

FACTOR DEFINITIONS

KNOWLEDGE, SKILLS AND ABILITY

This factor measures the scope of knowledge required for job success. Consideration is given to the nature and extent of information and facts that employees must understand about procedures, practices, theories, principles, and concepts. This factor also measures specific functional/discipline-related skills applied in the execution of the essential responsibilities of the job. Ability, as referenced in this factor, measures the required capacity to apply knowledge and skills.

[The application of knowledge, skills or ability is not described in terms of a specific number of years of formal education or training because often there is notable variation in the background of people who are successful incumbents in the same job classification. Experience demonstrates there are many ways to gain the knowledge, skills or ability required for the job; it is the amount and type of information being measured, not its source.]

PROBLEM SOLVING & DECISION MAKING

PROBLEM SOLVING: Measures the degree to which judgments and analyses must be performed in the investigation of problems. Also, this factor measures whether problem solving occurs from known areas of experience or practice, or from areas for which there is no precedent or experience. This covers the extent to which problem solving is referred to others, whether superiors or peers.

DECISION MAKING: This factor measures the degree to which judgments and analysis of alternative courses of action must be exercised in the normal activities of the job and the frequency with which these decisions are made. It appraises the extent to which the jobholder makes independent decisions or is called upon to make recommendations that directly influence the decisions made by others.

COMPLEXITY: This factor covers the nature, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty of identifying what needs to be done; and the difficulty and originality involved in performing the work.

INTERACTIONS

This factor measures the nature and frequency of interpersonal relationships required of the job. It appraises the extent to which the job requires cooperation and tact in meeting or influencing others.

NATURE OF SUPERVISION

This factor measures independence of action and nature of supervision (direct and indirect) exercised or received. Attention should be given to the degree of planning, organizing, staffing, and direction exercised by the job. *(Relates primarily to the supervision of regular staff)*

IMPACT

This factor measures the scope and effect of one's actions, decisions and/or errors that occur in the normal course of performing job responsibilities. This is measured by financial, capital and/or human implications.