

Internet and Information Technology Positions Description HandiGuide®

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Job Progression

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

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

The Job progression matrix that follows can help utilize these concepts to create additional position descriptions as they are needed.

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Job Progression Matrix

Competency Progression	Intern Level	Associate Level	Position Level	Senior Level	Specialist Level
Job Knowledge	Limited use and/or application of basic principles, theories and concepts.	Full use and application of standard principles, theories and techniques.	Wide application of principle, theories and concepts in the field plus working knowledge of other related disciplines.	Applies extensive knowledge as a generalist or specialist with working expertise of all job functions.	Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts.
Problem Solving	Provides solutions to problems of limited scope and mostly routine nature.	Provides solutions to a variety of problems that are routinely encountered under normal business activity.	Provides solutions to a wide range of difficult problems. Solutions are imaginative, thorough and practical.	Develops solutions to complex problems which requires the use of ingenuity and creativity. Performs proactively and prevents recurrence whenever possible.	Works on unusually complex problems and provides solutions which are highly innovative and ingenious achieving quality and work process improvements.
Leadership	Leads self and demonstrates willingness to accept responsibility.	Leads self and peers by conduct and example.	Leads peers and subordinates with positive attitude of accomplishment.	Leads teams and individuals with ability to mentor both and affect improvements.	Leads teams, individuals and processes with ability to affect significant improvements.
Project Management	Performs project tasks as directed demonstrating a sense of urgency.	Performs project tasks as directed. Meets assigned schedules with good overall quality.	Meets assigned task schedules and participates in overall quality review of own and other's work.	Plans, monitors and reviews tasks for adherence to schedule and overall quality. May lead projects and assign staff.	Plans, monitors and reviews tasks for adherence to schedule and overall quality. Leads projects and assigns staff.
Self-Management					self-directed, determine goals, are often plans and sets of strategy to achieve results, through and agrees rather view by
Contribution	balance support for ongoing department processes and self-development with limited exposure.	support the continuous delivery of departmental goods and services.	support of departmental objectives often functioning across disciplines and areas of expertise.	expertise and is usually called upon to perform in multiple roles. Demonstrates tactical and some strategic critical thinking.	more core technologies, business processes and management disciplines. Demonstrates good tactical and strategic critical thinking.
Communication	Contacts are primarily with immediate supervisor and other professionals in the department or group. Demonstrates core competency in written and verbal skills.	Primarily intra-organizational with inter-organizational and outside customer contacts on routine matters. Demonstrates written and verbal skills that meet routine department needs.	Frequent inter-organizational and outside customer contacts as required. Provides solutions, discussions and status on normal business processes primarily in writing, and verbally and graphically as required as required.	Develops and presents material for review and information using excellent written, verbal and graphical communication skills for routine businesses and project status.	Serves as the departmental spokesperson on specific projects and processes. Acts as a consultant on the feasibility and implementation of new technologies and processes as well as ongoing business activities.

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Position Description Structure

The position descriptions in this book contain information regarding a given job and its functionality within an Information Systems Organization. This includes a position purpose statement, problems and challenges of the position, an itemized list of principal accountabilities, and the authority boundaries afforded the holder of the position, job contacts of the position, specifications of experience needed for the position, and finally the career opportunities available to the position holder in the future.

Position Purpose

The Position Purpose section of the position description gives an overview of the responsibilities of the position. This provides a summary of the most important aspects and duties of the position.

Problems and Challenges

The Problems and Challenges section outline specific challenges facing the holder of the position. If these challenges are met efficiently and effectively, the opportunity for advancement to a higher position, offering greater challenges, will occur.

