

Agency Position Description Questionnaire (PDQ) Guide

Purpose

The Position Description Questionnaire (PDQ) is a description of an individual classified position. It is a tool for collecting meaningful information about the specific characteristics of a single position. The PDQ describes duties, responsibilities, supervisory relationships, and other details of a position. These are used in the position classification process for new, vacant, and filled positions.

The PDQ focuses on the duties and responsibilities of the position, NOT characteristics or performance of the person doing the job.

A position review is the investigation of the duties and responsibilities of a position. It is conducted to determine the appropriate job class. It includes examination of the required skills and qualifications, as well as the relationship to other positions and job classes.

This is not a salary process. The PDQ/position review process should not be treated as a substitution for a pay increase/compensation delivery mechanisms.

Job Description (PDQ) Uses

PDQs are multi-purpose tools that can be used for:

- **Classification/Compensation** – Job descriptions are used in determining proper classification, determining FLSA status, and for assessing compensation levels.
- **Equity** – Duties are reviewed to ensure that positions with similar job duties are in similar classifications. This helps ensure employees receive similar pay for doing comparable work.
- **Work Analysis** – Managers can use job descriptions to assist in planning workflow, organization, and staffing needs.
- **Recruitment starting point** – Desired qualifications and attributes on job announcements should relate to the job description.
- **Performance Management** – Job expectations should be based on job duties documented in the PDQ.
- **Professional Development** – A review of the job description can give insight into the types of training that may be beneficial in an employee's current capacity, as well as in preparation for their career development.

When Should a PDQ be completed?

- **New Position** – A job description is required before establishing any new classified position. An exception is for positions in titles covered under Simplified Procedures.
- **Position changes/growth** – Agencies should request a position review before changing the duties and responsibilities assigned to an existing position. This includes changes due to duty reassignment, changes in staffing needs, or reorganization. An incumbent or the agency may also request a review when significant changes to a position have occurred over time.
Employees can request to have their position reviewed if they believe the classification is incorrect.
We encourage job descriptions be updated when changes to job function occur, even if the agency feels that the changes won't impact the classification.
- **Special Studies** – Occasionally, an entire job family or group of positions may be reviewed. Agencies will be asked to update job descriptions for this project.
- **DOP request** – The Division of Personnel can also initiate the review of a position.

The details provided in the PDQ should follow these basic points:

Do Include	Don't Include
A concise statement summarizing the primary purpose of the job	A paragraph detailing every task performed
Essential tasks of their job	Over-simplified descriptions of tasks Minor tasks that are not unique to their job
Areas and level of responsibility	Instructions about how to do tasks. (Pick up the tool, select the proper size fitting, and gently...)
Ongoing, permanent duties (performed for 3-6 months before including in PDQ)	Occasional or temporary assignments (temporary compensation?)
Currently assigned duties	Anticipated duties (In 3 months when conversion is done, it's anticipated that...)
Travel requirements and special schedules	Generalized statements (Handles emergencies.)
Physical effort (heavy lifting, standing for long periods of time, etc.) and other special requirements	Statements that violate law (age, gender, etc.)
Special knowledge, skills, or abilities needed to perform work	Subjective statements about the position's incumbent (Ashton works very hard.)

Agency HR Position Description Review Before Sending the PDQ to the Division of Personnel:

Review the information provided by the employee and/or supervisor

- Consider the Do Include/Don't Include list.
- Ensure the content provided is complete, accurate and gives enough detail, and that signatures are provided.
- Have the employee/supervisor address concerns before sending the job description packet in for review.

Share what you think about the position's classification

- Explain why you think the position is correctly classified or should be reclassified.
- Confirm that the current and requested classified titles have been provided.

Provide the requirements necessary for an incumbent to perform the assigned work

- Describe the minimum qualifications needed to hire for the position.
- Do not copy the qualifications stated on the class specifications.
- This should reflect the requirements of the job, not the credentials of the current incumbent.

Offer details for comparable positions

- Provide the position numbers and classification titles for comparable positions in your agency.
- Point to positions in other agencies, if appropriate.
- Explain the reasoning for the comparisons. How are the positions alike?
- Tell us if the position is unique, and how.

Include information for all affected positions for the review process

- Provide job descriptions for all positions that could be affected by making a classification change. For example, a unit performing the same job function where duties have progressed for all positions. A PDQ should be completed for each position and submitted together in one position review request packet.
- If duties were previously assigned to another position, please provide the position number, which duties, and why the duties were reassigned.

In your email or cover letter: describe changes that should be considered in the review process

- Explain recent changes that are impacting the classification of positions
- Share information about organizational restructures
- Provide details about new initiatives, laws, etc. that are impacting the work of your agency and positions

Provide organizational charts. These help show supervisory relationships and makeup of units, teams, etc.

