



Albany State University

Faculty and Staff Classification and Compensation Study

Position Description Questionnaire (PDQ) Training Session

January 2022

| Agenda

Introduction

Important Considerations

Overview of the PDQ

PDQ Supervisor Review Process

Frequently Asked Questions

Introduction

Why Are PDQs Important?

The PDQ process supports overall compensation program development by:

- Defining more accurately the content and minimum requirements for each position
- Providing updated position information from which job families and levels will be developed
- Developing a position titling protocol so that titles are used consistently and appropriately across the University
- Comparing salaries of positions at the University to higher education peer groups and other relevant organizations in order to obtain an accurate assessment of the University's market pay competitiveness across the staff workforce
- Accurately assigning positions to grades so that positions with similar impact, scope, and required knowledge are in the same salary grades, unless market dictates otherwise

PDQ output provides the foundation for the University's Classification and Compensation program:

- Compensation Management
- Recruitment
- Professional Development

The PDQ process allows Albany State University employees to describe how they currently perform their positions, which is then used for classification review

Introduction

Benefits of the PDQ Process

The PDQ Tool is developed in a format that:

Is easy to complete by employees



Is not highly dependent on individual writing styles



Collects the same type of information for all positions in a clear, consistent format



Can be used on an ongoing basis when positions change significantly, new positions are introduced, or revisions to position descriptions are necessary



The University, with the help of Segal, will ensure all critical information is captured to support the success of the classification and compensation study

Introduction

Roles in Completing PDQs

Individual employees are responsible for ensuring that:

- Position description questionnaires are complete and submitted on time
- Reference documents (e.g., position description) are utilized when available to ensure completeness of PDQs

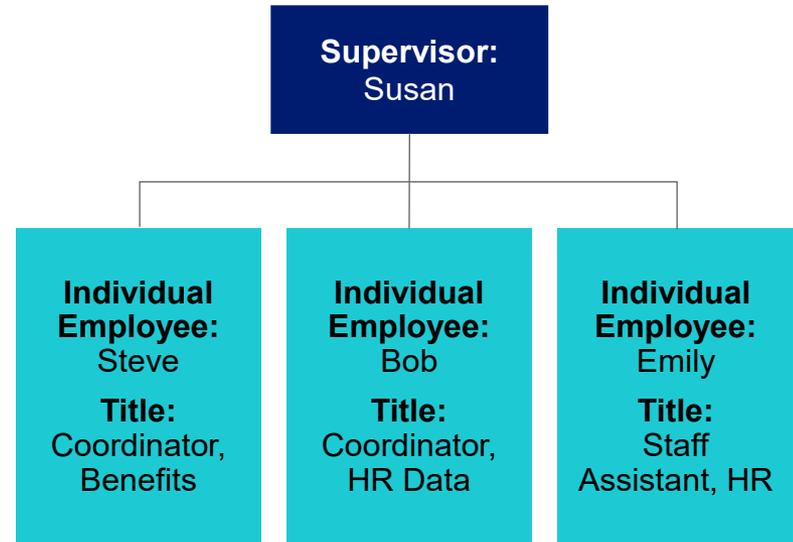
Supervisors are responsible for:

- Ensuring all position description questionnaires within their department/unit have been completed and are accurate
- Signing off on their direct reports completed questionnaires
- Ensuring that employee and supervisor have consensus on the final PDQ

Human Resources will be responsible for ensuring that:

- Employees and supervisors complete questionnaires
- Supervisors discuss major differences in PDQ content before submitting

Illustrative Example

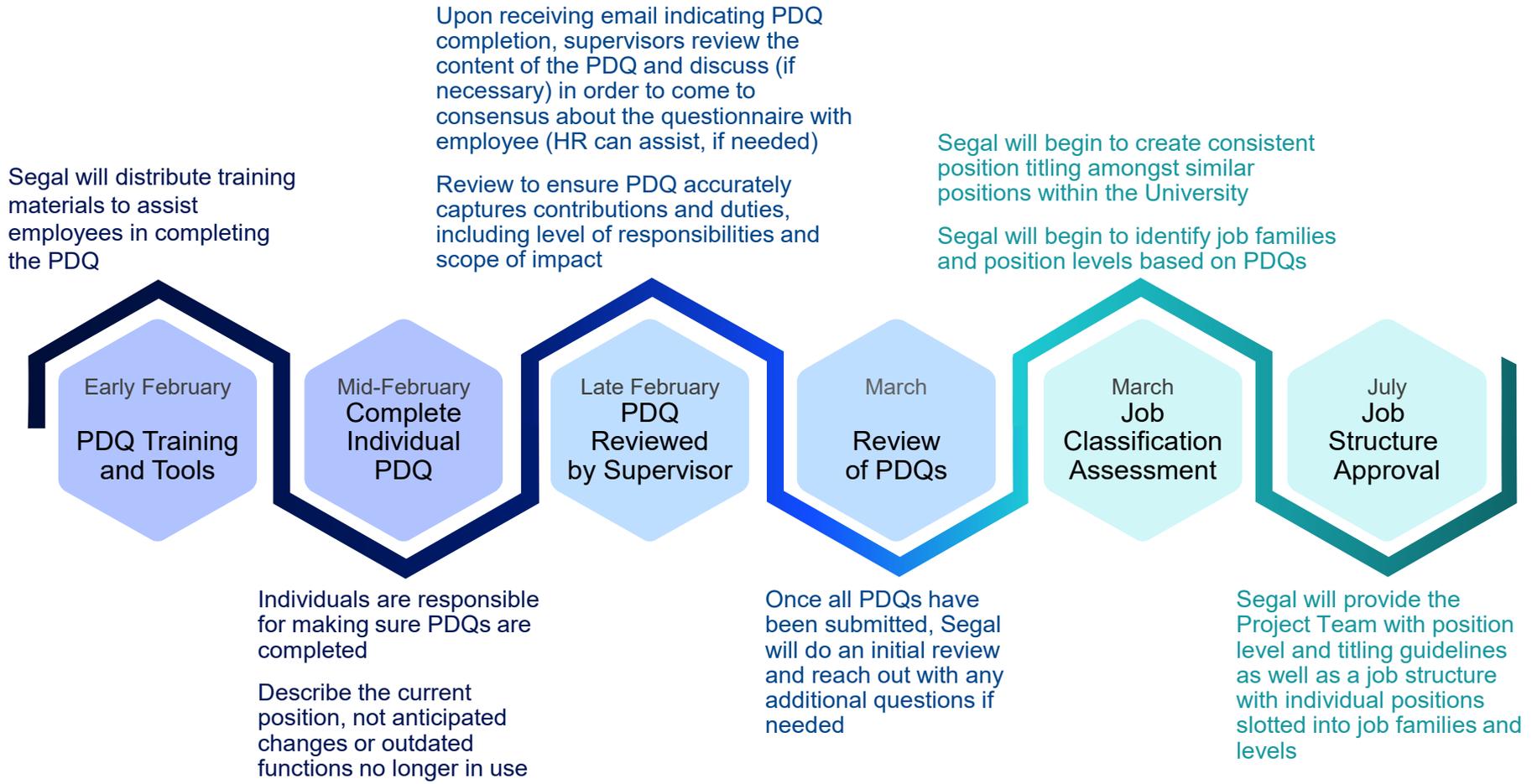


Note: Steve, Bob, and Emily complete their own PDQs (soliciting supervisor input during completion), then Susan reviews and approves all three questionnaires.

PDQs are used to ensure position descriptions are current and accurate

Introduction

Position Description Questionnaire Process



| Agenda

Introduction

Important Considerations

Overview of the PDQ

PDQ Supervisor Review Process

Frequently Asked Questions

Important Considerations

When completing the PDQ questionnaire, make sure to:

- Describe the position, not your personal characteristics
 - Example: I am a bilingual financial analyst however my position does not require me to be bilingual. Please do not add bilingual as a position requirement in the PDQ
- Describe the current position content in a normal operating environment, not anticipated changes or outdated functions no longer in use
 - Example: I am an office assistant and previously was in charge of booking travel for the office executives. A staff assistant has been hired and that is no longer my responsibility but is instead his/hers. Please do not include the outdated position responsibility
- Don't include temporary assignments/position responsibilities that will not be a permanent part of the position's responsibilities going forward
 - Example: I am the Assistant Director for HR acting as interim HR Director. Please do not include responsibilities related to the interim role in the PDQ



You should describe the position under a normal operating environment; do not describe responsibilities or circumstances that are a result of the global pandemic

Important Considerations

- Avoid jargon, spell out acronyms, and define technical terms (when necessary)
 - Example: I am an Accountant and my position requires a CPA certification. Please write out Certified Public Accountant
- Use position titles or roles when referring to others within Albany State University. Use names of people only when specifically requested
 - Example: Instead of “works with Cindy to ensure all local laws and regulations are met, you should say “works with Compliance Manager to ensure all local laws and regulations are met”
- Save your progress if you intend to continue the PDQ at another point in time
 - Note: You will have the option to save throughout the PDQ by clicking a link in the upper right-hand corner of the screen. Do not just exit out of the PDQ



You should describe the position under a normal operating environment; do not describe responsibilities or circumstances that are a result of the global pandemic

Important Considerations

What to Include and Not Include?

Include

- ✓ Essential and regularly required responsibilities

- ✓ Expected outcomes within essential functions

- ✓ Normal expectations of a fully competent person, meeting all position requirements

- ✓ Clear, accurate descriptions

Do Not Include

- ✗ One time, short-term assignments

- ✗ Exhaustive list of tasks, and/or details on “how” work is done

- ✗ Tasks or expectations designed around an individual (e.g., performance, professional interests, etc.)

- ✗ Acronyms without explanation, misleading or vague descriptions

**For example,
instead of writing...**

“Enters the following information into system screens ABC and XYZ: Employee Name, Address, Phone Number...”

