



IT Classification Consolidation / Update (Survey 2)

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 2 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: 57

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. Analyze, develop and document business processes utilizing industry best practices and standard methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Formulate, deliver, and coordinate education and communication to optimize the use of applied technologies using various instructional aids and communication media.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Implement policies, procedures, guidelines and standards to ensure compliance with State and departmental rules and regulations utilizing various defined technology governance processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Provide technology procurement oversight to verify compliance with IT policies and standards in compliance with State and departmental rules and regulations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Process procurement requests to acquire IT related goods and services.	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Perform IT asset analysis to evaluate and plan for future departmental needs using analytical tools and techniques per departmental policies and vendor support guidelines.	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Formulate materials related to technical operational procedures to sustain operations using industry standard techniques mandated by State, departmental and other applicable governmental policies and regulations.	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Facilitate IT strategic planning sessions and work shops.	<input type="text"/>	<input type="text"/>	<input type="text"/>



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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. Conduct research and analysis of new client technologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Perform user account management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. Resolve and respond to client incidents or requests.	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. Ensure software/hardware complies with security policies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. Create, test, maintain, and deploy desktop images.	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. Manage client technology asset inventories.	<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 and maintain a monitoring, auditing, and feedback systems that ensures compliance and the security of the organizations information assets.	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. Analyze business impact and exposure, based on emerging security threats, vulnerabilities and risks to recommend information technology solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. Provide procedures for incident handling, particularly for analyzing incident-related data and determining the appropriate response.	<input type="text"/>	<input type="text"/>	<input type="text"/>
18. Assess, evaluate, and audit the effectiveness of existing asset management security controls.	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. Plan, develop, and document security testing and assessment policies, requirements, methodologies, and frequencies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. Review security logs, reports, and assessments to determine organizational compliance with policies and requirements and makes recommendations to improve the overall security.	<input type="text"/>	<input type="text"/>	<input type="text"/>

Importance

Frequency

Expected At Entry

21. Develop and maintain the Privacy Program including policies, standards, principles, practices and procedures, tools and training.

22. Notify appropriate parties of any actual or suspected compromise of personal, sensitive, and confidential information.