- Ensure that organizational codes, position numbers, and classified titles are identified on charts
- Employee names are desired, but not required
- Provide for new allocation and reallocation requests



Position Description Questionnaire (PDQ)

STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PERSONNEL

DIVISION OF PERSONNEL USE ONLY

This section is for the Division of Personnel (DOP) use and should not be completed by an agency or incumbent

Title Code: xxxxx

Classification Title: Enter Date Here

Current Position Number: xxx xxxx xxxxxxxx

Effective Date: Enter Date Here

New Position Number (if applicable): xxx xxxx xxxxxxxx

This is an official position classification record. Please complete based upon permanent duties assigned to the position. It is important to provide adequate details because the information will be used to determine the proper job title of the position.

Position classification is based on assigned duties and level of complexity, not volume of work or quality of work. Determinations do not consider an employee's length of service or performance.

ITEMS TO BE COMPLETED BY AGENCY PERSONNEL OFFICE

**This section is to be completed by the applicable HR office.
Additional information/clarification is provided below.**

Agency name: Enter Text Here

Agency code: xxx Organizational code: xxxx Position number: xxxxxxxx

If a renumbering is requested in conjunction with the review, please provide the new number on the accompanying memorandum and/or email.

Division: Enter Text Here

Program, unit, or facility name or area of responsibility: Enter Text Here

Please provide as much information as possible, such as Financial and Administrative Section, Financial Program, Accounts Payable Unit.

CURRENT - Classification code: xxxxxx Classification title: Enter Text Here

CIVS code: ☐ UCPP - Classified ☐ UCPC – Merit/P-E ☐ UCPY – Merit/Grant-in-Aid

If applicable, name of federal program or grant: Enter Text Here

PROPOSED - Classification code: xxxxxx Classification title: Enter Text Here

CIVS code: ☐ UCPP - Classified ☐ UCPC – Merit/P-E ☐ UCPY – Merit/Grant-in-Aid

If applicable, name of federal program or grant: Enter Text Here

Reason for preparing the PDQ: ☐ New position ☐ Significant change in duties or responsibilities ☐ Update

☐ Reorganization ☐ Special Study ☐ Other (please explain): Enter Text Here

If DOP requests the PDQ, please use Other and indicate DOP Request

Do you believe the position is correctly allocated? ☐ Yes ☐ No

If not, please explain: Enter Text Here

This the HR office's opinion and should be based upon a departmental view

Review initiated by: ☐ Employee ☐ Supervisor ☐ Appointing Authority ☐ Division of Personnel

An organizational chart is required to complete the position review process.

For new positions, the organizational chart should show the reporting relationship of the new position. If applicable, organizational charts showing indirect reports should also be attached.

Is a current organizational chart attached? ☐ Yes ☐ No

If no, indicate where one can be reviewed on-line: [Enter Text Here](#)

If there is a proposed change in the organizational structure, please provide a proposed organizational chart in addition to the current one.

Is a proposed organizational chart attached? ☐ Yes ☐ No ☐ Not applicable

Organizational charts provide a clear picture of where a position is located in the the organizational structure. The charts should be updated and current.

If duties were previously assigned to another position, please provide the position number, which duties, and why the duties were reassigned. [Enter Text Here](#)

If there are any comparable positions, please provide position information below:

Positions currently under review should not be identified as comparable positions

Position Number	Job Title
Agcy Org Psn #	Enter Text Here
Agcy Org Psn #	Enter Text Here
Agcy Org Psn #	Enter Text Here
Agcy Org Psn #	Enter Text Here

ITEMS TO BE COMPLETED BY INCUMBENT (SUPERVISOR IF VACANT)

Current working title: [Enter Text Here](#)

Proposed working title if applicable: [Enter Text Here](#)

Name of incumbent: [Enter Text Here](#)

Name and title of immediate supervisor: [Enter Text Here](#)

Name and titles of others who may assign and evaluate work: [Enter Text Here](#)

If applicable, briefly identify the circumstance(s) leading to a change of duties: [Enter Text Here](#)

If duties came from another position, please identify the incumbent, position, or some other identifier, if known.

Main purpose/focus of the position (A brief summary of 3 to 4 sentences providing the purpose/focus of the position and how it contributes to the organization's objectives and goals): [Enter Text Here](#)

This should not be copied from a class specification or another PDQ. The summary should focus specifically on the position being reviewed. In addition, identifying the main focus of the position assists in allocating positions with multiple organizational roles to the appropriate family.

Provide permanent, essential duties. (The duty statement block below expands as needed).

- Please indicate if the duty statement describes a new (N), changed (C), or unchanged (U) duties.
- Describe the duties performed starting with the most important. Do not copy language from the class specification.
- Do not list minor duties that are less than 5% of the position's time unless such duties are of significant importance to the position.

- Use descriptive words; do not provide step-by-step instructions on how to perform a duty.
- Each statement should be concise and brief.
- Use a separate statement for each major duty or task.
- Name specific business programs, technical systems, reports, or other items that may help us to understand the role.

This should be completed by the incumbent in their own words and not copied from a class specification or another PDQ. If the position is vacant, the supervisor should complete this section.

