Job Analysis Questionnaire

This job analysis questionnaire (JAQ) is intended to serve as a guide for understanding a job and its key duties and responsibilities. This JAQ can also assist the Board of Trustees in the development of a job description for the position of Library Director.

*This JAQ can be completed by an employee or by another individual(s) on behalf of a position, including the Board of Trustees.*

## Instructions

On the following pages, complete the JAQ by answering each section as accurately and thoroughly as possible. Before you begin, please take a few minutes to read through the entire questionnaire, reading all instructions carefully.

**Once you begin to answer the questions, be as objective as possible. This is about what the position does, regardless of individual characteristics, skills, or performance of the person currently in the position.**

**Questionnaire responses should reflect:**

* What would normally be expected of someone fully trained in the job, rather than a beginner or someone performing beyond what is required.
* The expected or “normal” routine of the job rather than special projects, temporary assignments, or out-of-the-ordinary occurrences.
* The job as it is today, rather than what was expected in the past or is expected in the future.

**In addition:**

* Complete all questions as accurately and thoroughly as possible.
* Please do not use acronyms or abbreviations.
* Choose the best response for the position. If no question response matches the position, choose the most appropriate option available.
* Provide comments in the comment sections throughout and attach any relevant materials if necessary.

***If you have any questions, please contact your District Consultant.***

***Thank you for your participation!***

## General Information

|  |  |
| --- | --- |
| **Library Name:** |  |
| **Name of Incumbent:**  ***or individual(s) completing this questionnaire*** |  |
| **Job Title:** |  |
| **Date Prepared:** |  |

|  |  |  |
| --- | --- | --- |
| **Is this position full or part time?** | **Part Time** | **Full Time** |
| **If part time, how many hours per week?** |  | |

## Duties & Responsibilities

#### Section Overview

This section asks about the job responsibilities, including:

1. A brief job summary
2. Major duties and responsibilities
3. Supervisory responsibilities
4. Teamwork and collaboration
5. Discretion and independent judgment
6. Other responsibilities

#### A. Brief Job Summary

Briefly describe the basic purpose of the job. This job summary should be two or three sentences that describe the primary responsibility of the position.

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| ***Example: The Director, under the direction of the Board of Trustees, is responsible for the leadership of the library and will oversee the Library’s strategic planning, administrative and management operations, finances, facilities, budgeting and compliance, programs, collections and services, technology, outreach and marketing, library staff, and more.*** |
|  |

#### B. Major duties and responsibilities

Describe the **most important** essential duties and responsibilities of the job.

Start with the duty or responsibility that takes the **greatest portion** of the position’s time, followed by duties that take **at least 10%** of the position’s time. **The total of all duties should be no more than 100%.**

Please describe at least five (5) duties.

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| --- | --- |
| **Describe the position’s actual job duties, even if they are not the same as the current job description**. | |
| *Example: Acts as professional/technical advisor to the Board of Trustees on policy, finances, planning and library performance. In collaboration with the Board of Trustees, develops, evaluates, and executes long-term strategic plans that align with the Library’s mission, vision, and values.* | |
| **1.** | |
| **Percent of Time Annually:** | **%** |
|  | |
| *Example: Responsible for Library purchasing, receiving, invoicing, payment, and reconciliation of Library financial transactions. Develops long and short financial plans and budgets for Board consideration. Serves as a liaison to the Library’s Friends and Foundation.* | |
| **2.** | |
| **Percent of Time Annually:** | **%** |
|  | |
| *Example: Manages the administration of Human Resources functions; recruits, trains, mentors, supervises, and evaluates Library staff. Develops, implements, and maintains Library policies and procedures in compliance with applicable regulations. Ensures the Library is in compliance with Library Services Standards as set by the State Library of Iowa.* | |
| **3.** | |
| **Percent of Time Annually:** | **%** |

|  |  |
| --- | --- |
| *Example: Oversees the Library’s facilities and grounds, including regular maintenance, repair, and inspection services and purchase of equipment and supplies as needed. Ensures a safe and clean environment for Library staff and patrons through proper procedures and emergency preparedness.* | |
| **4.** | |
| **Percent of Time Annually:** | **%** |

|  |  |
| --- | --- |
| **Describe the position’s actual job duties, even if they are not the same as the current job description.** | |
| *Example: Coordinates targeted marketing plans to engage the community and solicit community feedback regarding the Library’s programs, events, and initiatives.* | |
| **5.** | |
| **Percent of Time Annually:** | **%** |

