

Appendix A – Guide Charts

1- Guide Chart for Knowhow

DEFINITION: Know-How includes all relevant knowledge, skill and experience, however acquired, needed for acceptable performance in a job/role, in the following sub-factors:

- **Practical, Technical, Specialized Know-How.** Varied applied skills, including those relating to human relations, knowledge of the position's environment and clientele (e.g. the public, industry, special interest groups, other governments, etc.), practical procedures, specialized techniques and/or scientific/professional disciplines. This is used to recognize increasing specialization (depth) and/or the requirement for a greater breadth (scope) of knowledge.

Depth – Ranges from Knowledge or simple work routines to unique and authoritative expertise.

Scope – Covers the variety of techniques, disciplines, processes, products, etc., from few to many about which knowledge is required.

- **Planning, Organizing and Integrating (Managerial) Knowledge:** The knowledge required for integrating and managing activities, functions and resources. It involves combining some or all of the elements of planning, organizing, coordinating, directing, executing and controlling over time. Managerial knowledge is related to the size of an organization, functional and geographic diversity and time horizon. It may be exercised directly or in an advisory/ consultative way.

- **Communicating and Influencing Skills:** a measure of how relatively crucial, critical and difficult the requirements of the job for working with, and through, others to achieve end results both inside and outside the organization.

••• COMMUNICATING AND INFLUENCING

		.. PLANNING, ORGANIZING AND INTEGRATING KNOWLEDGE											
		II.			III.			IV.			V.		
		Operation of a unit with activities that are relatively similar in nature and objective, OR guidance of a sub-function(s) or several significant elements across several units where there is a requirement for coordination with associated functions.			Operation of a large unit with activities that are noticeably different in objective where integration is critical to the achievement of the end results/goals, OR guidance of a function(s) that affects all of the organization.			Operation of a major unit with activities that are significantly different and divergent with respect to objectives and end results OR guidance of a strategic function(s) that significantly affects the organization's planning and operations.			Overall strategic integration and leadership of the organization OR total management of the major segment of a very large organization.		
		1	2	3	1	2	3	1	2	3	1	2	3
PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW	E A sound understanding of and skill in several activities which involve a variety of practices and precedents with respect to the organization's processes, operations and clientele, OR a grasp of scientific or similar discipline's theory and principles, OR both.	200	230	264	264	304	350	350	400	460	460	528	608
		230	264	304	304	350	400	400	460	528	528	608	700
		264	304	350	350	400	460	460	528	608	608	700	800
		264	304	350	350	400	460	460	528	608	608	700	800
	F Broad and/or deep knowledge in a field of expertise requiring a command of diverse practices and precedents and/or sophisticated concepts, principles and issues relating to the organization and its clients, OR command of complex scientific theory, principles and practices, OR both.	264	304	350	350	400	460	460	528	608	608	700	800
		304	350	400	400	460	528	528	608	700	700	800	920
		350	400	460	460	528	608	608	700	800	800	920	1056
		350	400	460	460	528	608	608	700	800	800	920	1056
	G Mastery of theories, principles, and techniques, or the cumulative equivalent command, of the interrelationships, variables, and competing demands of the organization and its clients, and related programs and other issues necessary to advise AND/OR implement program at the executive management or executive policy levels of the organization.	350	400	460	460	528	608	608	700	800	800	920	1056
		400	460	528	528	608	700	700	800	920	920	1056	1216
		460	528	608	608	700	800	800	920	1056	1056	1216	1400
		460	528	608	608	700	800	800	920	1056	1056	1216	1400
	H Externally recognized mastery and expertise in a complex scientific field or other learned discipline. This level would normally be associated with ongoing ground-breaking work.	460	528	608	608	700	800	800	920	1056	1056	1216	1400
		528	608	700	700	800	920	920	1056	1216	1216	1400	1600
		608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840
		608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840

Shading Legend	
	Unlikely
	Less Likely
	Most Likely

GOVERNMENT OF CANADA EXECUTIVE GROUP GUIDE CHART FOR EVALUATING

KNOW-HOW

MEASURING PRACTICAL, TECHNICAL, SPECIALIZED KNOW-HOW: This type of knowledge and skill may be characterized by breadth (variety), or depth (complexity), or both. Jobs may require some combination of: various skills; some knowledge about many things; a good deal of knowledge about a few things. Thus, to measure this kind of Know-How, the evaluator has to understand WHAT SKILLS ARE NEEDED AND HOW MUCH KNOWLEDGE IS NEEDED ABOUT HOW MANY THINGS AND HOW COMPLEX EACH OF THEM IS?

FUNCTION: — A group of diverse activities which, because of common objectives, similar skill requirements, and strategic importance to an organization, are usually directed by a member of top management.

SUBFUNCTION: — A major activity which is part of and more homogeneous than a function.

ELEMENT: — A part of a subfunction; usually very specialized in nature and restricted in scope and impact.

.. PLANNING, ORGANIZING AND INTEGRATING KNOWLEDGE

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		264	304	350	350	400	460	460	528	608	608	700	800
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		608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840
		608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840

••• COMMUNICATING AND INFLUENCING SKILLS

1 Courtesy, tact and effectiveness must be employed, and an appropriate working relationship established and maintained with others in order to accomplish the position's objectives.	2 Interaction with others requires understanding, influencing, and supporting people, through applying technical knowledge or rational arguments, aimed at causing action or acceptance by others.	3 Interaction with others, internal and external to the organization, is concerned with influencing, developing and motivating people and changing behavior. It involves inspiration and the creation of the right working climate. Successful achievement of the position's program/service/advisory objectives HINGES on the establishment and maintenance of appropriate interpersonal relationships.
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