

City of Laredo

Deputy City Manager, Assistant City Manager, and Director Presentation

JDQ Training

June 2023 Mary Ann Edwards, Consultant

Greg Saylor, Associate Consultant

Renee Grasso, Associate

| Agenda



About the Study

JDQ Process

Completing the JDQ

Why Are We Doing This Study?

City of Laredo (The City) wants to ensure that:

1. The City can recruit and retain high performing talent
2. Job Classification structure provides internal integrity
3. Compensation package is market competitive
4. Pay is equitable and fair

The primary goal of this project is to ensure that the classifications and the compensation program are:

- ★ Accurate
- ★ Equitable
- ★ Market Sensitive

Understanding the Study



- This study will cover approximately 30 employees
- Pay increases or reclassifications are **not guaranteed**
- **No jobs, positions, or personnel will be eliminated** as a result of this study

This is not about...

- ✘ How well people are doing in their work (job performance)
- ✘ How many people are required to do a particular job (staffing levels)

Expected Outcomes

At the conclusion of this project, City of Laredo will have:

- Job titles for the work requirements for your position that accurately reflect your job responsibilities and required qualifications
- A market assessment that measures competitiveness of The City's pay ranges and pay rates
- Recommendations regarding potential changes to classifications and pay grades
- Updated job descriptions reflecting an overall job summary, essential functions, and required education and experience



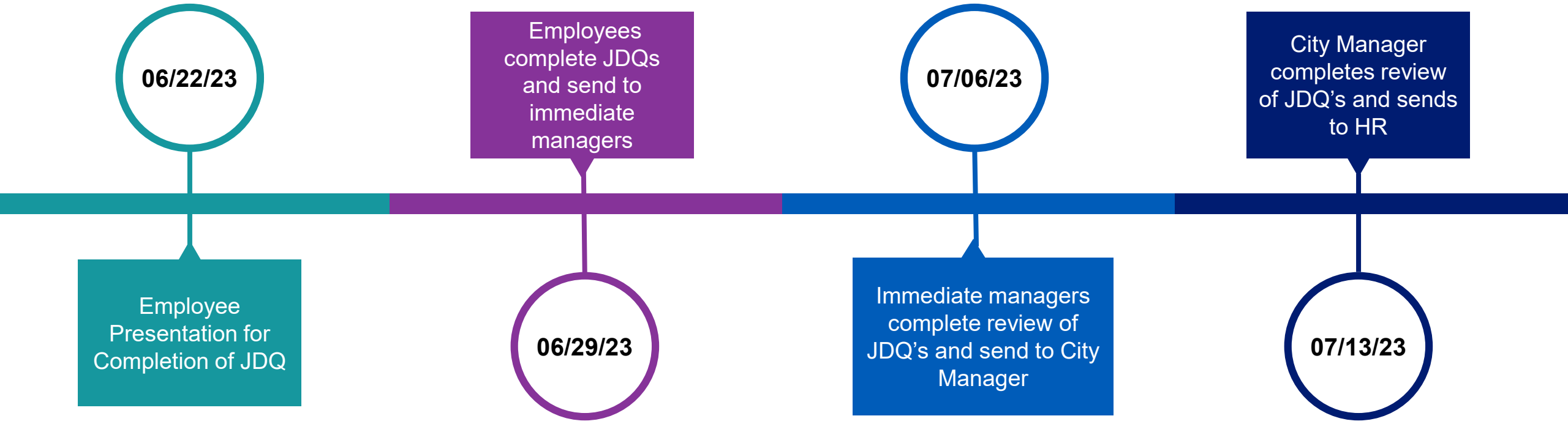
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About the Study

 JDQ Process

Completing the JDQ

JDQ Process Timeline



JDQ Process



Employees Complete JDQs

- **What you do**—your major duties and responsibilities
- The **skills and abilities** needed to do your work
- The **minimum requirements and preferences** for the position—experience, education, certifications