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| **Use this space for additional comments or notes, if any.** |
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#### C. Supervisory responsibilities

|  |  |  |
| --- | --- | --- |
| **Indicate the number of employees, both full and part time, that report directly and indirectly to this position. *Indirect reports are those who report through another supervisor or manager.*** | | |
| **Level of Supervision** | **Number of Full Time** | **Number of Part Time** |
| Staff |  |  |
| Volunteers |  |  |

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| **Please indicate if this position performs the following supervisory responsibilities for any of the individuals reported in the question above. *Please select yes or no for each option.*** | **Yes** | **No** |
| Interviews job applicants/candidates |  |  |
| Decides or recommends which applicants to hire |  |  |
| Decides or recommends starting salaries for new employees |  |  |
| Decides or recommends discipline, including termination |  |  |
| Trains employees on their duties and responsibilities |  |  |
| Assigns work to employees |  |  |
| Plans or prioritizes employees’ work assignments |  |  |
| Distributes work among employees |  |  |
| Determines which techniques, supplies, materials, or tools employees use in their work assignments |  |  |
| Sets and adjusts work schedules for employees |  |  |

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| **Approximately what percentage of working time does this position spend on supervisory activities (such as those listed above) versus non-supervisory activities? *The total should equal 100%.*** | |
| Activities related to supervisory responsibilities | **%** |
| Work activities NOT related to supervisory responsibilities, including performing the same duties as subordinates | **%** |
| **Total: 100%** | |

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| **Use this space for additional comments or notes regarding supervisory responsibility, if any.** |
|  |

#### D. Teamwork and collaboration

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| --- | --- | --- | --- |
| **Please indicate the frequency of interactions required of this position with individuals outside the Library.**  ***Please select one column for each option listed below.*** | **Never** | **Sometimes** | **Often** |
| Library Friends/ Foundation members |  |  |  |
| Board of Trustees members |  |  |  |
| General public/ library patrons/ volunteers |  |  |  |
| Union representatives |  |  |  |
| Vendors, contractors, and suppliers of products/ services |  |  |  |
| Government employees/ officials |  |  |  |
| Elected and appointed officials |  |  |  |
| Community representatives/ leaders |  |  |  |
| Media representatives |  |  |  |
| Business and industry representatives |  |  |  |
| State/ national library associations or other associations |  |  |  |

|  |  |  |
| --- | --- | --- |
| **Please provide more information regarding any external individuals this position interacts with.** | | |
| **Individual** | **Organization** | **Purpose** |
| *Example: Susan Smith* | *Example: Library Friends* | *Example: Fundraising/community engagement* |
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| **Please indicate the nature of interactions required of this position with individuals outside the Library.**  ***Please select one column for each option listed below.*** | **Never** | **Sometimes** | **Often** |
| Interaction involves **routine information exchange and/or cooperation** requiring common courtesy, e.g., answering questions, responding to questions that require some research to provide the correct answer. |  |  |  |
| Interaction requires **substantial sensitivity and cooperation**, e.g., basic project interaction, providing information to individuals who from time to time may be upset or angry. |  |  |  |
| Interactions involve **considerable explanation and persuasion leading to decision, agreement, or rejection** on complex issues, e.g., problem solving or discussions around difficult matters such as responsibilities, contracts, finances, etc. |  |  |  |
| Interaction requires **expert skills in persuasion, influence, and motivation** at the highest level. Interactions may result in recommendations or decisions regarding policy development and implementation. |  |  |  |

#### E. Discretion and independent judgment

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| **Provide at least two examples of the kind of decisions or actions made by this position.** |
| *Example: Suggests HR policies for COVID-19 pandemic protocols.* |
| **1.** |
| **2.** |
| **3.** |
| **4.** |
| **5.** |