23. Coordinate the implementation of security and privacy controls across multiple information technology disciplines.

24. Develop, test, and implement counter cybersecurity measures to adapt to security threats.



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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. Analyze information and evaluate results to choose the best solution and solve problems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
26. Conduct presentations or briefings on aspects of the project(s) to Executive management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
27. Coordinate recruitment or selection of project personnel.	<input type="text"/>	<input type="text"/>	<input type="text"/>
28. Develop and manage work breakdown structure (WBS) of information technology projects.	<input type="text"/>	<input type="text"/>	<input type="text"/>
29. Develop or update project plans for IT projects including information such as project objectives, technologies, systems, information specifications, schedules, funding, and staffing.	<input type="text"/>	<input type="text"/>	<input type="text"/>
30. Direct and/or conduct procurement planning and management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
31. Direct project close out functions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
32. Document findings of studies and prepare recommendations for implementation of new systems, procedures, or organizational changes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
33. Establish and execute a project communication plan.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Frequency	Expected At Entry
34. Guide the development and elaboration of plans and artifacts to obtain internal and external project approval.	<input type="text"/>	<input type="text"/>	<input type="text"/>
35. Lead, mentor, and supervise project teams which may include business analysts, system engineers, system architects, subject matter experts, test coordinators, external entities, and users on the State and departmental project management methodologies to ensure project compliance with State policies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
36. Manage integration of information systems and/or subsystems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
37. Manage project(s) to ensure adherence to budget, schedule, and scope.	<input type="text"/>	<input type="text"/>	<input type="text"/>
38. Monitor or track project milestones and deliverables to ensure that the project deliverables are on time, within budget and at the required level of quality	<input type="text"/>	<input type="text"/>	<input type="text"/>
39. Perform risk assessments to develop response strategies in order to control or reduce risk.	<input type="text"/>	<input type="text"/>	<input type="text"/>
40. Provide leadership, guidance, training, and support to project team members on the use of project and portfolio management methodologies, tools and methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
41. Testify before committees, control agencies, review boards, and/or the legislature.	<input type="text"/>	<input type="text"/>	<input type="text"/>
42. Work with Project Management Office (PMO) to ensure compliance to PMO standards.	<input type="text"/>	<input type="text"/>	<input type="text"/>
43. Determine the objectives and measures upon which the project will be evaluated at its completion.	<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
44. Develop and modify technical specifications for software using standardized processes and stakeholder input, ensuring adherence to quality standards and procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
45. Gather, review, and document system requirements and specifications to ensure alignment with functional and non-functional requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
46. Review software architecture and make recommendations regarding technical and operational feasibility.	<input type="text"/>	<input type="text"/>	<input type="text"/>
47. Perform software product deployment and release management activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
48. Design and implement system access controls to maintain system security in accordance with information security best practices and standard information technology operating procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
49. Test software systems using test cases and test data to meet defined functional and non-functional requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
50. Debug software using various programming tools and systematic debugging methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
51. Develop and analyze performance and capacity reports related to software solutions to optimize efficiency.	<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
52. Develop scope of work and provide cost analysis and estimates for IT acquisitions. Participate in vendor/product solution evaluation and selection.	<input type="text"/>	<input type="text"/>	<input type="text"/>
53. Create and implement backup and recovery strategies. Conduct disaster and recovery analysis, planning, implementation, and administration for systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
54. Install, configure, and/or maintain systems. Document design specifications, installation instructions, and other system-related information.	<input type="text"/>	<input type="text"/>	<input type="text"/>
55. Contribute in the planning of the overall organizational IT strategy. Communicate with stakeholders to determine organizational needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
56. Provide system components capacity planning to ensure system sustainability.	<input type="text"/>	<input type="text"/>	<input type="text"/>
57. Audit systems performance and serve as the escalation point for troubleshooting system components.	<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 business or systems process analysis, design, testing, and implementation techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Knowledge of fundamental IT concepts, practices, and principles to provide a foundation for technology related work.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Knowledge of the development and application of technology in the current and future business environment.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Knowledge of principles and practices related to the design and implementation of IT systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Knowledge of procurement processes to acquire and secure IT goods and services.	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Knowledge of cost/benefit analysis concepts, principles and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Knowledge of IT systems and data auditing.	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Knowledge of statistical analysis and reporting techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Ability to develop decision making documents.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
10. Ability to perform technical analysis of proposed technology solutions (i.e. hardware, software).	<input type="text"/>	<input type="text"/>	<input type="text"/>
11. Ability to understand and analyze performance metrics.	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. Ability to perform organizational readiness assessments and identify and recommend appropriate actions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. Ability to monitor and evaluate the effectiveness of the applied change management activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. Ability to assess, analyze and identify IT policy needs and gap analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. Ability to gather data to perform statistical analysis and report outcomes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. Ability to evaluate vendor responses for compliance with requirements and determine best value.	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. Ability to assess and monitor compliance with contract terms.	<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 optimization and performance tuning methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
19. Knowledge of principles and best practices for end-users device security.	<input type="text"/>	<input type="text"/>	<input type="text"/>
20. Ability to conduct problem management resolution related to client technologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
21. Ability to identify, analyze, and resolve problems related to end-user devices, software and peripherals.	<input type="text"/>	<input type="text"/>	<input type="text"/>
22. Skill in troubleshooting related to basic network and telecommunications connectivity and performance monitoring.	<input type="text"/>	<input type="text"/>	<input type="text"/>
23. Evaluate multiple sources of technical information to perform root cause analysis.	<input type="text"/>	<input type="text"/>	<input type="text"/>