Immediate Managers and City Manager Review JDQs

- Provide comments, clarifications, and additions
- Cannot change employee's responses
- Supervisors should discuss any comments with your employees

Segal conducts analysis and develops recommendations

- Analyze JDQ information
- Recommend classifications
- Update job descriptions

| Agenda

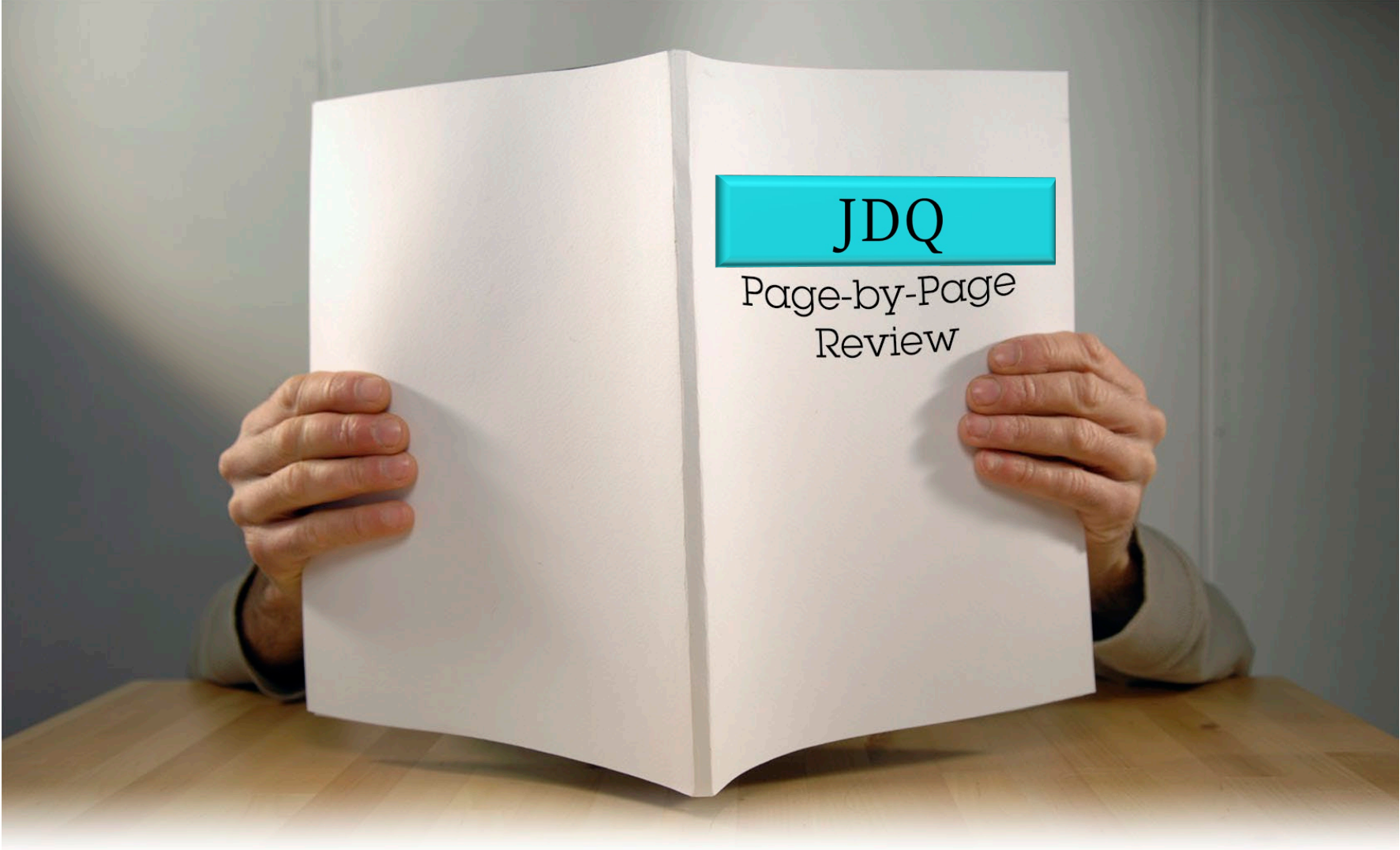
About the Study

JDQ Process



Completing the JDQ

The JDQ Explained



JDQ Cover Page

The JDQ is formatted for completion on a computer.