You would write...

“Enters required data into HRIS module and audits entries for completeness and accuracy”

Important Considerations

Accessing the PDQ Tool



The University will send an all-employee email which will include a link to access and complete the PDQ.

Segal recommends using Google Chrome as your internet browser while completing the survey.



All employees should complete their PDQ by **Monday, February 21, 2022.**



All supervisors will need to conduct their final review of their direct reports responses and approve by **Monday, February 28, 2022.***

Note: Supervisor review can occur immediately. Segal strongly recommends supervisors review their employees' questionnaires as soon as they receive the submission link via email indicating their employee has submitted a PDQ.

* If agreement cannot be made between a supervisor and his/her direct report regarding the content of the PDQ, a conversation should be had either between the supervisor and employee, or within the department chain of command

| Agenda

Introduction

Important Considerations

Overview of the PDQ

PDQ Supervisor Review Process

Frequently Asked Questions

Overview of the PDQ

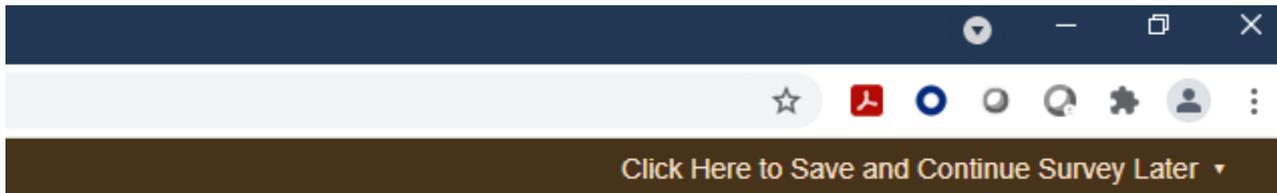
Position Description Questionnaire Sections

1. [Purpose](#)
2. [Participant](#)
3. [Employee ID/Login](#)
4. [Demographics](#)
5. [Position Summary & Essential Functions](#)
6. [Reporting Relationships/Supervisory Responsibility](#)
7. [Education, Certifications & Licenses](#)
8. [Work Experience](#)
9. [Knowledge](#)
10. [Skills](#)
11. [Knowledge, Skills & Abilities](#)
12. [Collaboration/Interaction](#)
13. [Problem Solving](#)
14. [Independence of Action](#)
15. [Decision Making](#)
16. [Breadth of Responsibility](#)
17. [Fiscal Responsibility](#)
18. [Additional Comments](#)
19. [Acknowledgement of Completion](#)
20. [Supervisor Review](#)

Overview of the PDQ

Reminders

- If at any point while completing the survey you want to save the results and continue the survey at some other point in time, please click on the “**click here to save and continue survey later**” button located at the very top of the screen in the right-hand corner



- An asterisk (*) next to a question means that the question is required, you will not be able to move to the next page if you do not complete required questions
- You should describe the position under a normal operating environment; do not describe responsibilities or circumstances that are a result of the global pandemic
- Segal recommends using Google Chrome as the internet browser while completing the PDQ

Overview of the PDQ

1. Purpose

Explains the **purpose** and intent of this questionnaire and provides **instructions** on how to complete the questionnaire

Purpose of this Questionnaire

Albany State University has engaged Segal (a nationally recognized Human Resources consulting firm) to assist in efforts to design a fair and equitable classification and compensation program for staff.

As part of this process, we request your assistance in completing this online Position Description Questionnaire (PDQ) to ensure we have the most up-to-date, clear, and accurate information for your staff position. The people who best know the work involved in any given position are those that are closest to the position — you and your supervisor.

Your response to this questionnaire (and subsequent supervisor review) will help create a better understanding of positions across the University, which in turn, will enable the University to:

- Create specific position descriptions that define more accurately the content and minimum requirements for each position
- Develop the University's generic job classification specifications and job families (see chart below)
- Develop a job titling protocol so that titles are used consistently and appropriately across the University
- Compare salaries of positions at Albany State University to those at comparable institutions and organizations in order to obtain an accurate assessment of ASU's market pay competitiveness across the staff population
- Accurately assign positions to grades so that positions with similar impact, scope, and required knowledge are in the same salary grades, unless market dictates otherwise.

This questionnaire does not measure your performance but focuses on the key position responsibilities and requisite skills, knowledge and abilities to perform the work.

Your input is an important part of this project. We want to thank you in advance for your cooperation and in helping to ensure Albany State University will have a clear and competitive classification and compensation program going forward. This program will help us recruit and retain a diverse, high-quality workforce that helps fulfill all aspects of the University's mission.

Instructions

1. Read each item carefully and enter your responses.
2. Describe your position as it currently exists in a **normal** operating environment, not as it was in the past or might be in the future. *Please describe the position as it existed prior to Covid-19; do not describe responsibilities or circumstances that are a result of the global pandemic.*
3. Describe your position as it is typically conducted over an extended period of time (such as a year); do not describe just a particular dimension of your position or a temporary assignment.
4. If you have questions or need help, contact Human Resources.
5. Please complete and submit this online form no later than **February 28th**.

Please note this questionnaire does not measure your performance.

Again, we ask that you please describe the position in a non-crisis environment and do not include or factor in changes to the position that are temporary results of the COVID-19 pandemic.

Overview of the PDQ

2. Participant

Please select “No, I am an employee filling out a PDQ” when completing the PDQ for your own position

Please select “Yes, I am a supervisor conducting a review of a completed PDQ” when reviewing PDQs completed by those who you supervise. You will be emailed an individual link to each of your direct reports PDQs for review

PDQ Participant

1. Are you a supervisor reviewing the responses of an employee? *

Yes, I am a supervisor conducting a review of a completed PDQ.

No, I am an employee filling out a PDQ.

Back

Next

Overview of the PDQ

3. *Employee ID/Login*

Your employee ID number will serve as your password to take the survey

If you do not know your employee ID number, you can find it on ESS (Employee Self-Service). If you continue to have issues accessing the survey, please reach out Human Resources

Employee ID

Please enter your Employee ID:

Username

Back

Next

Overview of the PDQ

4. Demographics

Some initial demographic information will be populated on your behalf: employee name, position title, department, supervisor name, and supervisor title. Please review the accuracy of the information and reach out to Human Resources if you believe any information is incorrect

Please also fill in your employee ID number, your email address, and your supervisor's email address

Demographics

Confirm that all information below is correct.

Employee Name *

Position Title *

Division

Department *

Location

Employee Email *

Supervisor First Name

Supervisor Last Name

Supervisor Title *

Supervisor Email *

Working Title

Overview of the PDQ

5. Position Summary & Essential Functions

This is a brief **Position Summary** of the position's responsibilities at the University — an “elevator speech”

- You meet an old friend in an elevator. How would you describe your position in such a brief time?
- If you need help, you can refer to your current position description (if available)

Position Description

Please review the current position description (if available) for your position prior to completing the following sections. If you don't have your current position description, please still proceed with the questionnaire. If you have any questions please contact Human Resources.

Position Summary/Major Function

In 3 – 4 sentences, briefly but specifically, summarize the primary purpose of the work performed. *

Example: An Administrative Assistant might respond, “Performs a variety of administrative functions. Schedules appointments, provides information to the University and to the public. Composes memos, transcribes notes, and researches and creates presentations. Generates reports, handles multiple projects, and prepares and monitors invoices and expense reports. May assist with compiling and developing the annual budget.”

Overview of the PDQ

5. Position Summary & Essential Functions

Essential Functions are those major on-going responsibilities/end results that must be achieved in the position. This is the heart of the PDQ as it outlines what the position is ultimately accountable for - what, how, and why

- Describe up to eight essential functions the position must achieve starting with the most important
- Write statements so that someone unfamiliar with the position can understand what the position does
- Highlight “what you do” instead of “what gets done”
- Focus on responsibilities that take more than 10% of your time

Note: The percent of time spent on a task may not necessarily reflect how critical the task is to your position

- Ideally, these tasks should total 100%

Essential Functions:

List up to **eight essential functions** of the position, indicating the **most important** first, and the approximate percentage of time spent on each over the course of a year. **Only** list any duties or responsibilities that require **10% or more** (equivalent to half of a day per week or 5 weeks per year) of the position’s time.

Total must equal 100%. If not please adjust your entries.

Begin each statement with an action verb, such as those listed in this [Glossary](#). *You will find it easier to avoid ambiguous terminology if you focus on “what you do” instead of “what gets done”.*

Estimate the percentage of time spent performing the task. If the time spent for any one responsibility exceeds 25%, consider splitting the task into two or more statements.

The following chart, which provides approximate figures, will assist you in estimating time percentages on either a weekly, monthly, or annual basis.

Percentage	Week	Month	Year
5%	2 hours	1 day	2½ weeks
10%	4 hours	2.1 days	5 weeks
20%	8 hours	4.3 days	2½ months
25%	10 hours	5½ days	3 months

NOTE: The percent of time spent on a function may not necessarily reflect how critical the task is to your position.

Overview of the PDQ

5. Position Summary & Essential Functions

You will be asked to provide up to eight essential functions, however, there will be an opportunity to provide additional comments or responsibilities if desired

You will also be asked to estimate the amount of time spent during each of the eight essential functions

- The estimated time spent should add up to 100%. You will not be able to move on if your responsibilities sum doesn't equal 100%

Example:

Essential Function: Provide administrative financial support for the department by: Overseeing all financial activity and ensuring proper financial stewardship for the departmental budgets; reviewing financial transactions and other documents for accuracy, availability of funds, and for compliance with laws and University regulations and policies, etc.

Estimated % of Time: 25%

Please describe the position as it existed prior to Covid-19; do not describe responsibilities or circumstances that are a result of the global pandemic.

