

2- Guide Chart for Problem Solving

**DEFINITION:** Problem Solving is the amount and nature of the thinking required in the job in the form of analyzing, reasoning, evaluating, creating, using judgment, forming hypotheses, drawing inferences and arriving at conclusions. Problem Solving deals with the intensity of the mental processes that use Know-How to identify and solve problems.

There are two sub-factors:

- **Thinking Environment – Freedom to Think:** The extent to which assistance or guidance is available from others or from past practice or precedents, and the degree to which the position is required to identify situations where direction or precedents are not applicable. How well defined or nebulous is the problem, issue, etc.?
- **Thinking Challenge:** The novelty and complexity of the problems encountered and the extent to which original thinking must be employed to arrive at solutions.

## GOVERNMENT OF CANADA EXECUTIVE GROUP

### GUIDE CHART FOR EVALUATING PROBLEM SOLVING

**MEASURING PROBLEM SOLVING:** Problem Solving measures the intensity of the mental process which employs Know-How in analyzing, evaluating, creating, reasoning, arriving at and making conclusions. To the extent that Problem Solving is circumscribed by standards, covered by precedents or referred to others, the scope of the Problem Solving is diminished and the emphasis correspondingly is on Know-How.

**N.B.** The evaluation of PROBLEMSOLVING should be made without reference to the job's freedom to make decisions or take action; the scope and nature of the job's decisions are measured on the ACCOUNTABILITY chart.

Shading Legend	
	Unlikely
	Less Likely
	Most Likely

		•• THINKING CHALLENGE			
		3.	4.	5.	
The thinking guided and circumscribed by:		Differing situations requiring the identification of issues, the application judgment, and the selection of solutions within the area of expertise and acquired knowledge. Appropriate action selected based on experience. Some use of judgement required.	Situations constantly requiring adaptation or development of new solutions through analytical, interpretative, evaluative, creative and innovative thinking.	Novel and path-finding situations requiring the development of new concepts and imaginative solutions for which there are no precedents.	
• THINKING ENVIRONMENT	D Thinking within clear but substantially diversified procedures; precedents covering many situations, and/or access to assistance.	29%	38%	50%	57%
	E Thinking within a well-defined frame of reference and towards specific objectives, in situations characterized by specific policies, practices and precedents.	33%	43%	57%	66%
	F Thinking within a general frame of reference toward objectives, in situations with some nebulous, intangible, or unstructured aspects.	38%	50%	66%	76%
	G Thinking within general policies, principles and goals of the organization; many nebulous, intangible, or unstructured aspects to the environment.	43%	57%	76%	87%
	H Thinking within the organization philosophy, general laws of nature and science, business philosophy and cultural values.	50%	66%	87%	87%
		33%	43%	57%	66%
		43%	57%	76%	87%
		50%	66%	87%	87%