 <p>CITY OF LAREDO</p> <p>JOB DESCRIPTION QUESTIONNAIRE (JDQ)</p>	
Employee ID Number:	Click or tap here to enter text.
Your Last Name:	Click or tap here to enter text.
Your First Name:	Click or tap here to enter text.
Your Official Job Title:	Click or tap here to enter text.
If this form represents multiple employees, please list all other employees in this title in the field to the right:	Click or tap here to enter text.
Your Department:	Click or tap here to enter text.
Your Division within the Department:	Click or tap here to enter text.
Who do you report to:	<input type="checkbox"/> Steve Landin, Assistant City Manager
	<input type="checkbox"/> Rosario Cabello, Deputy City Manager
	<input type="checkbox"/> Joseph Neeb, City Manager
Date Prepared:	Click or tap here to enter text.

Table of Contents

Table of Contents

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The JDQ focuses on your job duties and responsibilities and the requirements to do the job.

Instructions

Instructions

The Human Resources Department is reviewing the job descriptions for all positions to ensure that they accurately reflect the work that you all do.

To assist with this analysis, we ask that you complete this questionnaire to provide information about your position. You are an important part of this project. We thank you for your effort!

EMPLOYEE INSTRUCTIONS

Please read each item carefully and enter your responses...

Complete this survey electronically in Microsoft Word. Once complete, please save the file as "[Job Title, Your last name, Your first name-JDQ.docx](#)"

For multiple incumbents filling out one form, please title the saved file as "[Job Title, Multiple Employees-JDQ.docx](#)". Make sure to include all incumbents first and last names at the beginning of the form.

Email your completed JDQ to your immediate manager **no later than Thursday, June 29th, 2023.**

IMMEDIATE MANAGER INSTRUCTIONS

1. Ensure employees complete the JDQ by the deadline.
2. Review the employee's answers to each question. Employee responses should reflect their **current major tasks**, not anticipated changes. Write your comments in the Supervisor Comment box provided in each section and/or use the pages provided at the end of the questionnaire...
3. **Do not edit or change** the employee's responses. Also, do not make any comments regarding the employee's performance or personal capabilities.
4. Please complete your review of the questionnaire. If you are an Assistant City Manager or Deputy City Manager, send to the City Manager **no later than Thursday, July 6th, 2023.**
5. We encourage you to share your comments with the employee.

Please provide your completed questionnaire to your immediate manager by this date

Immediate manager - please review the completed JDQs and send the documents to the City Manager by this date

Please ensure the JDQ is saved and labeled using the following convention:
Job Title,Employee last name. Employee first name-JDQ.docx

City Manager's Instructions

CITY MANAGER INSTRUCTIONS

1. Ensure employees and immediate managers complete the JDQ by the deadline.
2. Review the employee's answers to each question and any comments left by the immediate manager. Employee responses should reflect their **current major tasks**, not anticipated changes. Write your comments in the City Manager Comment box provided in each section and/or use the pages provided at the end of the questionnaire.
3. **Do not edit or change** the employee's or the immediate manager's responses. Also, do not make any comments regarding the employee's performance or personal capabilities.
4. Please complete your both reviews of the questionnaire and send them to: segal@ci.laredo.tx.us **no later than Thursday, July 13th, 2023.**
5. We encourage you to share your comments with the employee and the employee's immediate manager.

Summarize Your Job

Basic Job Summary

Briefly describe the basic purpose of your job. This job summary should be two or three sentences that describe the primary responsibility and purpose of the position. The next section provides the opportunity to describe each duty and responsibility in more detail. This job description is not intended to be an exhaustive list of all duties, responsibilities or qualifications associated with the job.