Essential Function 1:	<input type="text"/>
Essential Function 2:	<input type="text"/>

Estimated Percent of Time per Essential Function *

Essential Function 1:

Essential Function 2:

Slides 21–26 provide training and additional resources to help you write your essential functions

Overview of the PDQ

5. Position Summary & Essential Functions

Clearly Describing Essential Functions

Use the following pattern to write an essential function:

Action Word

+

Subject

+

Activities

For example:

Action Word



Subject



Reviews and validates **transactions** by ensuring completeness and accuracy of the account balances.

Activities

For a complete list of action words, please see the Appendix of this document or utilize the glossary link included in the questionnaire

Overview of the PDQ

5. Position Summary & Essential Functions

Use the Essential Functions Worksheet to organize your thoughts:

- 1. List all activities, duties and tasks the position performs in the “Duties and Tasks” column
- 2. Cluster related activities together under the “Related Groupings” column
 - a. Eliminate duplicates
 - b. Clarify language
 - c. Delete extraneous statements
- 3. Review each grouping to develop an Essential Function Statement

Duties & Tasks	Essential Functions Statements

The sample worksheet on the following slides shows activities for a position called “Administrative Assistant,” but the process can be used for any position

Overview of the PDQ

5. Position Summary & Essential Functions

Position Title: Administrative Assistant

Duties and Tasks

- Maintains calendars
- Schedules meetings and appointments
- Prepare and plan for meetings
- Secure space for meetings
- Inform meeting participants of meeting location and time
- Distribute agendas and presentation materials
- Transcribes meeting minutes
- Draft and type correspondence
- Maintain department files
- Update computer records
- Run reports
- Resolves routine customer service problems or inquires
- Take and deliver messages
- Conducts research



**As you read this list,
it is hard to determine
overall responsibility of
this position**

Overview of the PDQ

5. Position Summary & Essential Functions

Position Title: Administrative Assistant

Duties & Tasks	Related Groupings	Essential Functions Statements
<ul style="list-style-type: none"> • Maintains calendars • Schedules meetings and appointments • Prepare and plan for meetings • Secure space for meetings • Inform meeting participants of meeting location and time • Distribute agendas and presentation materials • Transcribes meeting minutes 	<ul style="list-style-type: none"> • Maintains calendars • Schedules meetings and appointments • Prepare and plan for meetings • Secure space for meetings • Inform meeting participants of meeting location and time • Distribute agendas and presentation materials • Transcribes meeting minutes 	
<ul style="list-style-type: none"> • Draft and type correspondence • Maintain department files • Update computer records • Run reports • Resolves routine customer service problems or inquires 	<ul style="list-style-type: none"> • Draft and type correspondence • Maintain department files • Update computer records • Run reports • Conducts research 	
<ul style="list-style-type: none"> • Take and deliver messages • Conducts research 	<ul style="list-style-type: none"> • Resolves routine customer service problems or inquires • Take and deliver messages 	

Overview of the PDQ

5. Position Summary & Essential Functions



Position Title: Administrative Assistant

Duties & Tasks	Related Groupings	Essential Functions Statements
<ul style="list-style-type: none">• Maintains calendars• Schedules meetings and appointments• Prepare and plan for meetings• Secure space for meetings• Inform meeting participants of meeting location and time• Distribute agendas and presentation materials• Transcribes meeting minutes• Draft and type correspondence• Maintain department files• Update computer records• Run reports• Resolves routine customer service problems or inquires• Take and deliver messages• Conducts research	<ul style="list-style-type: none">• Maintains calendars• Schedules meetings and appointments• Prepare and plan for meetings• Secure space for meetings• Inform meeting participants of meeting location and time• Distribute agendas and presentation materials• Transcribes meeting minutes <hr/> <ul style="list-style-type: none">• Draft and type correspondence• Maintain department files• Update computer records• Compile reports• Conducts research <hr/> <ul style="list-style-type: none">• Resolves routine customer service problems or inquires• Take and deliver messages	<p>Maintain calendar and coordinate all aspects of meetings and appointments by:</p> <ul style="list-style-type: none">• Scheduling meetings and appointments and informing participants of location and time• Securing space and working with key stakeholders on logistics• Sending soft-copy agendas to participants before the meeting and distributing hard copies during the meeting• Transcribing meeting minutes and distributing them as necessary <hr/> <p>Support specific activities and initiatives through:</p> <ul style="list-style-type: none">• Drafting and typing correspondence and other documents• Updating computer records and maintaining department files• Conducting research• Compiling management reports <hr/> <p>Provide operational support by:</p> <ul style="list-style-type: none">• Resolving routine problems and customer services inquiries• Screening calls and taking and delivering messages

Overview of the PDQ

5. Position Summary & Essential Functions

Other Examples of Primary Position Responsibilities:

Maintain audio-visual equipment inventory by:

- Tracking borrowed equipment
- Entering new equipment into the equipment log
- Ensuring the accuracy of the equipment database

Provide technical IT support to the organization by:

- Responding to telephone calls, email, and personnel requests for technical help
- Troubleshooting user computer problems by documenting, tracking, and monitoring the problem to ensure a timely resolution

Prepare monthly financial reports by:

- Collecting and verifying financial data
- Entering current data into spreadsheets
- Running analysis reports
- Consolidating final figures into standard monthly financial reports

Maintain electrical systems by:

- Performing maintenance, installation, and repair of medium-voltage equipment
- Locating, planning, and carrying out system repairs and component failures
- Preparing and maintaining work records and repair cost estimates

Overview of the PDQ

6. Reporting Relationships / Supervisory Responsibility

Confirm whether the position has **supervisory responsibility**

- Indicate the Position Titles of employees directly supervised, if applicable. You can list multiple direct reports by using commas to separate titles
- Indicate the Headcount of employees directly supervised, if applicable. This would reflect a total sum of all employee supervised

Reporting Relationships

Indicate your position's reporting relationship to others by identifying direct reports to your position. *Note: Supervision is defined as prioritizing and assigning work, conducting performance evaluations, ensuring staff are trained, and making hiring, termination, and disciplinary recommendations.*

Do you supervise employees? *

Yes

No

Appointment Type and FTE of Employees Supervised

Direct Reports

	Position Title(s)	Headcount
Exempt Employees	<input type="text"/>	<input type="text"/>
Non-Exempt Employees	<input type="text"/>	<input type="text"/>
Student Workers	<input type="text"/>	<input type="text"/>
Other (e.g., temporary employees, contractors, indirect reports)	<input type="text"/>	<input type="text"/>

Overview of the PDQ

6. Reporting Relationships / Supervisory Responsibility

Confirm the highest level of **supervisory responsibility** you perform as part of your position

Supervisory Responsibilities:

Indicate the type and scope of supervisory responsibilities of your position. **Check the highest level of responsibility.** NOTE: This refers to supervision of other employees. *

- Not responsible for supervising others.**
- Provides lead work, advises and/or guides students.** May organize, set priorities, schedule and review work, may interview and make recommendations on hiring, and provide input into performance reviews. May have responsibility for making decisions on hiring, termination and pay adjustments.
- Guides work of others who perform essentially the same work.** May organize, set priorities, schedule and review work, may interview and make recommendations on hiring, and provide input into performance reviews. Does not have responsibility for termination or making pay decisions.
- Supervises work of others, including planning, assigning and scheduling work, reviewing work and ensuring quality standards, training staff and overseeing their productivity, and signing employee(s) performance evaluation.** May have responsibility for making decisions on hiring, termination and/or pay adjustments.
- Supervises work of other supervisors/managers, including planning, assigning, scheduling and reviewing work, ensuring quality standards.** Is responsible for hiring, terminating, training and developing, reviewing performance and administering corrective action for staff. Plans organizational structure and position content.
- Executive Level Leadership.** Supervises work of other directors, including planning and reviewing work.

Back

Next

Overview of the PDQ

7. Education, Certifications & Licenses

Select the **education level** and indicate the **field of study** that best describes the **required** and **preferred** level of education to perform the position

- **Note:** The required minimum and preferred levels of education may or may not be the same as your individual level of education
- Please indicate any required or preferred licenses or certifications that are needed for your position (do not abbreviate)

Education

Indicate the **required MINIMUM level** of education to effectively perform your position's responsibilities at the point of hire and the **PREFERRED** level of education required to effectively perform your position's responsibilities. Once you have selected the required and preferred levels of education, indicate the field(s) of study, if appropriate.

*Note: The required minimum and preferred levels of education may or may not be the same as your individual level of education. **

	High school diploma or GED	Vocational or Technical training	Associate's degree	Bachelor's degree	Master's degree	Doctoral degree
Required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preferred	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Field of study

Please describe additional information required for the position (such as licensure, certifications, etc.). Please write out the names of certifications or licensures and do **not** abbreviate.

Required

Preferred

Back

Next

Overview of the PDQ

8. Work Experience

Select the duration of time that best describes the **required** and **preferred position-related work experience** to perform the position

- The required minimum and preferred levels of position related experience may or may not be the same as your individual level of position related experience
- Please describe the type of work experience required

Work Experience

Indicate the **required MINIMUM** level of position-related experience to effectively perform the position's responsibilities at the point of hire and the **PREFERRED** level of position-related experience required to effectively perform the position's responsibilities.

*Note: The required minimum and preferred levels of position-related experience may or may not be the same as your individual level of position related experience. **

	No previous experience required	Less than 12 months	1 – 3 years	3 – 5 years	5 – 8 years	More than 8 years	Other (please explain below)
Required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preferred	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you selected "Other," please explain.

