

TRAVIS COUNTY, TX POSITION ANALYSIS QUESTIONNAIRE (PAQ)

January 2023

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.
Your Working Title (if different):	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.
Your Supervisor's Name:	Click or tap here to enter text.
Your Supervisor's Title:	Click or tap here to enter text.
Date Prepared:	Click or tap here to enter text.

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Instructions

The Human Resources Management Department (HRMD) 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

1. Please read each item carefully and enter your responses. Do not copy and paste from your job description. It is important that you write in your own words what you do.
2. Complete this survey electronically in Microsoft Word. Once complete, please save the file as “[Job Title.Your Last Name.Your First Name.PAQ.docx](#)”
3. For multiple incumbents filling out one form, please title the saved file as “[Job Title-Multiple Employees.PAQ.docx](#)”. Make sure to include all incumbents’ first and last names at the beginning of the form.
4. Email your completed PAQ to your supervisor **no later than January 27th**.

SUPERVISOR INSTRUCTIONS

1. Ensure employees complete the PAQ 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 both reviews of the questionnaire and send them to Joyce Miller at joyce.miller@traviscountytx.gov **no later than February 10th**.
5. We encourage you to share your comments with your employee.

Your Duties and Responsibilities

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. Assist vendors with billing questions and issues.

Click or tap here to enter text.

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

Instructions for the Next 7 Pages:

- In the following section, please list and describe your **most important** essential job duties and responsibilities. You may provide up to 7 essential duties. It is not necessary to list every duty performed by the position unless it is integral to the job. The duties listed should add up to 100%.
- 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 Travis County. Please **do not use abbreviations or acronyms**.
- Indicate **how often** you perform each duty (daily, weekly, etc.) and the approximate **percent of the 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 each statement when describing your duties.

Essential Duties and Responsibilities

Describe your actual current essential duties, even if they differ from your job description.

Describe your most important essential duty or responsibility.	
1. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in the Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any) Click or tap here to enter text.
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Describe your actual current essential duties, even if they differ from your job description.

Describe your next most important essential duty or responsibility.	
2. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in the Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any) Click or tap here to enter text.
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Describe your actual current duties, even if they differ from your job description.

Describe your next most important essential duty or responsibility.	
3. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in the Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any) Click or tap here to enter text.
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Describe your actual current duties, even if they differ from your job description.

Describe your next most important essential duty or responsibility.	
4. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in the Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

Describe your actual current duties, even if they differ from your job description.

Describe your next most important essential duty or responsibility.	
5. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

Describe your actual current duties, even if they differ from your job description.

Describe your next most important essential duty or responsibility.	
6. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any) Click or tap here to enter text.
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Describe your actual current duties, even if they differ from your job description.

Describe your next most important essential duty or responsibility.	
7. Click or tap here to enter text.	% of Time
Approximate Frequency (Select below or enter text in Other section)	
Choose an item.	
Other: Click or tap here to enter text.	
In your opinion, what <u>knowledge, skills, and abilities</u> are needed to perform this work?	
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.	

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

Discretion and Independent Judgment

Does your job involve using discretion and independent judgment? *See the 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 Travis County senior leadership
- Planning long-term or short-term business objectives
- Investigating and/or independently resolving matters of significance on behalf of Travis County
- Committing Travis County in matters that have a significant financial impact (such as decisions that binds Travis County to pay for significant purchases)

Discretion and independent judgment are 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, tracking data, conducting research, or collecting facts and information
- Making decisions that do not commit Travis County in matters that have a 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.

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

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?

Years 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*

Type of Job-Related Work Experience

Specific Type of Experience:

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?

Level 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*

Type of Education

Specific Type of Education:

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.)?

Does your job <u>require</u> you to have a <u>Commercial Driver's License (CDL-A)</u>?
If yes, which class?
Choose an item.
If yes, indicate any special endorsements that are required from the drop-down below.
Choose an item.

SUPERVISOR COMMENTS (if you have any) Click or tap here to enter text.
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Supervisory Responsibilities

This factor measures the supervisory or managerial responsibilities over other **employees**. Please indicate the nature of employee 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	Work requires no responsibility for the direction or supervision of employees.	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, mentoring and development, 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., Training) 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 the 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.		
7	Work requires serving as the top-level leader of more than one department . Typically oversees multiple second-level senior managers or directors overseeing work in a technical or professional discipline.		