Example: To receive and process incoming invoices in an efficient and timely manner. To assist vendors with billing questions and issues.

Click or tap here to enter text.

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

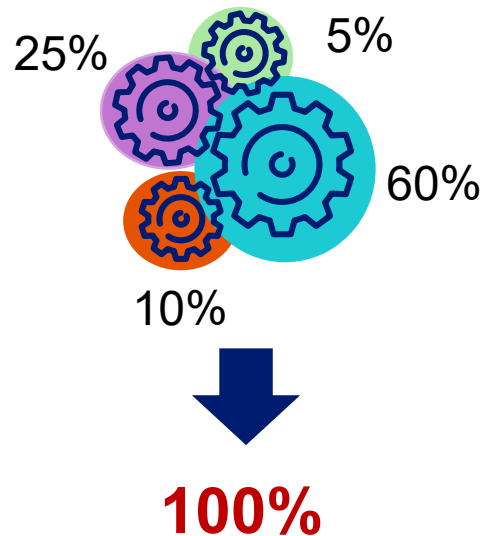
Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

Detail Your Major Duties and Responsibilities

How much time is spent on the essential duties or responsibilities of your job?



Instructions for the Next 7 Pages:

- In the following section, please list and describe your **most important** essential job duties and responsibilities in descending order. Of those duties that **are most important**, please **list first the one that takes the most time**. It is not necessary to list every duty performed by the position unless it is integral to the job and makes up at least 5% of your time annually.
- Describe your position as it exists today, not as it was in the past or how it might be in the future.
- Please describe these major duties as if you were explaining them to a new employee who is not yet familiar with your work or with City of Laredo. Please **do not use abbreviations or acronyms**.
- Indicate **about how often** you perform each duty (daily, weekly, etc.) and the approximate **percent of time** you spend on this duty in a typical year.
- Describe the knowledge, skills, and abilities that you think are needed to perform this duty or responsibility.

Please use action words such as prepares, calculates, operates, etc. to start off each statement when describing your duties.

Discretion and Independent Judgement

Does your job involve using discretion and independent judgment? See examples below.

Choose an item.

Examples of discretion and independent judgment may be:

- Making decisions that affect the overall policies of the department or organization
- Ability to depart from standards or division/department protocols without prior approval
- Forming recommendations regarding changes to departmental policies or standards
- Participating significantly in the formation of policies for the department
- Providing consultation or expert advice to THE CITY senior leadership
- Planning long-term or short-term business objectives
- Representing THE CITY in handling complaints, arbitrating disputes, or resolving grievances (both union and non-union)
- Investigating and/or independently resolving matters of significance on behalf of THE CITY
- Committing THE CITY in matters that have a significant financial impact (such as decisions that bind THE CITY to pay for significant purchases)

Discretion and independent judgment is NOT:

- Making recommendations by collecting facts concerning compliance with standards or regulations
- Applying technical knowledge to follow procedures (or to decide which procedures to follow)
- Determining whether specific regulations or policies have been followed or completed
- Performing work clerical in nature
- Handling large amounts of cash
- Tabulating data, conducting research or collecting facts and information
- Making decisions that do not commit THE CITY in matters that have significant financial impact

If you checked Yes, give at least two examples of the kinds of decisions or actions that require you to use discretion and independent judgment on the job.

Click or tap here to enter text.

Click or tap here to enter text.

Click or tap here to enter text.

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

Examples

1. Meets with and talks to customers and the public concerning complaints to resolve grievances.
2. Represents Management in negotiations.

Minimum Job Requirements

Job-Related Work Experience

In your opinion, what is the lowest (minimum) level of job-related work experience that should be **required** of any new employee in this position?

Additionally, please list any specific types of experience you think should be required for new employees in your job.

In your opinion, what is the lowest (minimum) level of job-related work experience that should be required of any new employee in this position?

<u>Years</u> of Job Related Work Experience
Years of Experience: Choose an item.