Please describe the type of work experience required; if not applicable enter N/A:

[Back](#) [Next](#)

Overview of the PDQ

9. Knowledge

Indicate the depth and breadth of knowledge within your field or specialty that is required for your position

Knowledge

Indicate the depth and breadth of knowledge within your field or specialty that is required to effectively perform the essential responsibilities of your position. *

- Specialized knowledge is not required.
- Basic working knowledge of fundamental concepts, practices, and procedures; the ability to apply knowledge in varied situations.
- Working knowledge of concepts, practices, and procedures; the ability to apply knowledge in varied situations.
- Comprehensive knowledge of concepts, practices, and procedures; the ability to apply knowledge in complex, difficult, and/or unprecedented situations.

Please provide additional information, if desired:

Back

Next

Overview of the PDQ

10. Skills

Indicate the level of skill required to perform your position's primary responsibilities

Skills

Indicate the level of skill required to perform your position's primary responsibilities. *Please elaborate on why the skill is required by your position if it is applicable.*

Skill Level Definitions

- **General:** Requires core skills necessary for the position
- **Intermediate:** Requires some advanced skills that allow employee to adapt and handle some complex or non-routine situations
- **Advanced:** Requires highly proficient and specialized skills that allow employee to function in situations that are varied, complex, and/or non-routine

	General	Intermediate	Advanced	N/A
Analytical: Visualize, articulate, and solve problems quantitatively and/or qualitatively and make sound decisions based on available information (Please elaborate below if applicable) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project/Process Coordination: Plan, organize, and coordinate resources or processes to bring about the successful completion of specific project goals (Please elaborate below if applicable) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology: The use of software, programs, or other technology as required by the position (Please elaborate below if applicable) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative Support: Coordination of meetings/schedules, document production and distribution, and inquiry response (Please elaborate below if applicable) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oral and Written Communication: The exchange of thoughts, messages, or information through speech, writing, or signs (Please elaborate below if applicable) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trade: Performance of skilled labor tasks and duties requiring advanced training (Please elaborate below if applicable) *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other: E.g., Artistic, Research/Technical, General Business Management (Please elaborate below if applicable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional information, if desired:

Overview of the PDQ

11. Knowledge, Skills & Abilities

Indicate knowledge, skills, and abilities that are required for your position. These are separate from certifications and licenses — see examples below

Knowledge, Skills, and Abilities

Please list at least three examples of knowledge, skills, and abilities, that are required for you to perform your daily work. *

Examples of Knowledge (such as computer programming languages or local laws, policies, and regulations):

-
-
-

Examples of Skills (such as public speaking or customer service):

-
-
-

Examples of Abilities (such as maintain confidentiality and work with protected individual data or track and organize financial statements):

-
-
-

If desired, please provide any additional knowledge, skills, or abilities, required for your position below.

Overview of the PDQ

12. Collaboration/Interaction

Please indicate the nature of collaboration and/or service to others required by your position whether this occurs internally, externally, or both

Collaboration/Interaction

Indicate the nature of collaboration and/or service to others required by your position and whether this occurs internally (with others at the University) or externally (with the general public, vendors, media, other organizations, etc.)

	Internal only	External only	Both Internal and External	N/A
Exchange routine, factual information and/or answer routine questions. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exchange detailed information or resolve varied problems. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access and/or work with sensitive and/or confidential information. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify needs/concerns of others, determine potential solutions, resolve or redirect appropriately. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Persuade, gain cooperation and acceptance of ideas or collaborate on significant projects. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resolve conflict, negotiate or collaborate on major projects. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Handle sensitive issues and facilitate collaboration at the highest level. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop and maintain relationships with key contacts to enhance workflow and work quality. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional information, if desired:

Back

Next

Overview of the PDQ

13. Problem Solving

Indicate the nature of problems regularly encountered by your position

Problem Solving

Indicate the nature of problems regularly encountered by your position. *

- Problems encountered are routine, somewhat repetitive and generally solved by following clear directions and procedures.
- Problems are somewhat varied, requiring application of specific technical skills and expertise.
- Problems are varied, requiring analysis or interpretation of the situation. Problems are solved using knowledge and skills, and general precedents and practices.
- Problems are highly varied, complex and often do not reoccur often; requires creative approaches to resolution. New concepts and approaches may have to be developed.

Please provide additional information, if desired:

Back

Next

Overview of the PDQ

14. Independence of Action

Indicate your position's general degree of work independence and to what extent autonomy or discretion is afforded to your role

Independence of Action

Indicate your position's general degree of independence of action. *

- Works under general supervision; progress and outcomes are frequently reviewed.
- Outcomes are monitored by supervisor/manager; follows precedents and procedures, sets priorities and organizes work within general guidelines.
- Existing practices are used as guidelines to determine specific work methods; works independently; and resolves most problems without assistance.
- Sets own goals and determines how to accomplish results with few or no guidelines to follow, although precedents may exist; supervisor/manager provides broad guidance and overall direction.

Please provide additional information, if desired:

To what extent is autonomy or discretion afforded to this role? *

- Autonomous decision making
- Guidance provided but decisions are generally independent
- Specific processes or procedures will typically be followed
- Little discretion in work

Back

Next

Overview of the PDQ

15. Decision Making

Indicate the type of impact of the decisions typically made by your position

Check the boxes indicating who is impacted by the actions/decisions of your position

Decision Making

Indicate the type of impact of the decisions typically made by your position. *

- Decisions generally only affect your position or specific functional area.
- Decisions may affect a work unit or area within a department; your position may contribute to operational decisions that affect the department.
- Decisions have major implications on the coordination and operations of an area within a department; your position may contribute to important strategy, operations, and other decisions that affect the department.
- Decisions have significant, broad implications for the operations of a division/entire University; your position contributes to decisions on the overall strategy and direction of the entire University.

Please provide additional information, if desired:

Who is impacted by the actions of this position? *Check all that apply.* *

- | | |
|--|---|
| <input type="checkbox"/> Entire University | <input type="checkbox"/> Donors and Alumni |
| <input type="checkbox"/> Functions across the University | <input type="checkbox"/> Students/Parents |
| <input type="checkbox"/> Department | <input type="checkbox"/> Other External Agencies and Institutions |
| <input type="checkbox"/> Direct team | <input type="checkbox"/> No significant impact on anyone |
| <input type="checkbox"/> Vendors/Suppliers/Contractors | |

Back

Next

Overview of the PDQ

16. *Breadth of Responsibility*

Indicate the primary duty of your position as well as your position's impact on the institution

Breadth of Responsibility

Indicate the primary duty of your position. *

- Provide information and fulfill service requests.
 - Facilitate and coordinate projects, events, operation, etc.
 - Recognize problems, gather information, propose and/or implement solutions.
 - Anticipate and proactively seek creative and comprehensive solutions to unusual and/or complex problems
-

Indicate your position's impact on institution policy. *

- Follow and implement policy
 - Interpret and advise on policy
 - Develop and change policy
-

Back

Next

Overview of the PDQ

17. Fiscal Responsibility

Indicate whether the position has **fiscal/financial responsibility** and the level of that responsibility

Describe the annual dollar amount of operational fiscal responsibility

Fiscal Responsibility

Does your position have fiscal/financial responsibility, such as budget oversight? *

Yes

No

Indicate the type and level of fiscal/financial responsibility of your position.

If the type of fiscal/financial responsibility is not applicable to your position, please select N/A.

	Within Unit/Dept	Within Campus/University	Within the University	For the University	N/A
Monitor, inform, report *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconcile and/or move funds within budgets *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Draft/develop budgets *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Approve within budgets *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Approve budget exceptions *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you selected "Other" above, please describe:

Describe the dollar amount of fiscal responsibility (estimate if exact value is unknown).

Please enter the value as a whole number and do not include decimals or dollar signs (e.g., 50000).

Overview of the PDQ

18. *Additional Comments*

Examples of additional information include: unusual circumstances, seasonal nature, or anything else to help the reader understand the position better

These PDQs will be utilized in creating job families and levels so please be thoughtful in your response and include all relevant information. This is a “final thoughts” box to add anything else about your position that may be useful for the reader to know that wasn’t already captured in the survey

Additional Comments

Please describe as clearly and concisely as possible any additional information that would be important to fully understand the roles, responsibilities, nature and scope of your position.

Back

Next

Overview of the PDQ

19. Acknowledgement of Completion

Populate the date and acknowledge that your responses are an accurate representation of your responsibilities. As soon as you submit, your PDQ will be emailed to your supervisor for review

Acknowledgement Of Completion

Please sign below and send to Human Resources:

I believe this is an accurate representation of the responsibilities of my position

Completed by *

Date (mm/dd/yyyy) *

SurveyGizmo <noreply@alchemer.com>

To Doe, Jane



Albany State University Position Description Questionnaire.pdf
55 KB

CAUTION: External Sender

Hello,

Attached is a copy of your completed PDQ.
Your PDQ has been sent to your supervisor for review.

Thank you.