N=New C=Change U=Unchanged	Duty Statement
Code	Enter Text Here

Provide a list of acronyms used in the above duty statements and what they mean: Enter Text Here

List parties that this position has regular contact with while performing typical duties (Clients calling in to request assistance, legislators requesting information, etc.): Enter Text Here

Describe special working conditions (Shift schedule, physical efforts, etc.): Enter Text Here

Provide the type and application of guidelines in the performance of typical duties (Interprets state statutes, follows established procedures, etc.): Enter Text Here

Provide examples of decisions made independently: Enter Text Here

Financial responsibilities (Please check all that apply):

- ☐ Not applicable – No financial responsibilities
- ☐ Financial documents – Responsible for filing, reviewing, coding, entering, etc.
- ☐ Budget – Pulls reports as requested
- ☐ Budget – Provides information used in budget creation
- ☐ Budget – Recommends new budget items and/or changes to the budget
- ☐ Budget – Develops budgets
- ☐ Budget – Other (Please explain): Enter Text Here
- ☐ Grants – Reviews expenditures for compliance and fund dispersal
- ☐ Grants – Researches and submits grants
- ☐ Grants – Approve grant submission
- ☐ Grants – Manages grant program
- ☐ Other financial responsibilities (Provide brief explanation): Enter Text Here

Supervisory duties:

- ☐ Does not supervise staff
- ☐ Leads staff on a regular basis but is not the direct supervisor. May help coach/mentor, direct, schedule, or monitor staff but do not hire, fire, discipline, or evaluate staff.
- ☐ First-line supervisor over two or more full-time employees. Assists with hiring, firing, and discipline of staff. Evaluates staff performance.
- ☐ Manages a unit, program, section, or major function and supervises first-line supervisors.
- ☐ Other (Provide explanation): [Enter Text Here](#)

Indicate the number of individuals supervised and titles (The below positions should be reflected on the organizational chart submitted):

Full-time: [Enter Text Here](#)
Part-time: [Enter Text Here](#)
Seasonal/Temporary: [Enter Text Here](#)
Volunteers: [Enter Text Here](#)
Offenders/Clients: [Enter Text Here](#)
Indirect Reports: [Enter Text Here](#)
Other comments: [Enter Text Here](#)

Did you initiate this review? ☐ Yes ☐ No

I understand that this questionnaire is **not** a review of my capabilities or job performance and I attest that this document accurately reflects the duties and responsibilities assigned to my position.

☐ If applicable, the below printed name represents my agreement with the above statement and I agree the printed name is the same as a handwritten signature.

[Print/Sign and Date Here](#)

The PDQ should be signed and dated by the incumbent or left blank if vacant.

Name

Date

ITEMS TO BE COMPLETED BY SUPERVISOR

Did you initiate this review? ☐ Yes ☐ No

I ☐ agree ☐ disagree with the employee's statements.

If you disagree please provide explanation:

I ☐ support ☐ do not support this request.

If you do not support this request please provide explanation: [Enter Text Here](#)

If applicable, provide proposed classified title: [Enter Text Here](#)

If applicable, provide proposed working title: [Enter Text Here](#)

What qualifications are necessary to be successful in the position? (e.g., licensure, certification, education, etc.) (Requirements should be based on the position; not on an incumbent.) *(Please do not state the qualifications from a class specification; identify specific requirements for the position.)*: [Enter Text Here](#)

The qualifications should be specific to a position and identify distinctive experience and education required. The class specifications were written broadly to allow flexibility with hiring. When reviewing a position, specifics are needed. The qualifications should not be based upon an incumbent's knowledge, skills, and abilities.

Other comments relevant to this review (Please remember this process is about the position; not the incumbent):

[Enter Text Here](#)

Supervisors may provide supplemental/clarifying information regarding the position or additional information regarding a proposed classification and/or working title.

☐ If applicable, the below printed name represents my agreement with the above statement and I agree the printed name is the same as a handwritten signature.

[Print/Sign and Date Here](#)

Name

Date

ITEMS TO BE COMPLETED BY APPOINTING AUTHORITY

I ☐ support ☐ do not support this request.

If you do not support this request please provide explanation: [Enter Text Here](#)

Other comments relevant to this review such as proposed job title and/or working title (Please remember this process is about the position; not the incumbent):

[Enter Text Here](#)

☐ If applicable, the below printed name represents my agreement with the above statement and I agree the printed name is the same as a handwritten signature.

[Print/Sign and Date Here](#)

Name

Date

DIVISION OF PERSONNEL USE ONLY

This section is for the Division of Personnel (DOP) use and should not be completed by an agency or incumbent

Action Taken: [Enter Text Here](#)

Title Code/TCAT: [Enter Data Here](#)

Title Long Description: [Enter Text Here](#)

Effective Date: [Enter Date Here](#)

Special Action Taken: [Enter Text Here](#)

Date Received: [Enter Date Here](#)

Other Comments: [Enter Text Here](#)