List any specific types of experience you think should be required for new employees in your job. *For example: Experience resolving past due accounts*

<u>Type</u> of Job Related Work Experience
Specific Type of Experience: Click or tap here to enter text.

Years of experience may very well be less than your number of years.
Please answer for what should be required for *new employees* in your job role.

Minimum Job Requirements

Level and Type of Education

In your opinion, what is the lowest (minimum) level of education that should be **required of any new employee** in this position? Additionally, list any specific types of education you think should be required or preferred for new employees in your job.

In your opinion, what is the lowest (minimum) level of education that should be required of any new employee in this position?

<u>Level</u> of Education
Education: Choose an item.

List any specific types of education you think should be required or preferred for new employees in your job. *For example: Bachelor's degree in Accounting, Finance, or Business*

<u>Type</u> of Education
Specific Type of Education: Click or tap here to enter text.

Level and Type of Education required may very well be different from yours. Please answer for what should be required for *new employees* in your job role.

Minimum Job Requirements

Licenses and Certifications

Please be very specific if you indicate a license, certification or registration using the official designation.



Licenses and Certifications

Does your job require a Professional Skilled Trade License, Certification, or Registration to perform this work (e.g., CPA, electrician's license, Microsoft certification, etc.)?

Click or tap here to enter text.

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

Management & Supervision Responsibilities

This factor measures the supervisory or managerial role of the job. **Please indicate the nature of supervision performed by this job by selecting the most applicable option from the drop-down options in the table below via the third column.**

Nature of Supervision		Semi – Complex ¹	Complex ²
1	Job has no responsibility for the direction or supervision of others.	Choose an item.	
2	Work requires the occasional direction of helpers, assistants, seasonal employees, interns, or temporary employees.		
3	Work requires providing guidance and the potential to oversee another employee . This position may oversee work quality, training, instructing, and work assignments.		
4	Work requires supervising and monitoring performance for a regular group of employees (1 or more full-time employees) including providing input on hiring/disciplinary actions and work objectives/effectiveness, performance evaluations, and realigning work as needed.		
5	Work requires managing and monitoring work performance by directing multiple groups of employees across more than one business function within an organization unit (i.e., benefits), including making final decisions on hiring and disciplinary actions, evaluating program/work objectives and effectiveness, and realigning work and staffing assignments, as needed.		
6	Work requires managing and monitoring work performance of an organizational unit (i.e., Human Resources) or key work area including evaluating program/work objectives and effectiveness, establishing broad organizational goals and realigning work and staffing assignments for the department.		

¹**Semi-complex** - The jobs or tasks of the group are in a somewhat technical or advanced activity where work methods are fairly well-established.

²**Complex** - The jobs or tasks of the group are typically in an advanced field of activity where work methods follow only generally standardized processes.

Management & Supervision *(continued)*

If in the 'Nature of Supervision' table above option 4, 5, or 6 was selected, please list the number of positions that this classification typically has responsibility over by employee type, job titles, and names of incumbents in the titles you supervise.

Employee Types	# of Positions
Regular Full-Time	Click or tap here to enter text.
Regular Part-Time	Click or tap here to enter text.
Contract Workers	Click or tap here to enter text.
Part-time, Seasonal or Temporary	Click or tap here to enter text.

Job Title	Names of Employees within Job Title
<i>Example: Senior Accountant</i>	<i>Sam Knox, Heather Peterson</i>
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

Management & Supervision *(continued)*

Employee additional notes or comments if you have any.

Click or tap here to enter text.

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)
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CITY MANAGER COMMENTS (if you have any)
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Human Collaboration

This factor measures the job requirements of **personal interaction** with others **outside direct reporting relationships** as well as the **impact the job has on organizational, departmental or unit objectives**, the **output of services**, or **employee or customer satisfaction**. Interaction may include:

- The general public
- Volunteers
- Other divisions within the organization and its branches including boards and commissions
- Other governmental organizations or officials
- Vendors, contractors, suppliers of products/services

Human Collaboration *(continued)*

Please indicate the level that best describes your job.