You will also receive an email confirming your submission

| Agenda

Introduction

Important Considerations

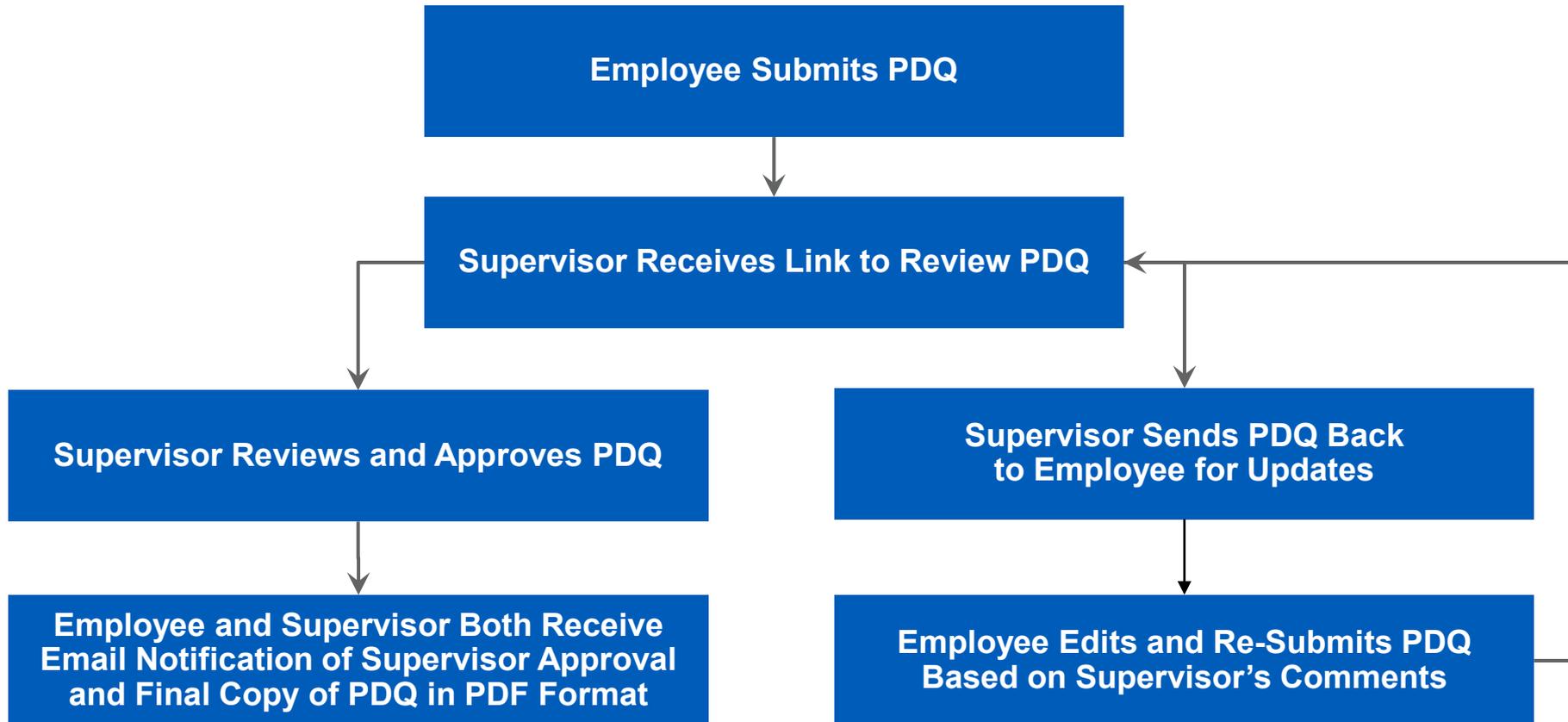
Overview of the PDQ

PDQ Supervisor Review Process

Frequently Asked Questions

Overview

Review Process Flow Chart



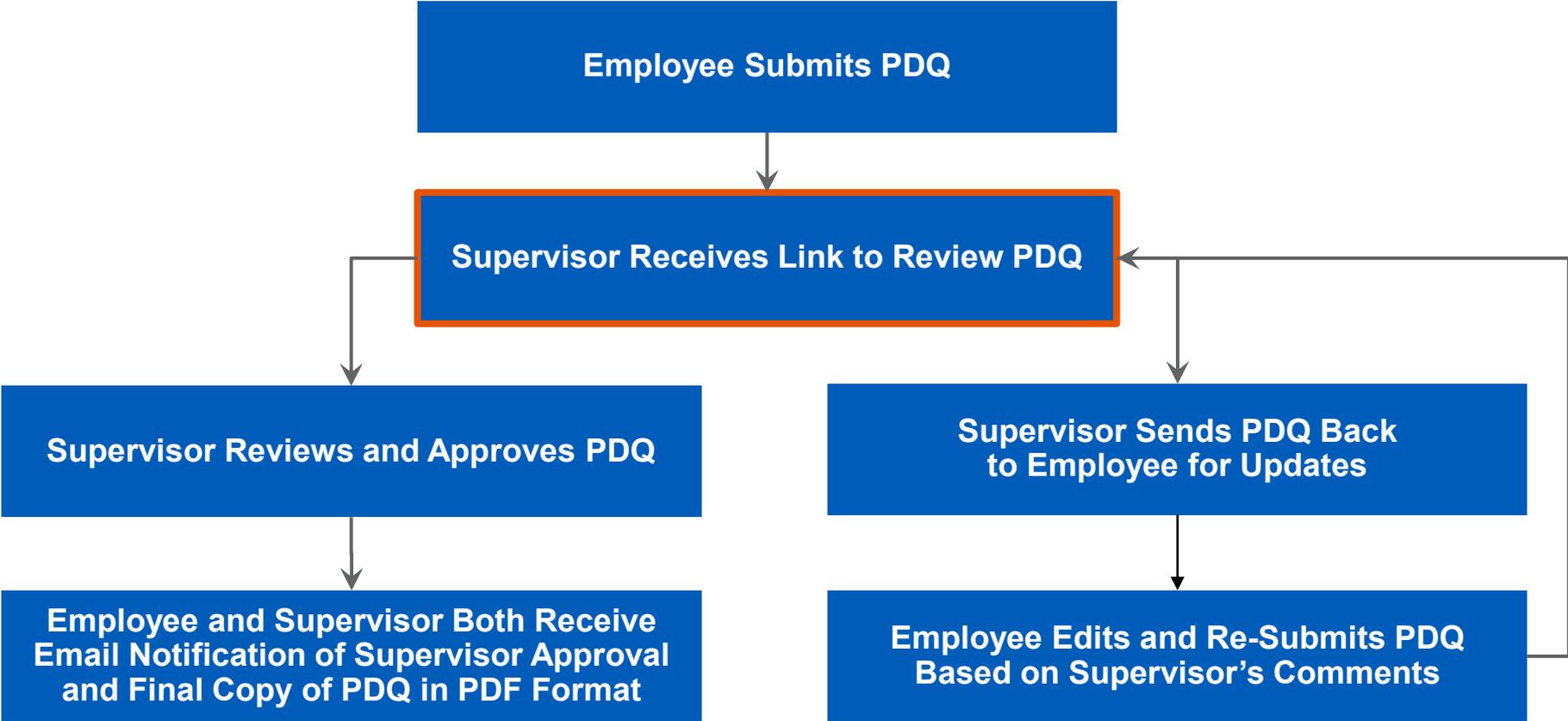
Important Considerations

When reviewing an employee's PDQ questionnaire, make sure to:

- Don't wait until the last minute. Your employees PDQ will be emailed to you as soon as they submit, so you do not have to wait until February 21 (when the PDQ is due for employees) to begin reviewing.
- Segal recommends reviewing employee PDQs as soon as you receive them (via email) for the following reasons.
 1. After weeks have gone by the email with link to your direct reports survey may get "lost" within your inbox. You must use the specific link emailed to you to review a PDQ, this is how their information is saved and we ensure only the supervisor has access to their employees PDQs.
 2. Waiting until the last minute may result in you having to review several PDQs in a short period of time.
 3. You will have the opportunity to send the PDQ back to your employee to make changes (if you disagree with major content within your employees' PDQ) if you wait until the submission due date to review – your employees will NOT have time to make any edits based on your feedback.
- Segal recommends only sending PDQs back to employees for changes if **major** edits are needed to the PDQ.
 - Example 1: John's direct report Jane incorrectly stated the required education for her position as a Bachelor's degree when it should in fact be a Masters degree.
 - This is not a major change — please note in the supervisor comments that the education requirement is a Masters degree and approve the PDQ.
 - Example 2: John's direct report Jane incorrectly stated her position function and responsibilities and is missing several essential duties that her position performs.
 - This is a major change — please contact Jane and let her know why you did not approve her PDQ and instead sent it back to her to make changes.

Overview

Review Process Flow Chart



Supervisor Review Process

Beginning review

The supervisor listed in the completed PDQ will receive an automated email from Alchemer asking to review the employee's submission

The email will have the following subject line: Albany State University – PDQ Completed for Review

See email below for example:



CAUTION: External Sender

Hello,

A Position Description Questionnaire (PDQ) has been completed by an employee you supervise: Jane Doe

Attached is a PDF copy of the response filled. Please use the link below to provide comments, review, and approve the employee's response.
http://survey.alchemer.com/s3/6662609/Albany-State-University-Job-Description-Questionnaire/?snc=1642016965_61df30c5cd20d7.87787294_test&sg_navigate=start&s=true

Thank you.

You must use this link emailed to you to review your employee's PDQs

Supervisor Review Process

Beginning review

To begin the review, please select “Yes, I am a supervisor conducting a review of a completed PDQ” when reviewing PDQs completed by those who you supervise

PDQ Participant

1. Are you a supervisor reviewing the responses of an employee? *

- Yes, I am a supervisor conducting a review of a completed PDQ.
- No, I am an employee filling out a PDQ.

Back

Next

Please note that the survey will be sent to you with the answer filled in “No, I am an employee filling out a PDQ.” You will have to change the selection to reach the supervisor’s review section

Supervisor Review Process

Beginning review continued...

Below is an example of the format you will see when reviewing your employees PDQ. This is a condensed summary of the employee you supervise PDQ responses. There will be a comments box at the bottom where you will be able to provide comments on any section by referencing the number of the section you are referring to

SUPERVISOR REVIEW

Please review your employee's submission and add any comments down below in the provided space.

1. Purpose of this Questionnaire

Albany State University has engaged Segal (a nationally recognized Human Resources consulting firm) to assist in efforts to design a fair and equitable classification and compensation program for staff.

As part of this process, we request your assistance in completing this online Position Description Questionnaire (PDQ) to ensure we have the most up-to-date, clear, and accurate information for your staff position. The people who best know the work involved in any given position are those that are closest to the position — you and your supervisor.

