Knowledge of security event correlation tools.	<input type="text"/>	<input type="text"/>	<input type="text"/>
48. Knowledge of general attack stages (e.g., fingerprinting and scanning, enumeration, gaining access, escalation or privileges, maintaining access, network exploitation, covering tracks).	<input type="text"/>	<input type="text"/>	<input type="text"/>
49. Skill in using network analysis tools.	<input type="text"/>	<input type="text"/>	<input type="text"/>
50. Skill in performing root cause analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
51. Ability to identify anomalous and threatening behavior and implement a viable incident response mechanism.	<input type="text"/>	<input type="text"/>	<input type="text"/>
52. Knowledge of intrusion detection methodologies and techniques for detecting host-and network-based intrusions via intrusion detection technologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
53. Knowledge of the procedures, tools, and techniques that provide contingency planning and business continuity.	<input type="text"/>	<input type="text"/>	<input type="text"/>
54. Knowledge of National Institute of Standards and Technology publication 800 series.	<input type="text"/>	<input type="text"/>	<input type="text"/>
55. Knowledge (in-depth) of organizational interdependencies and how they affect organizational continuity and business processes (electric grid, communications, transportation, etc.).	<input type="text"/>	<input type="text"/>	<input type="text"/>
56. Skill in cyber security to conduct a BIA.	<input type="text"/>	<input type="text"/>	<input type="text"/>
57. Skill to create contingency strategies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
58. Skill to identify preventive controls.	<input type="text"/>	<input type="text"/>	<input type="text"/>
59. Skill to evaluate environmental controls including emergency power, fire and smoke detection and response, hardware maintenance and problem management, and alternate work sites.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
60. Skill to educate others regarding contingency planning and business continuity.	<input type="text"/>	<input type="text"/>	<input type="text"/>
61. Ability to engage and communicate effectively with stakeholders.	<input type="text"/>	<input type="text"/>	<input type="text"/>
62. Ability to advocate contingency planning.	<input type="text"/>	<input type="text"/>	<input type="text"/>
63. Skill with information security, Administrative, Physical, and Technical controls, their applications and their assessment procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
64. Knowledge of computing Information systems that include processing devices, storage devices, networking devices and the software that controls these devices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
65. Knowledge of Information security impact analysis techniques, procedures and reporting.	<input type="text"/>	<input type="text"/>	<input type="text"/>
66. Ability to apply security controls in an evolving information security threat landscape as seen through external resources directed towards information security professionals.	<input type="text"/>	<input type="text"/>	<input type="text"/>
67. Ability to assist asset managers and owners inventory assets and categorize the assets based on risk indexes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
68. Ability to perform effectively in a fast-paced environment with constantly changing priorities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
69. Ability to communicate effectively with a wide variety of individuals and audiences at different levels and with different backgrounds both inside and outside of the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>
70. Ability to provide excellent customer service.	<input type="text"/>	<input type="text"/>	<input type="text"/>
71. Knowledge of the organization's mission, policies, principles and practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
72. Knowledge of information produced, stored, processed, received, and shared by the organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 1)

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
73. Ability to communicate effectively verbally and in writing as appropriate for the needs of the audience.	<input type="text"/>	<input type="text"/>	<input type="text"/>
74. Ability to develop and evaluate alternatives, make decisions, and take appropriate action.	<input type="text"/>	<input type="text"/>	<input type="text"/>
75. Ability to establish and maintain project priorities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
76. Ability to identify and analyze measures or indicators of system performance and determine the actions needed to improve or correct performance, relative to the goals of the system.	<input type="text"/>	<input type="text"/>	<input type="text"/>
77. Ability to plan, administer, and monitor expenditures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
78. Ability to provide quality and timely ad-hoc project information to Executives, project team members, and stakeholders.	<input type="text"/>	<input type="text"/>	<input type="text"/>
79. Ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
80. Knowledge of and ability to apply principles and methods for planning or managing the implementation, update, or integration of information systems components.	<input type="text"/>	<input type="text"/>	<input type="text"/>
81. Knowledge of and ability to apply the principles, methods, techniques, and tools for developing, scheduling, coordinating, and managing projects and resources, including integration, scope, time, cost, quality, human resources, communications, and risk and procurement management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
82. Knowledge of business and management principles involved in strategic planning, resource allocation, leadership technique, and coordination of people and resources.	<input type="text"/>	<input type="text"/>	<input type="text"/>
83. Knowledge of laws, legal codes, court, procedures, precedents, legal practices and documents, government regulations, Executive Orders, agency rules, policies, government organization and functions, and the political process used to regulate the implementation of projects.	<input type="text"/>	<input type="text"/>	<input type="text"/>
84. Knowledge of principles and practices of organization, administration, personnel (recruitment, selection, training, compensation, benefits, labor relations, negotiation, and personnel information systems), and budget management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
85. Knowledge of the department's goals and policies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
86. Knowledge of the System Development Lifecycle including the associated methodologies, tools, and processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
87. Ability to act independently with flexibility and tact.	<input type="text"/>	<input type="text"/>	<input type="text"/>
88. Proficiency in the use of project management software.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 1)

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
89. Knowledge of operating systems to ensure efficient software integration and maintenance.	<input type="text"/>	<input type="text"/>	<input type="text"/>
90. Knowledge of software environment performance and capacity optimization techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
91. Knowledge of software configuration and release management practices and principles.	<input type="text"/>	<input type="text"/>	<input type="text"/>
92. Ability to establish application development standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>
93. Knowledge of current industry standards, best practices, and trends related to software development life cycle.	<input type="text"/>	<input type="text"/>	<input type="text"/>
94. Ability to apply concepts, best practices, methodologies, and principles related to software deployment.	<input type="text"/>	<input type="text"/>	<input type="text"/>
95. Ability to monitor and review software development activities to ensure compliance with specifications, requirements, and standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 1)

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
96. Ability to diagnose and resolve system problems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
97. Ability to analyze needs and product requirements to create functional designs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
98. Ability to use structured approach to system performance issues.	<input type="text"/>	<input type="text"/>	<input type="text"/>
99. Knowledge of quality control principles and practices related to the deployment and configuration of system components.	<input type="text"/>	<input type="text"/>	<input type="text"/>
100. Knowledge of current and emerging system engineering trends.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 1)

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