		Likely Impact on Organization	
Human Collaboration Level	Description	Limited ¹	Significant ²
Interaction 1	Work requires regular interaction involving exchange and receipt of information.	Choose an item.	
Interaction 2	Work may require providing advice to others outside direct reporting relationships on specific problems or general policies. Contacts may require the consideration of different points of view to reach agreement. Elements of persuasion may be necessary to gain cooperation and acceptance of ideas.		
Interaction 3	Interactions may result in decisions regarding implementation of policies . Contact may involve support of controversial positions or the negotiation of sensitive issues or important presentations. Contacts may involve stressful, negative interactions with the public requiring high levels of tact and the ability to respond to aggressive interpersonal interactions.		
Interaction 4	Interactions and communications may result in recommendations regarding policy development and implementation . May also evaluate customer satisfaction, develop cooperative associations, and utilize resources to continuously improve customer satisfaction.		
Interaction 5	Communications and discussions result in decisions regarding policy development and implementation . Interaction with others outside the organization requires exercising participative management skills that support team efforts and quality processes.		

¹ Limited impact on the organization in terms of time, money, or public/employee relations

² Significant impact on the organization in terms of time, money, or public/employee relations

Human Collaboration *(continued)*

Please indicate the titles and/or types of people (i.e., General Public, Community Leaders, Board Members, etc.) you interact with and how often you interact with them below. (Co-worker titles can be included as it relates to work responsibilities.)

Titles/Types of People	Amount of Interaction (daily, weekly, monthly, yearly)
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

Freedom to Act & Impact of Actions

This two-dimensional factor considers:

1. The extent the job incumbent is free to act in the absence of supervision or standard operating policies or procedures.
2. The degree to which achieving or mishandling of the situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

Conditions or limitations on independence may include:

- Supervisory control
- The nature of the work
- Established procedures or lack thereof
- Legal constraints

Freedom to Act & Impact of Actions *(continued)*

Freedom to Act Level	Description	Impact of Actions	
		Moderate ¹	Significant ²
1	Receives Immediate Direction You normally perform assignments after receiving detailed instructions as to methods, procedures, and desired end results with little room for deviation. The immediate supervisor may, at times, provide close and constant review.	Choose an item.	
2	Receives Procedural Direction You normally perform assignments after receiving general instructions as to methods, procedures, and desired end results. There is some opportunity for discretion when making selections among a few, easily identifiable choices. The assignment is usually reviewed upon completion.		
3	Receives General Direction You normally perform the job by following established standard operating procedures and/or policies. There is a choice of the appropriate procedure or policy to apply to duties. Performance reviewed periodically.		
4	Receives Limited Direction You normally perform assignments according to your own judgment, requesting supervisory assistance only when necessary. Special projects are managed with little oversight and assignments may be reviewed upon completion. Performance reviewed periodically.		
5	Receives Administrative Direction You normally perform assignments within broad parameters defined by general organizational requirements and accepted practices. End results determine effectiveness of job performance.		

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

^[1] An error at this level could cause **serious, but short-term consequences** potentially involving financial impact, reduced service to public, and/or negative public reaction.

^[2] An error at this level could lead to **extraordinary costs, major litigation, destruction of property, loss of funding, or failure of the department to accomplish its mission.**

Freedom to Act & Impact of Actions *(continued)*

Give at least one example of the effect of errors that could be made by someone in your current position.

Click or tap here to enter text.

Click or tap here to enter text.

Click or tap here to enter text.

Examples

“This position is responsible for the number of employees hired in bus service each year. If these numbers are incorrect it can result in an employee shortage. A shortage can cause bus to be delayed or even cancelled because of crew staffing.”

“Over staffing can be a financial issue. If we don't have enough work to keep the employees busy, we're paying employees for idle time. This can have a huge impact to the bottom line and cost the company hundreds of thousands of dollars in a short amount of time.”