Your response to this questionnaire (and subsequent supervisor review) will help create a better understanding of positions across the University, which in turn, will enable the University to:

- Create specific position descriptions that define more accurately the content and minimum requirements for each position
- Develop the University's generic job classification specifications and job families (see chart below)
- Develop a job titling protocol so that titles are used consistently and appropriately across the University
- Compare salaries of positions at Albany State University to those at comparable institutions and organizations in order to obtain an accurate assessment of ASU's market pay competitiveness across the staff population
- Accurately assign positions to grades so that positions with similar impact, scope, and required knowledge are in the same salary grades, unless market dictates otherwise.

2. PDQ Participant

- Are you a supervisor reviewing the responses of an employee?
 - Yes, I am a supervisor conducting a review of a completed PDQ

4. Demographics

Confirm that all information below is correct.

Employee Name
 Jane Doe
 Position Title
 Test 2
 Division
 Department
 Test 2
 Location
 Employee Email
 supervisor@segalco.com
 Supervisor Name
 John Smith
 Supervisor Title
 Test 2
 Supervisor Email
 mconway@segalco.com

5. Position Description

Please review the current position description (if available) for your position prior to completing the following sections. If you don't have your current position description, please still proceed with the questionnaire. If you have any questions please contact Human Resources.

6. Reporting Relationships

Do you supervise employees?
 No
 Appointment Type and FTE of Employees Supervised

7. Education

Indicate the required MINIMUM level of education to effectively perform your position's responsibilities at the point of hire and the PREFERRED level of education required to effectively perform your position's responsibilities. Once you have selected the required and preferred levels of education, indicate the field(s) of study, if appropriate.

Note: The required minimum and preferred levels of education may or may not be the same as your individual level of education.

	High school diploma or GED	Vocational or Technical training	Associate's degree	Bachelor's degree	Master's degree	Doctoral degree
Required	X					
Preferred					X	

Field of study:

8. Work Experience

Indicate the required MINIMUM level of position-related experience to effectively perform the position's responsibilities at the point of hire and the PREFERRED level of position-related experience required to effectively perform the position's responsibilities.

Note: The required minimum and preferred levels of position-related experience may or may not be the same as your individual level of position-related experience.

	No previous experience required	Less than 12 months	1 – 3 years	3 – 5 years	5 – 8 years	More than 8 years	Other (please explain below)
Required		X					
Preferred				X			

10. Skills

Indicate the level of skill required to perform your position's primary responsibilities. Please elaborate on why the skill is required by your position if it is applicable.

Skill Level Definitions

- General: Requires core skills necessary for the position
- Intermediate: Requires some advanced skills that allow employee to adapt and handle some complex or non-routine situations
- Advanced: Requires highly proficient and specialized skills that allow employee to function in situations that are varied, complex, and/or non-routine

	General	Intermediate	Advanced	N/A
Analytical: Visualize, articulate, and solve problems quantitatively and/or qualitatively and make sound decisions based on available information (Please elaborate below if applicable)	X			
Project/Process Coordination: Plan, organize, and coordinate resources or processes to bring about the successful completion of specific project goals (Please elaborate below if applicable)	X			
Technology: The use of software, programs, or other technology as required by the position (Please elaborate below if applicable)	X			
Administrative Support: Coordination of meetings/schedules, document production and distribution, and inquiry response (Please elaborate below if applicable)	X			
Oral and Written Communication: The exchange of thoughts, messages, or information through speech, writing, or signs (Please elaborate below if applicable)	X			
Trade: Performance of skilled labor tasks and duties requiring advanced training (Please elaborate below if applicable)	X			
Other: E.g. Artistic, Research/Technical, General Business Management (Please elaborate below if applicable)	X			

11. Knowledge, Skills, and Abilities

Please list at least three examples of knowledge, skills, and abilities, that are required for you to perform your daily work.

Examples of Knowledge (such as computer programming languages or local laws, policies, and regulations):

- 1. test

- 2. test

- 3. test

Examples of Skills (such as public speaking or customer service):

- 1. test

- 2. test

- 3. test

Examples of Abilities (such as maintain confidentiality and work with protected individual data or track and organize financial statements):

- 1. test

- 2. test

- 3. test

12. Collaboration/Interaction

Indicate the nature of collaboration and/or service to others required by your position and whether this occurs internally (with others at the University) or externally (with the general public, vendors, media, other organizations, etc.)

	Internal only	External only	Both Internal and External	N/A
Exchange routine, factual information and/or answer routine questions.	X			
Exchange detailed information or resolve varied problems.	X			
Access and/or work with sensitive and/or confidential information.	X			
Identify needs/concerns of others, determine potential solutions, resolve or redirect appropriately.	X			
Persuade, gain cooperation and acceptance of ideas or collaborate on significant projects.	X			
Resolve conflict, negotiate or collaborate on major projects.	X			
Handle sensitive issues and facilitate collaboration at the highest level.	X			
Develop and maintain relationships with key contacts to enhance workflow and work quality.	X			

Please provide additional information, if desired:

15. Decision Making

Indicate the type of impact of the decisions typically made by your position.

- Decisions may affect a work unit or area within a department, your position may contribute to operational decisions that affect the department.

• Please provide additional information, if desired:

- Who is impacted by the actions of this position? Check all that apply.

- Functions across the University

16. Breadth of Responsibility

Indicate the primary duty of your position.

- Facilitate and coordinate projects, events, operation, etc.

Indicate your position's impact on institution policy.

- Follow and implement policy

17. Fiscal Responsibility

Does your position have fiscal/financial responsibility, such as budget oversight?

- No

19. Acknowledgement Of Completion

I believe this is an accurate representation of the responsibilities of my position

Completed by

• Jane Doe

Date (mm/dd/yyyy)

Supervisor Review Process

Beginning review continued...

At the bottom of the summary (preview shown on the previous slide), please provide any necessary comments (sections are numbered to make it easier to refer to sections that need revisions)

Confirm if the PDQ is approved (no revisions needed) or should be sent back to the employee(s) for revisions following supervisor (your) comments

Supervisor Comments *

For Supervisor Only: *

- I have reviewed and approved the content of this position description questionnaire.
- I have reviewed the content of this position description questionnaire but request that the PDQ be sent back to the employee for updates following my comments.

If any changes need to be made to an employee's responses, please reach out to the employee to discuss.

FOR REVIEWERS ONLY

Reviewed by *

Date (mm/dd/yyyy) *

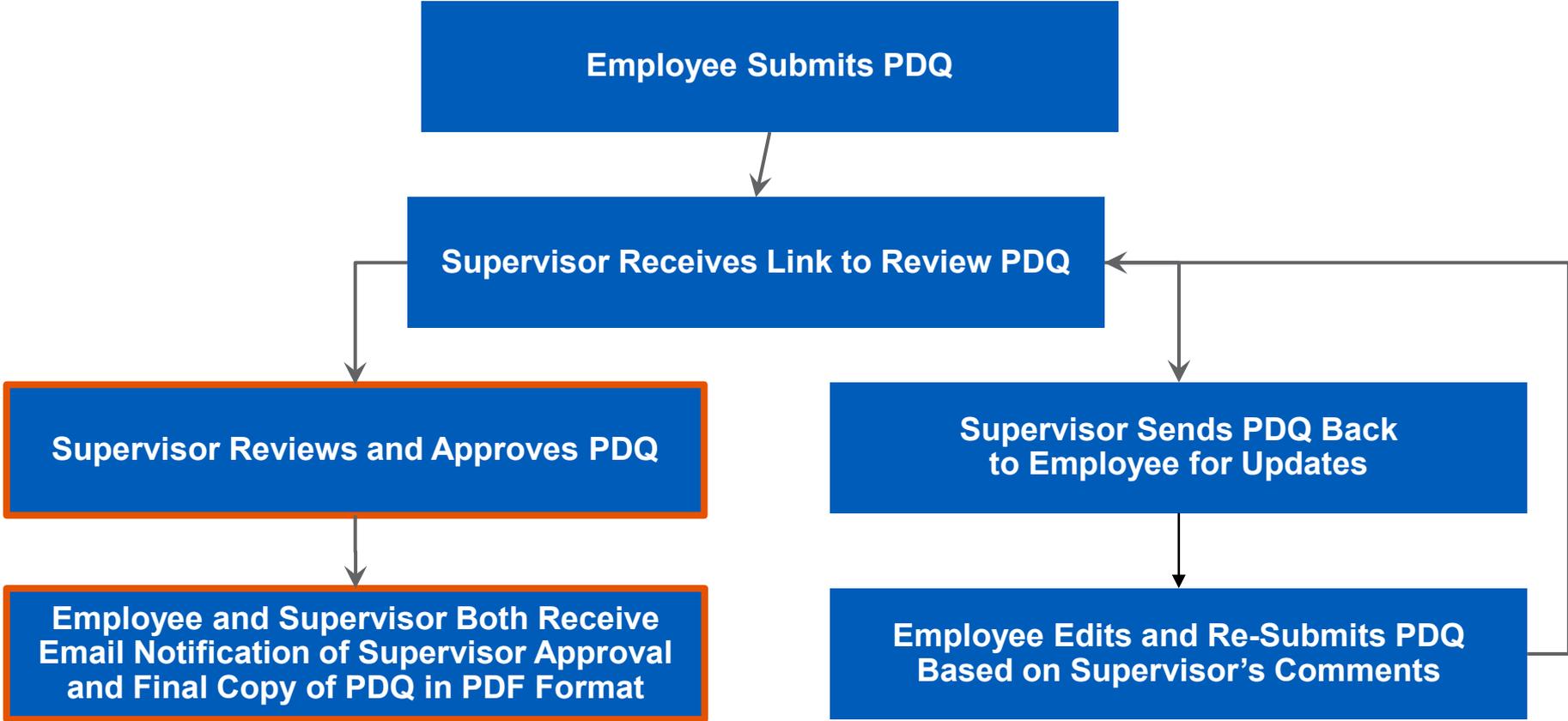


Back

Finished? Submit your responses

Overview

Review Process Flow Chart



Supervisor Review Process

Beginning review continued...