Essential Position Functions

If an employer uses written position descriptions, the ADA does not require that they are limited to a description of essential functions or that “essential functions” be identified. However, if an employer wishes to use a position description as evidence of essential functions, it should in some way identify those functions that the employer believes to be important in accomplishing the purpose of the job. Within this book, essential position functions have been defined for each position. There are additional factors that impact a position

All of the positions have been developed with four items to identify these essential position functions. They are:

- ▶ Principal Accountabilities,
- ▶ Authority,
- ▶ Contacts, and
- ▶ Position Requirements

Principal Accountabilities

The Principal Accountabilities section itemizes the separate duties and responsibilities of the position. This section fully details each major task or responsibility necessary to correctly perform the job function. The tasks are ranked from those most crucial at the beginning of the section to those which are more routine are listed at the end of the section.

Authority

The Authority section of the position description delineates the amount of latitude the position holder has in influencing personnel and decision making within the department. This section also outlines which departmental personnel the position holder needs to interface to successfully perform this job.

Contacts

The Contacts section of the position description identifies the primary and secondary contacts with whom this position deals on a day-to-day basis.

Position Requirements

The Position Requirements section sets forth hiring requirements for the specified position, as well as necessary educational, experiential, and other requirements necessary for the position.

Career Ladder

The Career Ladder section proposes future career track opportunities for the position holder. This provides a goal for the position holder to achieve and should, therefore, increase motivation levels.

Filename

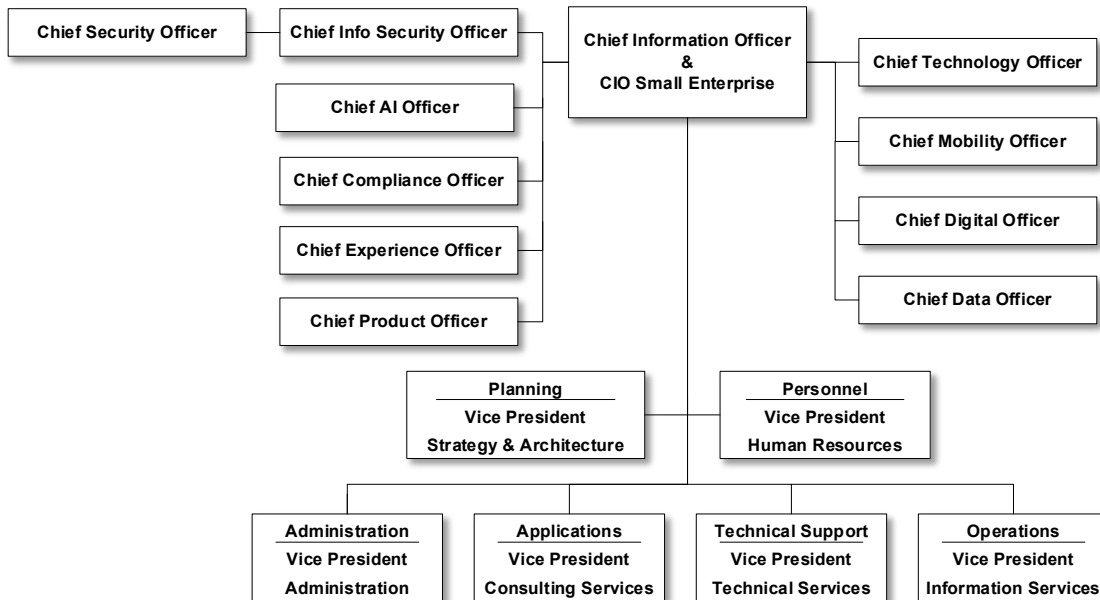
Printed in the lower right corner on the last page of each position description is the name of the word processing file that contains the particular position description. This file is only available to firms and individual that has purchased the word processing format of this book.

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Organization Chart

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

Executive Management



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

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

- ▶ **Planning** - All activities associated with defining the strategy, direction, and architecture for

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design, development, implementation, and modification of programs, systems, and business operations.

Chief Information Officer (CIO)

Position Purpose

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

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

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

Problems and Challenges

The major challenges of the enterprise with operational needs, computer and communication through acquisition and financial statements

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the
logical and
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growth
ough
position.