#### F. Other Responsibilities

|  |  |  |
| --- | --- | --- |
| **Please indicate if this position performs any of the following responsibilities. *Please select yes or no for each option.*** | **Yes** | **No** |
| Provides consultation or expert advice to the Board of Trustees |  |  |
| Investigates and resolve matter of significance on behalf of the Board of Trustees |  |  |
| Develops or recommends changes to the policies or standard operating procedures/practices for the library |  |  |
| Analyzes and recommends changes to operating practices or policies |  |  |
| Has authority to waive or deviate from established operating practices or policies without prior approval |  |  |
| Develops or drafts an annual budget |  |  |
| Has the authority to revise, reallocate funds, or deviate from the budget |  |  |
| Has the authority to commit the Library in matters that have significant financial impact |  |  |
| Has the authority to approve purchases |  |  |
| Has the authority to approve payment of bills |  |  |
| Decides which media, supplies, materials, services, or merchandise to purchase |  |  |
| Responsible for the acquisition of materials (print and digital), hardware, software, and supplies |  |  |
| Monitors activities in the Library for compliance with legal regulations |  |  |
| Implements procedures to ensure legal compliance |  |  |
| Independently investigates and resolves matters on behalf of the Library |  |  |
| Represents the Library during Union contract negotiations |  |  |
| Represents the Library during City-to-City, vendors, or other contract negotiations |  |  |
| Represents the Library with external agencies including media and local governments |  |  |
| Implements long-term and short-term plans |  |  |
| Monitors and reports progress |  |  |
| Responsible for the safety or security of employees and patrons |  |  |
| Responsible for the security of any facilities/physical areas |  |  |

## Job Requirements

#### Section Overview

This section asks about the credentials and qualifications needed to do the job, including:

1. Education
2. Experience
3. Certifications or licenses
4. Knowledge, skills, and abilities
5. Technology proficiencies

#### A. Education

Please indicate the level of education you think is required and preferred for the job. Refer to the *In Service to Iowa* standards document for minimal education requirements based on population service area. *Check the applicable boxes.*

**Required** education is what someone must have, at a **minimum**, to be considered for the job.  
**Preferred** education is what would be good to have, but not necessary.

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| --- | --- | --- | --- |
| **Education** | **Required** | | **Preferred** |
| High school diploma *or equivalent* |  |  | |
| Some college-level coursework |  |  | |
| Associate’s degree (2-Year) |  |  | |
| Bachelor’s degree (4-year) |  |  | |
| Master’s degree in any field |  |  | |
| Master’s degree in Library & Information Science |  |  | |
| **Specify the major, field, or discipline, if applicable.** | | | |
|  | | | |

#### B. Experience

Please indicate the amount of work experience that is required and preferred.

**Required** experience is what someone must have, at a **minimum**, to be considered for the job.   
**Preferred** experience is what would be good to have, but not necessary.

|  |  |  |  |
| --- | --- | --- | --- |
| **Work Related Experience** | **Required** | | **Preferred** |
| None |  |  | |
| Less than 1 year of related work experience |  |  | |
| 1 - 3 years of related work experience |  |  | |
| 3 < 5 years of related work experience |  |  | |
| 5 or more years of related work experience |  |  | |
| **Specify the type of experience, if applicable.** | | | |
|  | | | |

#### C. Certifications, Endorsements, or Licenses

Please indicate any other credentials, such as certifications or licenses that are required and preferred for the job. For a current list of State Library Endorsements offered, please visit the State Library website.

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| --- | --- | --- |
| **Certifications/Licenses** | **Required** | **Preferred** |
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| **Is this position required to operate a vehicle as a part of the job?** | **Yes** | **No** |
| **If yes, what type of vehicle? *Passenger car, van, etc.*** |  | |

#### D. Knowledge, skills, and abilities

In your opinion, what **knowledge, skills, and abilities** are needed to be successful in the job?*Please give at least two answers for each category.*

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| --- |
| **Knowledge: *a set of information or facts used to perform a job*** |
| **Examples:**   * Principles of intellectual freedom * Cataloging and data management * Generally accepted budgeting principles |
| **1.** |
| **2.** |
| **3.** |
| **4.** |
| **5.** |

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| **Skills: *mastery needed to perform a job, typically developed over time, and acquired through practice*** |
| **Examples:**   * Organizational and time management skills with a high degree of attention to detail * Standard office software such as Microsoft Office applications, (Word, Excel, and PowerPoint) * Proficient oral and written communication skills |
| **1.** |
| **2.** |
| **3.** |
| **4.** |
| **5.** |