24. Skill in keeping informed on technology trends and industry best practices and recommending appropriate solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
25. Ability to serve as a technical liaison.	<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
26. Ability to communicate and interact with senior level executives and government personnel and convey technical information to non-technical audiences.	<input type="text"/>	<input type="text"/>	<input type="text"/>
27. Knowledge of host, vendor, and client business functions and has the ability to author, review, and update continuity and recovery plans that outline and address the proper processes, technologies, and techniques to prepare for, mitigate, respond to security incidents and ensure operational continuity.	<input type="text"/>	<input type="text"/>	<input type="text"/>
28. Ability to tailor and apply applicable international, national, and state information security and privacy laws, policies, standards, procedures, and guidelines to organizational business functions.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
29. Skill in applying and incorporating information technologies into proposed solutions; applying confidentiality, integrity, and availability principles; applying organization-specific systems analysis principles and techniques; conducting capabilities and requirements analysis; in design modeling and building use cases; and in using incident handling methodologies.	<input type="text"/>	<input type="text"/>	<input type="text"/>
30. Knowledge of organizational roles and responsibilities and the ability to tailor training appropriately.	<input type="text"/>	<input type="text"/>	<input type="text"/>
31. Ability to prepare and deliver education and awareness briefings to ensure that systems, network, and data users are aware of and adhere to systems security policies and procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
32. Knowledge of remediation methods to bring information security deficiencies into compliance.	<input type="text"/>	<input type="text"/>	<input type="text"/>
33. Knowledge of and ability to apply proven validation and accreditation processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
34. Ability to effectively communicate compliance status to organizational representatives.	<input type="text"/>	<input type="text"/>	<input type="text"/>
35. Knowledge of information technology security principles and methods (physical and logical architecture).	<input type="text"/>	<input type="text"/>	<input type="text"/>
36. Knowledge (expert level) of laws, regulations, policies, and compliance requirements as they relate to information security.	<input type="text"/>	<input type="text"/>	<input type="text"/>
37. Knowledge of network access, identity, and access management, including authentication, authorization, and access control methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
38. Ability to apply risk based measures in determining adequate security which meets business objectives.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
39. Ability to design applications which are secure at all layers including secure coding, authentication and authorization, event monitoring, audit logs, database access rights, network controls, hardening, and configuration management.	<input type="text"/>	<input type="text"/>	<input type="text"/>
40. Knowledge of layered security principles, including network segmentation, perimeter security, database security, end point security, and event monitoring.	<input type="text"/>	<input type="text"/>	<input type="text"/>
41. Ability to develop information security strategy based upon emerging technology, risk assessments, customer requirements and the organization's strategic plan.	<input type="text"/>	<input type="text"/>	<input type="text"/>
42. Ability to assess and understand complex business processes and customer requirements to ensure new technologies, architectures, and security products will meet their needs.	<input type="text"/>	<input type="text"/>	<input type="text"/>
43. Ability to monitor all enterprise services for technology changes, topology changes, and other alterations that might impact the security posture of the business entity.	<input type="text"/>	<input type="text"/>	<input type="text"/>
44. Ability to engage other areas of IT support to elicit information about new security opportunities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
45. Ability to consolidate data from multiple intelligence sources and apply data to strategic and operational security measures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
46. Knowledge of system and application security threats and vulnerabilities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
47. Knowledge of basic system administration, network, and operating system hardening techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
48. Knowledge of different classes of attacks (e.g., passive, active, insider, close-in, distribution).	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
49. Skill in recognizing and categorizing types of vulnerabilities and associated attacks.	<input type="text"/>	<input type="text"/>	<input type="text"/>
50. Skill of identifying, capturing, containing, and eliminating malware.	<input type="text"/>	<input type="text"/>	<input type="text"/>
51. Knowledge of security event correlation tools.	<input type="text"/>	<input type="text"/>	<input type="text"/>
52. Knowledge of the risks that exist when measures are not taken to provide for contingency planning and business continuity.	<input type="text"/>	<input type="text"/>	<input type="text"/>
53. Skill to develop an information system contingency plan.	<input type="text"/>	<input type="text"/>	<input type="text"/>
54. Skill to identify and develop detailed guidance and procedures for restoring a damaged system's security impact level and recovery requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
55. Skill to ensure contingency plans testing, training, exercises, and maintenance.	<input type="text"/>	<input type="text"/>	<input type="text"/>
56. Ability to author concise and clear documentation.	<input type="text"/>	<input type="text"/>	<input type="text"/>
57. Knowledge of Industry specific Risk Management tools, standards, techniques and frameworks.	<input type="text"/>	<input type="text"/>	<input type="text"/>
58. Skill with computing information system devices such as servers, storage devices, and network devices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
59. Ability to identify risk factors and determine viable security controls to mitigate or lessen risk.	<input type="text"/>	<input type="text"/>	<input type="text"/>
60. Knowledge of information security control assessment procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
61. Ability to interpret NIST publications as it relates to the protection of information assets and personnel.	<input type="text"/>	<input type="text"/>	<input type="text"/>
62. Ability to work within strategic and operational entities in the organization to implement an asset management program that tracks all assets from acquisition to disposition.	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
63. Ability to coordinate with other security and privacy professionals to review policies and implement asset security controls and practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
64. Ability to interpret and adhere to specialized NIST publications to develop and conduct standardized assessment procedures to effectively protect the privacy of customer data and the security of information assets and personnel.	<input type="text"/>	<input type="text"/>	<input type="text"/>
65. Ability to develop and tailor assessments in creative ways to determine the effectiveness and limitations of implemented security and privacy controls.	<input type="text"/>	<input type="text"/>	<input type="text"/>
66. Knowledge of the organizations security and risk management policies, requirements, and acceptable level of risk.	<input type="text"/>	<input type="text"/>	<input type="text"/>
67. Skill in designing analysis structures, determining testing objectives and rigor, and writing test plans.	<input type="text"/>	<input type="text"/>	<input type="text"/>
68. Skill in evaluating testing and assessment results for applicability and completeness.	<input type="text"/>	<input type="text"/>	<input type="text"/>
69. Skill in performing damage assessments.	<input type="text"/>	<input type="text"/>	<input type="text"/>
70. Ability to analyze information, reason logically and develop sound recommendations and conclusions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
71. Ability to establish cooperative relationships and gain support of key individuals to accomplish goals.	<input type="text"/>	<input type="text"/>	<input type="text"/>
72. Ability to recognize and implement changes in laws, policies or regulations that impact the privacy or security of confidential information.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 2)