If a supervisor approves the PDQ with minor comments (or no comments), the employee and supervisor will receive the following confirmation emails and the PDQ process will be complete

Supervisor:



SurveyGizmo <noreply@alchemer.com>

To Smith, John



Albany State University Position Description Questionnaire.pdf
55 KB

CAUTION: External Sender

Hello,

You have approved your employee's PDQ responses. Attached you will find the completed response with your comments.

Thank you.

Employee:



SurveyGizmo <noreply@alchemer.com>

To Doe, Jane



Albany State University Position Description Questionnaire.pdf
55 KB

CAUTION: External Sender

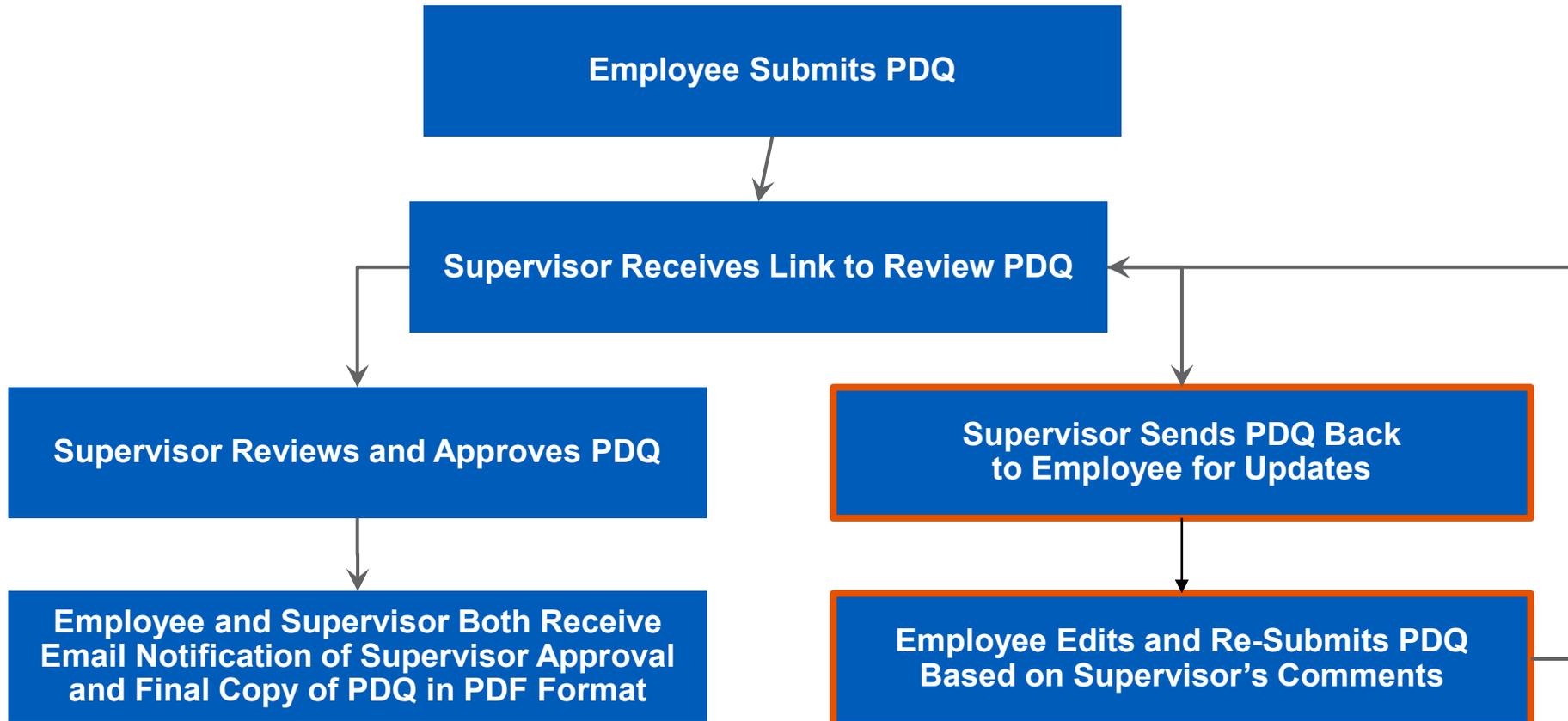
Hello Jane Doe,

Your supervisor has approved your PDQ responses. Attached you will find the responses with your supervisor's comments.

Thank you.

Overview

Review Process Flow Chart



Supervisor Review Process

Employee Revisions

If a supervisor suggests revisions to the PDQ, the employee will receive the following email with a PDF including the comments and feedback provided

Please utilize the link provided in the email to revise the PDQ based on your supervisor's feedback if you agree with the comments, if necessary, please consult with your supervisor regarding their comments and feedback



CAUTION: External Sender

Hello Jane Doe,

Your supervisor has requested that you update your PDQ to reflect the comments provided in the attached PDF. Please use the following link to update your questionnaire and resubmit to your supervisor.

http://survey.alchemer.com/s3/6662609/Albany-State-University-Job-Description-Questionnaire//?snc=1642018787_61df37e3ea58f6.29807320_test&sg_navigate=start&s=true

Thank you.

Supervisor Comments:

Your essential job responsibilities are brief and do not accurately capture all essential functions of this position.

You must use this link emailed to you to revise your PDQ

Supervisor Review Process

Employee Revisions

When revising the PDQ, please select the appropriate box, “No, I am an employee filling out a PDQ”

After proceeding past this page, please revise the PDQ where necessary, based on your supervisors' comments and feedback. Your initial answers will be saved in the PDQ to help make the revisions process easier

PDQ Participant

1. Are you a supervisor reviewing the responses of an employee? *

- Yes, I am a supervisor conducting a review of a completed PDQ.
- No, I am an employee filling out a PDQ.

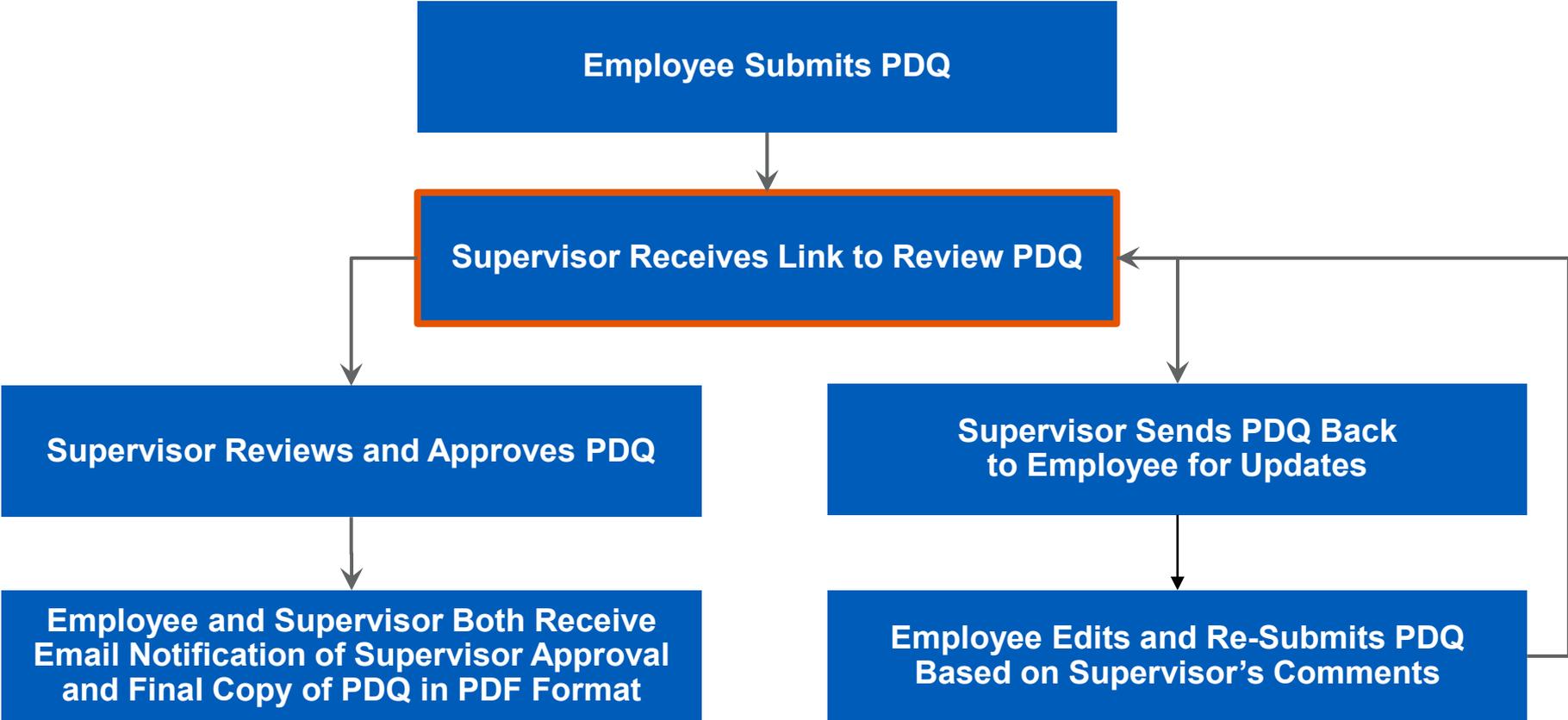
Back

Next

Please note that the survey will be sent to you with the answer filled in
“Yes, I am a supervisor conducting a review of a completed PDQ.”
You will have to change the selection to reach the supervisor’s review section

