

Standardized PAQ Administration

The PAQ describes jobs in quantitative terms, which permits statistical analysis of jobs and job characteristics. Each job is rated 0–5 or 1–5 on a common set of 187 work behaviors according to a scale of extent of its use on the job, importance of the work behavior to the job, or other scales.

Analyzing a job with the PAQ follows a highly structured process. An organization's job analyst, trained by PAQ Services, Inc., observes the job and uses a structure based on the 187 work behaviors of which the PAQ consists to interview subject matter experts (incumbents and supervisors). After the interview, the analyst rates each work behavior, a process that requires item-by-item reference to the *PAQ Job Analysis Manual* (McPhail, Jeanneret, McCormick & Mecham, 1991). The analyst enters PAQ data online at www.PAQ.com, runs consistency checks to trap such potential errors as rating 40% sitting, 40% standing, and 40% walking, or rating computer use as high but rating zero need for hand–arm steadiness necessary for using a mouse. After processing the data, the occupational specialist downloads a report with information relevant to purposes mentioned above. Annually, PAQ Services, Inc. processes data from thousands of new job analyses. Incoming data funnel into a database that represents 2,491 unique job titles and codes from the *Dictionary of Occupational Title* accumulated from analysis of more than 300,000 jobs (Jeanneret & Strong, 2003) in more than 1,500 organizations, representing public utilities, cities, counties, hospitals, educational institutions, manufacturing, pharmaceuticals, retail organizations, airlines, banks, electronics, airports, and others.

References

- Jeanneret, P. R. & Strong, M. H. (2003). Linking O*NET Job analysis information to job requirement predictors: An O*NET application. *Personnel Psychology*, 56, 465-492.
- McPhail, M., Jeanneret, P. R., McCormick, E. J. & Mecham, R. C. (1988). *Position Analysis Questionnaire Job Analysis Manual* (Revised edition). Logan, Utah: PAQ Services, Inc.