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

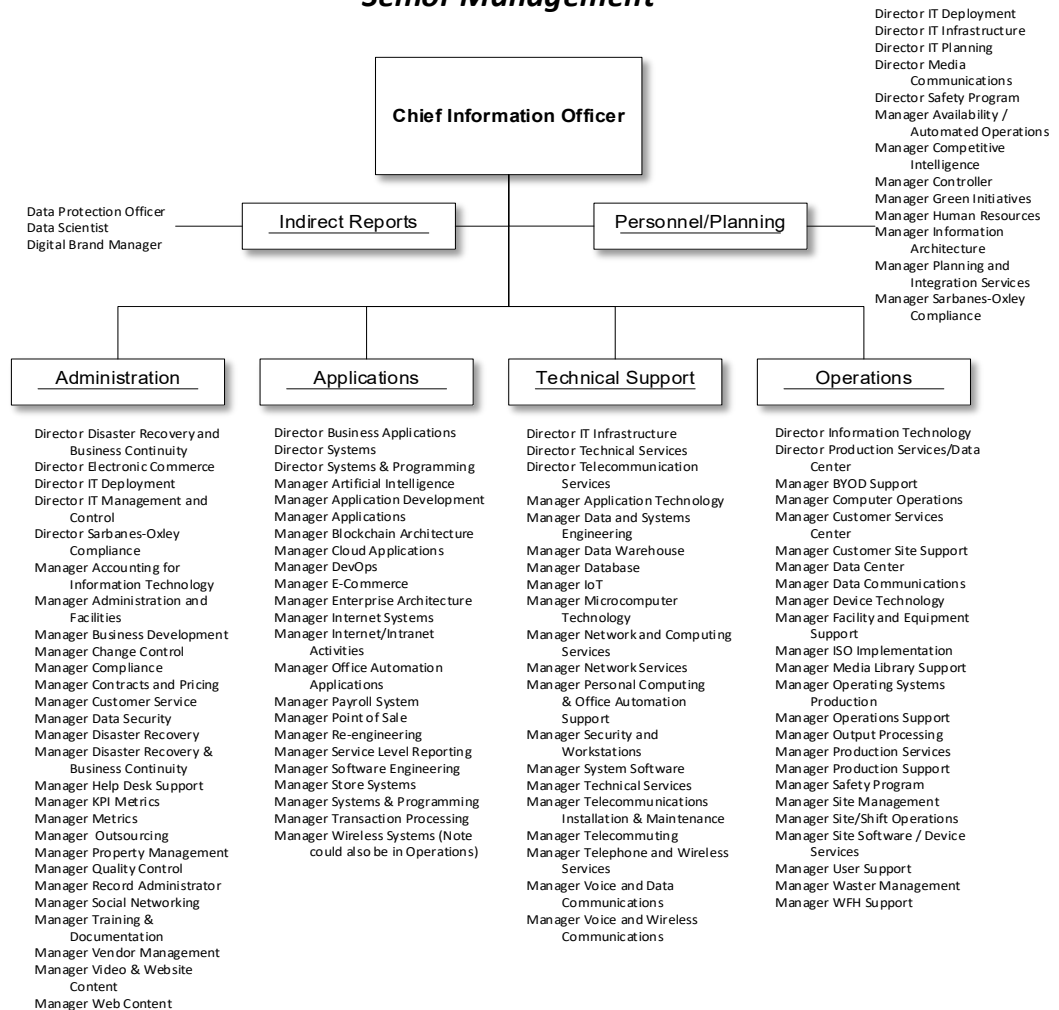
Essential Position Functions

Principal Accountabilities

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

Organization Chart

Senior Management



For this Technical... This to... management section of the four Information can be grouped to help organizations need to adapt

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Data Protection Officer (DPO)

Position Purpose

The Data Protection Officer (DPO) is responsible for monitoring, informing, and advising the controller, the processor, and the employees who carry out the processing of their obligations according to the EU's General Data Protection Regulation (GDPR) and California's CaCPA.