Overview

Review Process Flow Chart



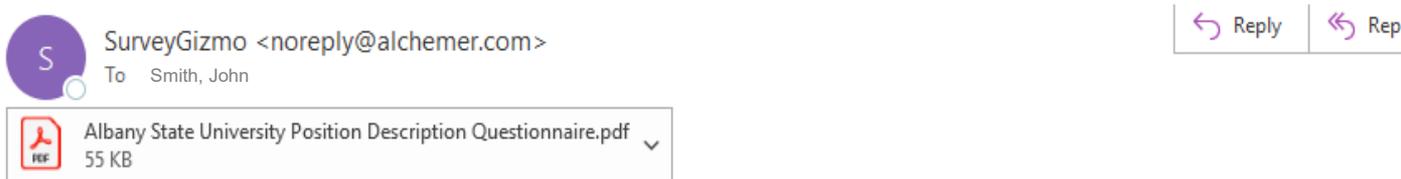
Supervisor Review Process

Supervisor Approval

The listed supervisor on the drafted PDQ will receive an automated email from Alchemer asking to review the employee's submission

The email will have the following subject line: Albany State University – PDQ Completed for Review

See email below for example:



CAUTION: External Sender

Hello,

A Position Description Questionnaire (PDQ) has been completed by an employee you supervise: Jane Doe

Attached is a PDF copy of the response filled. Please use the link below to provide comments, review, and approve the employee's response.

http://survey.alchemer.com/s3/6662609/Albany-State-University-Job-Description-Questionnaire//?snc=1642018787_61df37e3ea58f6.29807320_test&sg_navigate=start&s=true

Thank you.

You must use this link emailed to you to review your employee's PDQs

Supervisor Review Process

Supervisor Approval

Once an employee revises and submits their PDQ, it will be sent back to the supervisor for final review of the revisions and, ultimately, their approval

The listed supervisor on the PDQ will receive an automated email from Alchemer asking to review the employee's updated submission

To begin the review, please select "Yes, I am a supervisor conducting a review of a completed PDQ" when reviewing PDQs completed by those who you supervise

PDQ Participant

1. Are you a supervisor reviewing the responses of an employee? *

- Yes, I am a supervisor conducting a review of a completed PDQ.
- No, I am an employee filling out a PDQ.

Back

Next

Please note that the survey will be sent to you with the answer filled in "No, I am an employee filling out a PDQ." You will have to change the selection to reach the supervisor's review section

Supervisor Review Process

Supervisor Approval

Once you have reviewed the employee(s) submission and approve, please select the “I have reviewed and approve the content of this position description”

If you have reviewed the PDQ and still do not agree with the employee(s) submission we recommend that you try to resolve the issue within your department chain of command. Once a consensus has been agreed upon you may send the PDQ back to the employee(s) to revise again before making the final approval

- Because of this we recommend that supervisors do not wait until the last minute to review their employees PDQs. For example, if a supervisor doesn't review a submission until the deadline, the employee will not have time to make any revisions if necessary

A finalized PDF copy of the PDQ will be provided to the employee(s) once it has been approved by their supervisor

Supervisor Comments *

For Supervisor Only: *

- I have reviewed and approved the content of this position description questionnaire.
- I have reviewed the content of this position description questionnaire but request that the PDQ be sent back to the employee for updates following my comments.

If any changes need to be made to an employee's responses, please reach out to the employee to discuss.

FOR REVIEWERS ONLY

Reviewed by *

Date (mm/dd/yyyy) *



Back

Finished? Submit your responses

| Agenda

Introduction

Important Considerations

Overview of the PDQ

PDQ Supervisor Review Process

Frequently Asked Questions

Frequently Asked Questions (FAQs)

What positions are included in the study?

This study includes all staff positions across the entire University and we encourage all employees to complete a PDQ.

Will pay increase or decrease as a result of this study?

This study will not result in decreases in pay. Pay increases or reclassifications are not guaranteed. We will not know implications of the study until the study is complete. Any changes will depend on the results of the study, the University's strategic priorities, and the budget.

Will positions be added or eliminated as a result of this study?

This study does not include any objectives to add or eliminate positions or determine the number of employees needed for a position.

Why should I complete a PDQ?

As a University employee, you are the subject matter expert in your position. You are the best person to describe the functions and requirements of knowledge, skills, and abilities necessary to perform your position duties. By participating in the PDQ process, Segal will be able to incorporate a comprehensive review of the University's positions.



Frequently Asked Questions (FAQs)

Where do I get the PDQ?

The link to the PDQ will come from an all-employee email sent out by the University. Any questions you may have throughout the completion of the PDQ process should be directed to veon.williams@asurams.edu

What if I believe my position duties will be changing in the near future?

We understand that positions change, however, we ask that you complete your PDQ using your current title and position responsibilities and not include responsibilities you had in the past or think you may have in the future.

What about vacant positions?

If a position is vacant, we will ask that the positions supervisor complete the PDQ on behalf of the vacant position.

How transparent will the study process and results be to employees?

Leadership and Human Resources are committed to and will actively support, and communicate progress to employees. Information about the study will be provided on a regular basis.



Frequently Asked Questions (FAQs)

Will my position title change? What if I disagree with my new position title?

Some titles may change to ensure consistency across positions or to make a title describe a particular position more accurately. Although careful consideration will be made to determine relevant position titles. If you disagree with your title or would like further review of your position title, you may discuss this with your department head and Human Resources.

Can my supervisor change my questionnaire or any of my responses?

No. Supervisors will be providing comments and/or sending the questionnaire back to their employees for edits. Your supervisor should not modify any of your questionnaire. Supervisors may assist in the completion of PDQs if desired but should not complete questionnaires for employees.

Will anyone be laid off as a result of this study?

The goal of this study is to create job family and level guidelines as well as conduct a comprehensive compensation study. It is not the intent of this project to eliminate positions or lay off employees.

When will I know about any changes that affect me?

The implementation phase of this study will be targeted for late-2022.



Thank You

Additional Questions?

Any additional questions not answered during today's presentation should be emailed to veon.williams@asurams.edu

| Appendix

Appendix

Glossary of Action Verbs

Adjust — Bring to more satisfactory state; change to enhance a situation.

Administer — Exercise and implement control over the performance of specific operations, approved plans, or established policies within the scope of limited and well-defined authority.

Advise — Give information or opinion pertinent to a probable course of action.

Analyze — Study the factors of a problem to determine a proper solution.

Arrange — Put into suitable order or sequence; to make preparations or plan.

Assist — Take an active part or give support in performing a function.

Balance — Arrange so that one set of elements exactly equals another.

Calculate — Work out by mathematical computation.

Check — Compare with a source, original, or authority.

Compile — Put together a series or group of facts or figures from somewhat related sources into a related whole; usually used in the sense of making a report.

Compose — Form by putting together; formulate or write.

Conduct — Exercise leadership in a project or study.

Coordinate — Combine (through balancing, tuning, or integrating) the efforts of separate groups to accomplish a specific objective; coordination can be exercised without line authority.

Counsel — Give advice and guidance to another.

Demonstrate — To show clearly; illustrate or explain with many examples.

Develop — Advance programs, planning or personnel capabilities to higher state.

Direct — Authoritatively define, regulate, or determine the activities of subordinate organizational units to achieve predetermined objectives.

Appendix

Glossary of Action Verbs

Distribute — Give out; divide among several.

Execute — Put into effect according to a plan (See "Administer").

File — Arrange in order for preservation or reference; place among official records.

Gather — Come or bring together into a group mass or unit.

Initiate — Start, begin, or introduce a program or action.

Install — Set up for use or service.

List — Place in a specified category; register.

Maintain — Keep in an existing state; to continue or preserve; keep in a state of efficiency or validity.

Manage — Plan, organize, and control to achieve coordinated objectives by leading and directing subordinates without giving detailed supervision.

Monitor — Watch, observe, or check for a special purpose; keep track.

Negotiate — Reach agreement on specific proposals through discussion with others of a different viewpoint.

Obtain — Gain or attain by planned action or effort.

Operate — Perform a function.

Organize — Set up plans and procedures for achieving objectives.

Participate — Take part in and share responsibility with others for action but without individual authority to take action.

Perform — Carry out, accomplish; to do in a formal manner or according to a prescribed method.

Plan — Devise or determine a course of action to achieve a desired result.

Provide — Furnish necessary information or services.

Post — Transfer an entry or item from one record to another.

Appendix

Glossary of Action Verbs

Prepare — Make ready for further action or purpose.

Process — Perform a series of actions or operations leading to an end.

Prove — Determine extent of agreement or disagreement with intended relation between results.

Recommend — Offer for acceptance and support a course of action to persons responsible for approval or authorization.

Record — Register, make a record of.

Repair — Restore by replacing a part or putting together what is torn or broken; to fix.

Report — Give an account of; make a written record or summary.

Research — Careful or diligent search; investigate or experiment with the aim of discovery and interpretation of facts.

Review — Critically examine (completed work, reports, performance) with a view to amendment or improvement.

Schedule — Plan a timetable; to set, appoint, or designate for a fixed time.

Sort — Put in a certain place or rank according to kind, class or nature.

Supervise — Oversee or watch with authority work, proceedings, or progress; control employment status, including hiring, salary adjustment, promotion, termination; implies day-to-day concern with details of operation.

Tabulate — Arrange figures or items in rows and columns; computing by means of a table.

Transcribe — Make a written copy; dictated or recorded information in longhand or on a typewriter; transfer from one recording form to another.

Verify — Determine the accuracy of one thing or figure in relation to other things or figures known to be accurate.