

Frequently Asked Questions about Position Audits / PAQ

What is a PAQ?

PAQ stands for Position Analysis Questionnaire. The PAQ is a tool used to collect information in order to examine the duties associated with a specific job according to four major areas: skill, effort, responsibility and working conditions. This process helps determine if jobs are classified correctly and compensated fairly; and, if not, to identify discrepancies so they can be addressed.

Does a PAQ evaluate a job or a person?

The PAQ collects information about a job and the duties performed, not a person. A PAQ does not evaluate an individual's performance. It is not a performance appraisal.

What happens as a result of a PAQ/audit?

An audit using a PAQ may determine that a position should be reclassified or that a position is correctly classified. Reclassification of a position does not automatically result in a salary increase. Positions may be reclassified upward, downward or laterally. Pay grade changes are based on [Personnel Rule 2](#) and [Personnel Rule 3](#).

When do audits occur?

Audits are performed upon request.

What are some reasons for a position to be reclassified?

A reclassification may occur when there has been a substantive change (increase or decrease) in the general purpose, scope or essential functions of a position. In order to justify reclassification, a position must undergo a substantive change which significantly and permanently alters the purpose, scope or essential functions.

For example, the following changes may be found substantive:

- The addition of duties or areas of responsibility that are outside the scope of the current classification.
- A major function is added or removed from the responsibilities of the position.
- Methods for performing the work require significantly higher levels of knowledge or skill than indicated on the class specification.
- The position is permanently assigned responsibility for making program recommendations and decisions with a degree of authority and independence not typical of other positions in the classification.
- The position is allocated to a non-supervisory classification, but has been permanently assigned full supervisory responsibility for work at the same level. In addition to training, assigning and reviewing work, full supervisory responsibilities include hiring, discipline, and performance evaluation.

What are some reasons that are not valid for a position to be reclassified?

The following examples do not justify reclassification of a position:

- The position has new duties which are similar in nature and equally or less complex than those expected of the current classification.
- The incumbent is at maximum pay in their classification, and there are no opportunities for promotion.
- The incumbent has higher qualifications in terms of education or experience than other employees in the classification.
- The workload has significantly increased (more volume of the same work rather than new tasks).
- The incumbent's work performance is far superior to co-workers.
- Technology changes such as automation of tasks that do not increase the difficulty or complexity (for example, changing from one software application to a new one, such as changing from Word Perfect to Microsoft Word).

If my position has changed substantively, how do I request a PAQ?

- Request a position audit from your supervisor.
- If your supervisor does not agree that an audit is needed, you may contact Human Resources directly at (727) 464-3367 to request an audit.
- HR staff will determine if an audit is appropriate and notify you and your supervisor of the decision.
- See [How to Obtain a PAQ](#).

How do I fill out a PAQ?

- Supervisor requests an audit by completing the form titled [Requesting a Position Analysis Questionnaire](#).
- Human Resources staff reviews the request to determine if a PAQ is needed, and responds to the supervisor.
- If a PAQ is needed, Human Resources staff sends the PAQ to the supervisor to forward to the employee for completion.
- PAQ form is filled out by the incumbent employee (or a group of employees in similarly situated jobs that report to the same supervisor) and forwarded to the immediate supervisor.
- View the [Guide for Completing the PAQ](#) and [Sample PAQ](#).
- The supervisor will review the PAQ for completeness and return to the employee if needed. The supervisor will indicate whether they consider the responses to be accurate and provide additional details to clarify their opinion. The supervisor submits the questionnaire(s) to Human Resources with a copy to the employee's department head.
- Requests for position audits from either an employee or the immediate supervisor may not be submitted more than once within a 12 month period.

How is the PAQ reviewed?

- View [How a PAQ is Processed](#).
- Human Resources staff collects data and analyzes the PAQ which may include interviews with the employee and supervisor.
- An audit report is prepared, signed by the Appointing Authority and approved by the Director of Human Resources.
- The employee will receive an email notification with the audit results.
- The employee may request an appeal by contacting their assigned analyst as noted in the audit results email, or by contacting Human Resources at (727) 464-3367.