The DPO monitors compliance with GDPR, with other EU or Member State data protection provisions and with the policies of the controller or processor concerning the protection of personal data, including the assignment of responsibilities, awareness-raising, and training of staff involved in processing operations, and the related audits

The DPO must be aware of the implications of legislated requirements that impact security for the enterprise. This includes but is not limited to GDPR, Sarbanes Oxley Section 404 requirements, and ISO 2000 Standards.

The DPO has the responsibility for global and enterprise-wide data protection and compliance; he/she is also responsible for the physical security, protection services, and privacy of the corporation and its employees. The DPO works closely with the chief security officer and must have a strong working knowledge of information technology and enterprise operations.

Problems and Challenges

The major challenges

- ▶ Education
- ▶ Training
- ▶ Conducting
- ▶ Services
- ▶ Monitoring
- ▶ Maintaining comprehensive records of all data processing activities conducted by the company, including the purpose of all processing activities, which must be made public on request
- ▶ Interfacing with data subjects to inform them about how their data is being used, their rights to have their data erased, and what measures the company has put in place to protect their personal information

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priorities
efforts

Essential Position Functions

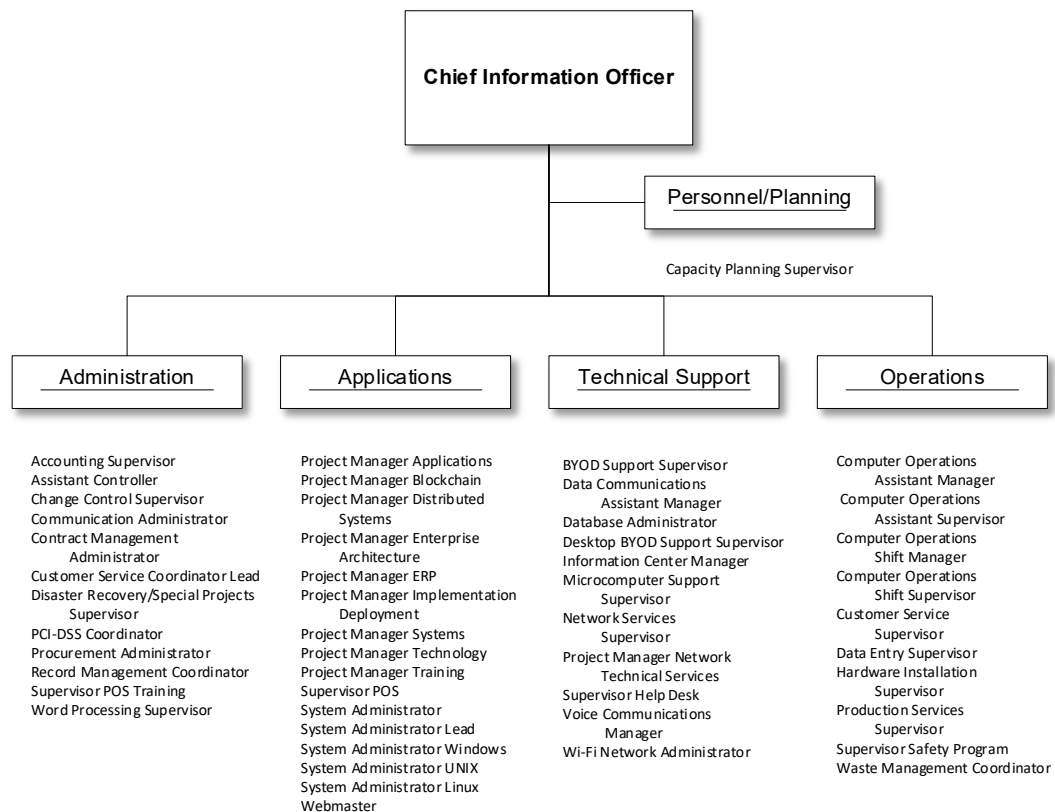
Principal Accountabilities

- ▶ Informs and advises the controller, the processor, and the employees who carry out the processing of their obligations according to GDPR and CaCPA.
- ▶ Monitors compliance with GDPR, with other EU or Member State data protection provisions and with the policies of the controller or processor concerning the protection of personal data, including the assignment of responsibilities, awareness-raising, and training of staff involved in processing operations, and the related audits;