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

Knowledge & Skills

This factor measures the knowledge and skill level required by the job and how the application impacts the organization. Select the **one level** that best describes the job’s required knowledge & skill level as well as the impact on the organization.

Level of Knowledge & Skill Requirements	Likely Impact on the Organization	
	Standard ¹	Comprehensive ²
1. Basic: Work requires the use of basic skills and general knowledge of work. Incumbent can complete basic or routine tasks, but frequently references others for non-routine tasks.	Choose an item.	
2. Full performance: Work requires comprehensive , practical knowledge of work processes. Incumbent can complete a broad range of work, sometimes complex, without frequent reference to others.		
3. Advanced: Work requires advanced skills and advanced & extensive knowledge of work. Incumbent can handle complex tasks and translate complex nuances related to aspects of the job. Recognized by others within organization for technical depth of knowledge.		
4. Expert: Recognized authority in an area of expertise related to the work. Technical expertise is sought out by others across organization. Incumbent can apply technical skills in a wide and often unpredictable range of contexts.		

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

¹ **Standard** – Mostly within work unit
² **Comprehensive** – Usually spans multiple work units

Fiscal Responsibility

This factor measures the accountability and participation, if any, as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility.

Fiscal Responsibility Level	Description	
1	Position has no fiscal responsibility .	Choose an item.
2	Position has limited fiscal responsibility . May assist in the collection of data in support of recommendations for departmental budget allocations. May monitor division or program/promotional level budget and expenditures.	
3	Position has moderate fiscal responsibility . May be responsible for the billing, collection and/or accounting of funds. May be responsible for the handling and balancing of cash.	
4	Position has major fiscal responsibility . Is responsible for department-wide financial decisions. Assures that appropriate linkages exist between budget requests and departmental goals and objectives. Monitors budget plan and adjusts as necessary.	
5	Position has assigned division and/or agency-wide fiscal responsibility . Assures that appropriate linkages exist between division and agency-wide budget, funding limitations and services levels, to meet specific division/departmental and organizational goals. Monitors progress toward fiscal objectives and adjusts plans as necessary to reach them. May prepare financial statements and budget reports.	

- 1. None
- 2. Limited Fiscal Responsibility
- 3. Moderate Fiscal Responsibility
- 4. Major Fiscal Responsibility
- 5. Agency-wide Fiscal Responsibility

What is the **total operating budget (\$)** for which you are responsible?

Enter total operating budget amount in dollars (\$).

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

Working Conditions & Physical Effort

This factor measures the surroundings or physical conditions under which the work must be performed, to the extent to which they make the position disagreeable. Where working conditions vary with specified work assignments the degree selected must represent the average of all the conditions encountered.

Work Environment/Locations	Physical Effort Requirements ¹		
	Sedentary	Medium	Heavy
Good: Relatively free from unpleasant environmental conditions or hazards. Office environment.	Choose an item.		
Satisfactory: Occasional exposure to unpleasant environmental conditions and/or hazards. Occasional outside work.			
Disagreeable: Frequent exposure to unpleasant environmental conditions and/or hazards. Majority of work performed outside or with exposure to risk.			

¹**Sedentary Work** - Exerting **up to 10 pounds** of force occasionally, a negligible amount of force frequently, and/or or constantly having to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.

Medium Work - Exerting **up to 35 pounds** of force occasionally, up to 20 pounds of force frequently, and/or up to 20 pounds of force constantly having to move objects.

Heavy Work - Exerting **up to 100 pounds** of force occasionally, up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly having to move objects.

Working Conditions & Physical Effort *(continued)*

From each drop-down box, indicate how often your work requires you to be in the following types of environments:

Work Environment/Locations	Frequency Working in Designated Environment
Office or similar indoor environment	Choose an item.
Outdoor environment	Choose an item.
Street environment (near moving traffic)	Choose an item.
Construction site	Choose an item.
Confined space	Choose an item.
Vehicle	Choose an item.
Warehouse environment	Choose an item.
Shop environment	Choose an item.
Right of Way environment	Choose an item.
Other <small>Click or tap here to enter text.</small>	Choose an item.

