





Job Factors-An Overview

| Factor | Definition | Range | |
|---|--|---|---|
| 1 – Knowledge | The minimum level of formal education required to perform the essential responsibilities of the position acquired through a diploma/degree program or formal training | Less than a high school diploma | ↔ Doctoral degree |
| 2 – Experience | The minimum length of time ordinarily required to perform the essential responsibilities of the position. Length of time includes previous experience in other jobs both within and outside the organization and on-the-job training, but excludes time devoted to acquiring a formal degree required of the position. | Less than 3 months | ↔ Over 15 years |
| 3 – Complexity | The extent to which prescribed procedures or guidelines are available/followed, the variety of operations involved, and the level of supervision provided to the position. | Simple, repetitive tasks controlled by well-defined steps. Work routinely checked by immediate supervisor | ↔ Responsibilities are extraordinarily complex and multi-dimensional. Board of Trustee guidance is provided for defining broad direction for the organization. |
| 4 – Planning and Organizing | The nature and frequency of planning and organizing work performed by the position | Planning is simple and involves organizing daily activities | ↔ Planning is highly conceptual and intuitive; involves organizing the strategic direction of the enterprise. |
| 5 – Analysis and Problem Solving | The degree of investigation, analysis and creative thinking required to solve problems encountered in the position | Work problems are routine with prescribed solutions | ↔ Work problems are uncharted; require multi-dimensional research and analysis to craft cutting edge solutions. Requires extraordinary independent thinking and creativity. |
| 6 – Leadership | The position's level of management or level of professional contribution within the organization. | No supervision of others; little self-direction | ↔ Top executive; assumes accountability for organization-wide results |

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| 7 – Internal Contacts | The level and purpose of normal interactions with others inside the organization. | Contacts are with people within the immediate work unit for the purpose of coordinating work tasks. |  Contacts are regularly with executive management and Board of Trustees involving matters of confidentiality and organizational strategy |
| 8 – External Contacts | The level and purpose of normal interactions with others outside the organization. | Contacts are for providing simple information |  Contacts are for setting the organization's strategy, negotiating and resolving complex and highly-controversial matters affecting vital organization-wide concerns. |
| 9 – Accountability | The level of decision-making, authority over assets, money and property, and the magnitude of potential loss of money or damage resulting from errors in judgment, negligence, non-performance or mismanagement | Decisions are limited within prescribed parameters. Potential loss or damage is minimal, if any |  Decisions are multi-faceted and complex. Responsibility over the organization's assets is critical. Errors in judgment may result in significant financial loss or impact organization-wide productivity or performance. |
| 10 – Working Conditions | The degree and duration of exposure to disagreeable elements and hazards in the workplace | Work area is clean, well lit and comfortable. Hazards are negligible |  Continuous exposure to disagreeable elements or to a single element that is particularly disagreeable. Work requires frequent travel. |