Organization Chart

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

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

Middle Management


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Accounting Supervisor**Position Purpose**

The Accounting Supervisor is responsible for ensuring the accuracy and timely recording of Information Technology's accounts payable transactions; contractor payments, hardware and software purchase, license renewals, account reconciliations, and report definition and development.

The position also requires the development and implementation of accounting and operational standards, policies, and procedures that establish, maintain, and improve internal controls

Included is facilitating enhanced utilization of the financial systems through the development and implementation of continuing education programs and training for the division and corporate staff.

Problems and Challenges

The Accounting Supervisor is challenged with managing and understanding and developing procedures to properly report the financial health of Information Technology with a high level of reliability and compliance to Generally Accepted Accounting Principles (GAAP) and governmental regulations including Sarbanes-Oxley.

Essential Position Functions**Principal Accountabilities**

- ▶ Support and ensure compliance with all applicable laws, regulations, and policies presented and in accordance with governmental regulations
- ▶ Establish and maintain internal controls and procedures recorded following management's general or specific authorization and consistent with GAAP.
- ▶ Direct, motivate, delegate, and empower staff in the successful performance of tasks and responsibilities while encouraging innovation.
- ▶ Develop, re-engineer, and implement innovative processes to enhance accounting, reporting, and payables functions to ensure the preservation and proper use of Information Technology's assets.
- ▶ Provide management and other appropriate internal organizations with accurate and timely financial information and reports.
- ▶ Coordinate Information Technology's Financial Systems support for all corporate and division accounting staff. Develop, establish, and implement educational programs and processes and procedures to empower divisional staff while maintaining sound internal controls.
- ▶ Direct Information Technology's input in the accurate and timely preparation, maintenance, and filing of all local, state, and federal tax filings, and any other government forms as well.
- ▶ Ensure all required Information Technology insurance binders are maintained, inventoried, and filed as required.