- Never
- Seldom
- Sometimes
- Often
- Frequently

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

Working Conditions & Physical Effort *(continued)*

EXPOSURES

Indicate how often your work requires you to be exposed to the following from each drop-down box.

Exposures	Frequency Working in Designated Environment
Individuals who are hostile or irate	Choose an item.
Individuals with known violent backgrounds	Choose an item.
Extreme cold (<i>below 32 degrees</i>)	Choose an item.
Extreme heat (<i>above 100 degrees</i>)	Choose an item.
Communicable diseases	Choose an item.
Moving mechanical parts	Choose an item.
Fumes or airborne particles	Choose an item.
Toxic or caustic chemicals or substances	Choose an item.
Loud noises (<i>85+ decibels such as heavy trucks, construction</i>)	Choose an item.
Other Click or tap here to enter text.	Choose an item.

- Never
- Seldom
- Sometimes
- Often
- Frequently

Working Conditions & Physical Effort *(continued)*

Employee notes or comments regarding work exposures, if you have any.

Click or tap here to enter text.

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)
Click or tap here to enter text.

Working Conditions & Physical Effort *(continued)*

TRAVEL REQUIREMENTS

Indicate how often your work requires you to travel by using the check boxes below.

Travel required: Indicate how often the work requires the employee to travel	Travel Required				
	Never	Seldom	Sometimes	Frequently	Often
Local travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ASSISTANT CITY MANAGER/DEPUTY CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

CITY MANAGER COMMENTS (if you have any)

Click or tap here to enter text.

When You Have Completed Your JDQ

Please save the file as “[**job title,your last name.your first name**]-JDQ.docx”

For example, if your name is John Doe and your job title is Secretary, save the file as **Secretary,Doe.John –JDQ.docx**.

For multiple incumbents filling out one form, please title documentation with “[**Job Title**], **Multiple Employees-JDQ.docx**” Make sure to include all incumbents first and last names at the beginning of the form in the Your Name section.

Then email your completed questionnaire to your immediate manager no later than **Thursday, June 29th, 2023**.

Feel free to keep a “just in case” copy, for your records

Thank you for taking the time to tell us about your job!

Immediate Manager's Review Section

To be completed by the immediate manager of the individual(s) who completed the questionnaire.

Manager's Name:
Manager's Title:

1. What do you think is the most appropriate job title for this position

If you think the current title is the most appropriate, enter "same as current".

If this questionnaire includes responses from multiple employees, indicate the title that you think is appropriate for each individual position.

2. Please review the employee's responses and write any comments in the "Manager's Comments" section on each page.

We encourage you to share your responses with the employee; however, please do not change anything that the employee has written. Also, please **do not** make any comments regarding the employee's performance or personal capabilities.

Immediate Manager's Review Section *(continued)*

3. Please tell us anything else you think we should know about this position.

Please email the completed questionnaire to the **City Manager** no later than **Thursday, July 6th, 2023.**

City Manager's Review Section

To be completed by the City Manager of the individual(s) who completed the questionnaire.

City Manager's Name: Joseph Neeb

1. What do you think is the most appropriate job title for this position

If you think the current title is the most appropriate, enter "same as current".

If this questionnaire includes responses from multiple employees, indicate the title that you think is appropriate for each individual position.

2. Please review the employee's responses and write any comments in the "City Manager's Comments" section on each page.

We encourage you to share your responses with the employee and immediate manager; however, please do not change anything that the employee or the immediate manager has written. Also, please **do not** make any comments regarding the employee's performance or personal capabilities..

City Manager's Review Section *(continued)*

3. Please tell us anything else you think we should know about this position.

Please email the completed questionnaire to segal@ci.laredo.tx.us no later than **Thursday, July 13th, 2023.**

Further Questions

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