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| **Abilities: *capacity or means to do something or perform a skill*** |
| **Examples:**   * Provide exemplary customer service * Work with diverse communities to develop programs, services, and collections that meet a variety of needs * Is creative, curious, and open to incorporating new technologies, strategies, and tactics |
| **1.** |
| **2.** |
| **3.** |
| **4.** |
| **5.** |

#### E. Technology Proficiency

|  |  |  |
| --- | --- | --- |
| **Is this position expected to operate/ use a computer?** | **Yes** | **No** |

|  |  |  |
| --- | --- | --- |
| **If you selected “yes” to the question above, provide the level of technology proficiency (basic/advanced) that is needed to be successful in this job for the following categories.** | | |
| **1 - Computer Hardware Skills** | | |
| **Basic**   * Turn on, restart, and shut down computers and monitors * Identify power sources for devices * Use a mouse or trackpad * Use the keyboard * Check and identify connection ports * Assist patrons with and operate smartphones, tablets, and E-readers * Add devices to the library’s WiFi network | **Advanced**   * Connect, install, and configure external and internal components * Repair a corrupted hard drive * Troubleshoot connectivity issues * Understand and install networking hardware and software * Understand and install centralized software management systems * Understand and install a “Reboot to Restore” system | |
| **What level of computer hardware skills are needed to be successful in this position?** | **Basic** | **Advanced** |
|  | | |
| **2 - Operating System Skills** | | |
| **Basic**   * Start and exit programs * Respond to dialog boxes * Minimize and maximize windows * Scroll within a document * Find file icons and open them * Use menus and toolbars * Manage multiple windows * Take a screenshot | **Advanced**   * Manage computer settings * Find and open files by browsing from within a program * End non-responsive programs * Install, update, and remove software * Install and maintain antivirus software * Edit configuration files | |
| **What level of operating system skills are needed to be successful in this position?** | **Basic** | **Advanced** |

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| --- | --- | --- |
| **3 - Printers and Other Equipment Skills** | | |
| **Basic**   * Turn equipment on and off * Connect to printer * Load paper, clear jams, replace toner * Use print preview * Change print settings * Send a fax * Operate a barcode scanner * Operate a microfilm/microfiche reader * Operate audio/visual equipment * Operate meeting room technology | **Advanced**   * Operate a mobile printing app * Set up and operate makerspace equipment * Operate and monitor security system * Operate specialized library equipment * Set up and operate print management system * Set up and operate computer lab management system | |
| **What level of printers and other equipment skills are needed to be successful in this position?** | **Basic** | **Advanced** |
|  | | |
| **4 - File Management Skills** | | |
| **Basic**   * Understand and use external storage devices * Understand file sharing software * Understand, create, access, rename, move, and delete files and folders * Empty or recover files from the recycle bin * Understand file extensions * Change file name or location using Save As | **Advanced**   * Backup files – to website, USB device, or a network drive * Create a shortcut to a file, a folder, or program | |
| **What level of file management skills are needed to be successful in this position?** | **Basic** | **Advanced** |
|  | | |
| **5 - Office Productivity Software Skills** | | |
| **Basic**   * Understand word processing file types * Understand platforms for editing text * Insert and edit text and images * Cut, copy, and paste text * Format text and page settings * Use spell check * Use templates to create documents | **Advanced**   * Use basic formulas in spreadsheet software * Sort and filter spreadsheet columns * Create charts and graphs using spreadsheet data * Create and manipulate pivot tables * Use accounting software | |
| **What level of office productivity software skills are needed to be successful in this position?** | **Basic** | **Advanced** |

