

Completing the PAQ

Employee guide to the Position Analysis Questionnaire for Maintenance, Services, & Trades positions

What is not included? Prior to completing a Position Analysis Questionnaire (PAQ) form, you should be aware of what is and what is not considered in the job evaluation process.

1. **Individual Qualifications are not considered** – e.g., if you hold degrees or other formal or informal qualifications above those required to perform successfully in the position, those “higher” level qualifications are NOT taken into consideration. Only the minimum job qualifications or requirements are considered.
2. **Quality of work is not considered** – e.g., if you produce a higher work quality than others in similar jobs or those who held the job previously, that quality cannot be considered when evaluating the job.
3. **Work volume is not considered** – e.g., neither the volume of work you are capable of putting out, nor can an increase in work volume assigned be considered in evaluating a job. Job volume is resolved through assignment of overtime, an organization accepting that some work will not be completed on time, or an organization determining that additional staff is needed to maintain a function at a certain level.
4. **Temporary work/conditions** – e.g., if your office area is under remodel and you have fumes from fresh paint, that is not a regular, normal condition and would not be considered in a job evaluation. The same would be true for temporary work assignments; if you are asked to supervise for two weeks, that does not become part of your regular duties, as it is only temporary.

The above items are ***not*** considered is because job evaluation does not evaluate the *worker*, it evaluates the various elements of the *job*. The process narrowly reviews factors pertaining to the work required of the position under **normal** circumstances.

What is included? In completing a job evaluation, the following categories are reviewed:

1. **Knowledge/Education/Training** – the level of formal or informal education required to perform the job successfully (minimum qualifications upon hire).
2. **Experience** – the combination of required prior work experience, experience in related work or in a lesser position, and the “break-in” time or learning period on the job.
3. **Initiative and Ingenuity** –how much initiative, resourcefulness and planning are required in the position; the degree of independent action and use of judgment as determined by the complexity of the duties performed.
4. **Physical Demands** – the type, amount, and frequency of unassisted physical effort required to perform the duties of the job.

5. **Mental Attention or Visual Demands** – the degree of mental attention and/or visual fatigue sustained through concentration and coordination of mind and eye.
6. **Responsibility for Equipment and Tools** – responsibility for preventing damage due to mistake or carelessness to the equipment or process used. The *probable* amount of damage resulting from mishaps, improper handling, etc. is considered.
7. **Responsibility for Materials or Service Quality** – responsibility for the quality of the material, product or service, in preventing loss which may be caused by negligent inspection or testing, spoilage, improper installation, etc. The *probable* amount of loss resulting from such mishaps are considered.
8. **Responsibility for the Safety of Others** – responsibility for carefulness to prevent injury or health hazard to others (public, co-workers, subordinates). Considers the *probable* impacts of improper operation of machines, inattention or thoughtlessness, failure to use safeguards or to warn others of hazards.
9. **Responsibility for the Work of Others** – responsibility for setting up and checking the work of others; assisting, instructing, directing, and maintaining the workflow.
10. **Working Conditions** - the extent to which working conditions may be disagreeable.
11. **Hazards** – hazards connected with the position *after* making allowances for all protective devices that have been furnished or installed; considers materials handled, tools, equipment or apparatus used, work locations, etc.

How to fill out the forms: In completing the forms, please read the directions of each section very carefully and respond to each section of the question. Try to be clear and use plain language.

Example: It helps if you delineate what is expected of you in terms of problem solving and how far you are expected to go. If something unusual comes up, do you pass it on; make recommendations for solutions; or are you expected to determine what the solution options are, select and implement an option, and then brief your supervisor? These are three very different levels of responsibility, so please be clear about your specific role.

Remember that when unclear language is used, such as “facilitate” (a frequently used word with many meanings), the job reviewer may have to ask follow-up questions, which can delay the process. The position will be evaluated based upon the responsibilities which are assigned to it, not based upon particular words used in a PAQ form. The more clearly you can describe the duties of your position, the more quickly and accurately your job can be evaluated. Use the task section of the PAQ to lay out your duties, and then refer back to what you have written as you begin to answer questions about knowledge, experience, complexity, etc. These task descriptions are also used by evaluators first to provide an overarching view of

your role and also when, or if, something is unclearly written in other sections, as a double check for the type and level of work being performed.

Once you have completed your PAQ, your supervisor will review it and, when the PAQ is as complete and accurate as possible, will sign it and forward it for review.

If you have questions about how to respond to a section, feel free to speak to someone in your Human Resource Department. Sometimes explaining what you do to them, can help you and HR better address a section of the form so your answer is both complete and clear to evaluators.