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

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, the 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.

Employee additional notes or comments if you have any.

Click or tap here to enter text.

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

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

Please indicate the level that best describes your job.

		Likely Impact on Organization	
Human Collaboration	Description	Limited ¹	Significant ²
Interaction 1	Work requires regular interaction involving the 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 an agreement. Elements of persuasion may be necessary to gain cooperation and acceptance of ideas.		
Interaction 3	Interactions may result in decisions regarding the implementation of policies . Contact may involve the 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

Travis County, TX Position Analysis Questionnaire (PAQ)

Please indicate the titles and/or types of people (i.e., General Public, Community Leaders, 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.	Choose an item.
Click or tap here to enter text.	Choose an item.
Click or tap here to enter text.	Choose an item.
Click or tap here to enter text.	Choose an item.
Click or tap here to enter text.	Choose an item.
Click or tap here to enter text.	Choose an item.

SUPERVISOR 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 to the job incumbent is free to act in the absence of supervision or standard operating policies or procedures; and
2. The degree to which achieving or mishandling 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
- Established procedures or lack thereof
- The nature of the work
- Legal constraints

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 results with little room for deviation. The immediate supervisor may, at times, provide a 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 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 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. Results determine the effectiveness of job performance.		

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.

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

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.

SUPERVISOR 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.

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 the 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 the organization. Incumbent can apply technical skills in a wide and often unpredictable range of contexts.		

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	The position has no fiscal responsibility .	Choose an item.
2	The 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	The 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	The 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	The position has assigned department and/or County-wide fiscal responsibility . Assures that appropriate linkages exist between departmental and County-wide budget, funding limitations, and service levels, to meet specific departmental and organizational goals. Monitors progress toward fiscal objectives and adjusts plans as necessary to reach them. May prepare financial statements and budget reports.	

SUPERVISOR 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. 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. Most work is 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.

Travis County, TX Position Analysis Questionnaire (PAQ)

Indicate how often your work requires you to be in the following types of environments from each drop-down box.

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.
Other <input type="text" value="Click or tap here to enter text."/>	Choose an item.

SUPERVISOR COMMENTS (if you have any)

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 materials or substances	Choose an item.
Loud noises (<i>85+ decibels such as heavy trucks, construction</i>)	Choose an item.
Other <input type="text" value="Click or tap here to enter text."/>	Choose an item.

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

SUPERVISOR COMMENTS (if you have any)

Job Series Differences

If your job is part of a job family (for example: Civil Engineer I, II, or III), please note the other positions in the series and tell us what you think is the primary difference between your job and others.

Position Titles in the Job Series	Primary Difference between Your Job and Others in the Job Series
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.

SUPERVISOR COMMENTS (if you have any)

Click or tap here to enter text.

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

Please save the file as “[**Job Title.Your Last Name.Your First Name**].PAQ.docx”

For example, if your name is John Doe and your job title is Administrative Assistant, save the file as **Administrative Assistant.Doe.John.PAQ.docx**.

For multiple incumbents filling out one form, please title documentation with “[**Job Title.Multiple Employees.PAQ.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 supervisor no later than **January 27th**.

Supervisor's Review Section

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

Supervisor's Name:	Click or tap here to enter text.
Supervisor's Title:	Click or tap here to enter text.

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 position.

Click or tap here to enter text.

2. Please review the employee's responses and write any comments in the "Supervisor'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.**

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

Click or tap here to enter text.

Please email the completed questionnaire to Joyce Miller at joyce.miller@traviscountytx.gov no later than **February 10th**.

Additional Reviewer's Review Section

To be completed by each successive level supervisor/manager up to and including the division manager. The Division Manager should forward all completed PAQs within their area of responsibility to the Joyce Miller at joyce.miller@traviscountytexas.gov no later than **February, 10th, 2023**.

Use the number of levels needed:

	Name/Title	Comments (if any)
Second Reviewer	Click or tap here to enter text.	Click or tap here to enter text.
Director Approval	Click or tap here to enter text.	Click or tap here to enter text.