|  |  |  |  |
| --- | --- | --- | --- |
| **6 - Internet and Web Browser Skills** | | | |
| **Basic**   * Understand, identify, and use an internet browser * Understand and use a search engine * Search from the address bar in a web browser * Navigate using links & URLs * Use the Find command * Zoom in or zoom out on a webpage * View and delete browsing history * Add, delete, and organize bookmarks * Create a secure login and password * Fill out an online form | **Advanced**   * Download files * Print all or part of a web page * Use a password manager * Allow or block popups * Create and maintain social media accounts * Support patrons in the use of the library’s online resources (including apps) * Evaluate online content * Manage filtering software * Understand fundamentals of web design | | |
| **What level of internet and web browser skills are needed to be successful in this position?** | | **Basic** | **Advanced** |
|  | | | |
| **7 - Email Skills** | | | |
| **Basic**   * Create and log in to an email account * Access via email client and web * Set up a professional signature * Read, archive, and delete emails * Send emails to one or multiple recipients * List recipients as CC or BCC * Reply to, forward, and print messages * Download and send attachments * Recognize spam and scam messages | **Advanced**   * Create and manage email folders * Customize settings * Manage spam blockers * Understand vacation notices * Use filters to sort email into subfolders * Set up and manage multiple staff email accounts * Set up and manage an email server | | |
| **What level of file email skills are needed to be successful in this position?** | | **Basic** | **Advanced** |

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| **8 - Library Application Skills** | | | |
| *You should understand specialized software that performs common library functions (usually called an Integrated Library System, ILS) and web-based services provided by the State Library.* | | | |
| **Basic**   * Log in to your ILS * Search for and add new patrons * Search for materials; add local holdings * Check in, check out, renew, or place items on hold * Use State Library systems: SILO ILL, Library Talk, Iowa Library Directory, IA Learns, and IA Shares | **Advanced**   * Import and export records * Print spine labels * Access, read, and edit MARC records * Create and edit circulation rules * Run ILS reports * Set up and customize OPAC * Set up receipt printers * Add self-checkout kiosks * Make out of state ILL requests * Update library holdings in SILO * Log in to Bibliostat and OverDrive Marketplace | | |
| **What level of library application skills are needed to be successful in this position?** | | **Basic** | **Advanced** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Is this position expected to perform any tasks using computer software or databases?** | | **Yes** | **No** |
| **If yes, provide more information regarding the software used and tasks performed.** | | | |
| **Software/ Database** | **Task Performed** | | |
| *Example: Microsoft Excel* | *Example: Creates spreadsheets to support financial/ budgeting responsibilities.* | | |
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| **Use this space for additional comments or notes, if any.** |
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## Work Environment & Physical Demands

#### A. Environment and Exposures.

Indicate how you are required to be in the following types of environments. *Please select one column for each item.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Work Environment/ Locations** | **Never** | **Sometimes** | **Often** |
| Library or similar indoor environment |  |  |  |
| Outdoors |  |  |  |
| In the community (homes, businesses, etc.) |  |  |  |
| Other |  |  |  |

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| **Use this space for additional comments or notes, if any.** |
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#### B. Physical Requirements

Which of the following items or activities are involved in doing your job?

*Please select one column for each item.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Physical Effort** | **Never** | **Sometimes** | **Often** |
| **Hand Movement** | | | |
| *Typing or Keyboarding* |  |  |  |
| *Repetitive Motion* |  |  |  |
| *Reaching* |  |  |  |
| *Grasping or Holding* |  |  |  |
| *Finger Dexterity* |  |  |  |
| **Reading** |  |  |  |
| **Writing** |  |  |  |
| **Eye-Hand Coordination** |  |  |  |
| **Vision** | | | |
| *Color Distinction* |  |  |  |
| *Visual Inspection* |  |  |  |
| *Measuring/Assembling* |  |  |  |
| **Hearing** |  |  |  |
| **Talking** |  |  |  |
| **Standing** |  |  |  |
| **Sitting** |  |  |  |
| **Walking** |  |  |  |
| **Lifting** | | | |
| *< 10 pounds* |  |  |  |
| *10-30 pounds* |  |  |  |
| *30-60 pounds* |  |  |  |
| *60-90 pounds* |  |  |  |
| *90 or more pounds* |  |  |  |
| **Pushing/Pulling** |  |  |  |
| **Climbing** | | | |
| *Stairs* |  |  |  |
| *Ladders* |  |  |  |
| **Bending/Squatting** |  |  |  |
| **Crawling** |  |  |  |
| **Driving** | | | |
| *Standard Vehicle* |  |  |  |
| *Oversize Vehicle (CDL may be required)* |  |  |  |
| *Bookmobile* |  |  |  |