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 analyze information and evaluate results to choose the best solution and solve problems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
74. Ability to create organizational change leadership and vision and strategic thinking.	<input type="text"/>	<input type="text"/>	<input type="text"/>
75. Ability to facilitate project meetings with project stakeholders.	<input type="text"/>	<input type="text"/>	<input type="text"/>
76. Ability to identify complex problems and review related information to develop and evaluate options and implement solutions.	<input type="text"/>	<input type="text"/>	<input type="text"/>
77. Ability to work cooperatively with staff at all levels.	<input type="text"/>	<input type="text"/>	<input type="text"/>
78. Knowledge of and ability to apply systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
79. Knowledge of and ability to prepare, justify, and administer the budget for project(s).	<input type="text"/>	<input type="text"/>	<input type="text"/>

	Importance	Expected at Entry	Relationship to Job Performance
80. Knowledge of emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational requirements.	<input type="text"/>	<input type="text"/>	<input type="text"/>
81. Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.	<input type="text"/>	<input type="text"/>	<input type="text"/>
82. Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration in order to effectively obtain written documentation to ensure the delivery of products or services.	<input type="text"/>	<input type="text"/>	<input type="text"/>
83. Ability to effectively estimate project work and required resources throughout the duration of the project.	<input type="text"/>	<input type="text"/>	<input type="text"/>
84. Knowledge of principles and practices of developing a Work Breakdown structure based upon a defined project scope.	<input type="text"/>	<input type="text"/>	<input type="text"/>
85. Knowledge of the project management lifecycle including the State of California project management standards, methodologies, tools, and processes.	<input type="text"/>	<input type="text"/>	<input type="text"/>
86. Ability to plan, coordinate and direct the activities of multi-disciplinary staff.	<input type="text"/>	<input type="text"/>	<input type="text"/>
87. Ability to set goals and priorities, develop a work schedule, monitor progress towards goals, and track details/data/information/activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 2)

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
88. Knowledge of principles, methods, and procedures for designing, developing, optimizing, and integrating systems in accordance with best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
89. Knowledge of software design and administration practices to perform routine system administration and upgrades.	<input type="text"/>	<input type="text"/>	<input type="text"/>
90. Ability to plan and estimate software product development activities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
91. Ability to comprehend technical documents to interpret specifications, system implementations, capabilities, interdependencies, and compatibilities.	<input type="text"/>	<input type="text"/>	<input type="text"/>
92. Knowledge of data administration techniques and best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>
93. Knowledge of software quality assurance and quality control principles, methods, tools, and techniques.	<input type="text"/>	<input type="text"/>	<input type="text"/>
94. Ability to formulate comprehensive and accurate system documentation.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 2)

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. Knowledge of system engineering fundamental concepts, practices, and procedures.	<input type="text"/>	<input type="text"/>	<input type="text"/>
96. Knowledge (in-depth) of operating systems.	<input type="text"/>	<input type="text"/>	<input type="text"/>
97. Ability to perform system health checks using system monitoring techniques, tools, and methods.	<input type="text"/>	<input type="text"/>	<input type="text"/>
98. Ability to communicate technical concepts to non-technical audience.	<input type="text"/>	<input type="text"/>	<input type="text"/>
99. Knowledge of hardware and software licensing principles and practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>



IT Classification Consolidation / Update (Survey 2)

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