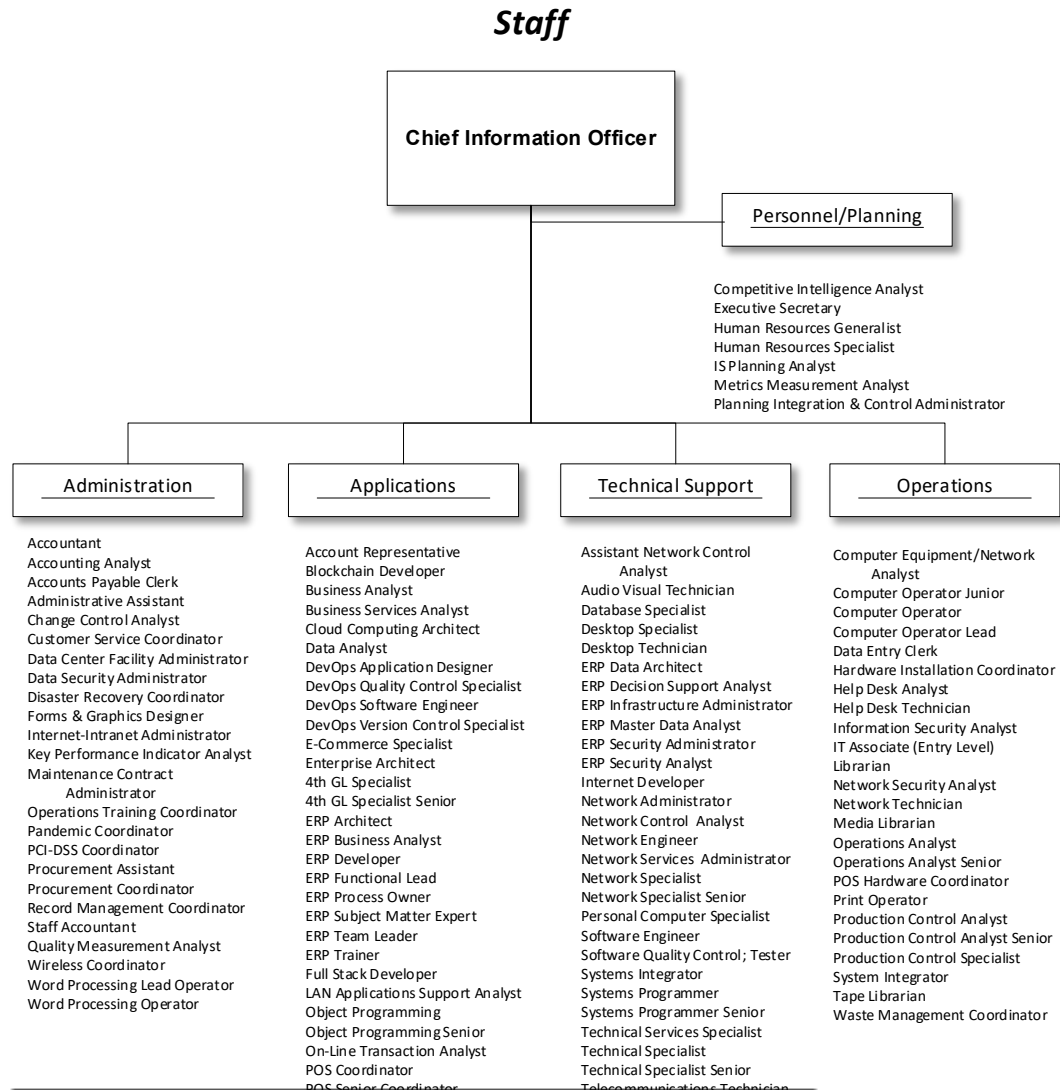
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Organization Chart

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

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



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4th GL Specialist

Position Purpose

This position reports to the senior 4th GL Specialist and has responsibility for assisting in the installation, modification, and ongoing support of the 4th generation language environments. Other areas of responsibility will include supporting the personal computer and office automation environments to maintain environmental continuity.

Problems and Challenges

The 4th GL environment is the center of the enterprise's Information Technology and business automation applications development activities. It is extremely important to the enterprise that the applications developed in any 4th GL offer the highest reliability and performance possible. The 4th GL Specialist is challenged to maintain, upgrade, and troubleshoot the 4th GL software environment.

Essential Position Functions

Principal Accountabilities

- ▶ Participates in the development of programming standards that will be utilized in the 4th GL and environments.
- ▶ Troubleshoots technical problems and provides technical assistance to centralized and decentralized personnel.
- ▶ Assists in the development and testing of new applications and software issues.
- ▶ Provides technical support to users and personnel.
- ▶ Maintains and updates the 4th GL software environment to incorporate logical advances.
- ▶ Assists in the development and testing of new products or services. Center
- ▶ Provides ad hoc reporting and development support as needed.
- ▶ Performs at or above the enterprise's Information Technology performance standards.

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Authority

- ▶ Assist the senior 4th GL Specialist in all aspects of 4th GL software usage including installation and upgrades.
- ▶ Assist in monitoring and reporting 4th GL software performance and reporting "bugs" to application developers and focus vendors.
- ▶ Assist in the development and maintenance of 4th GL application problem analysis and resolution techniques.
- ▶ Analyze and resolve problems quickly and efficiently
- ▶ Support applications and operations with technical consultation and specialized programming in the area of 4th GL applications.