

Position Factor Listing

Chief Human Resources Officer
Point Range: 1340- and Above

Position Factors

1. Knowledge: Combined required **minimum education/experience for competent performance**

<u>Education</u>	<u>Experience Range - Years</u>		
	<u>Up to 3</u>	<u>4-7</u>	<u>8+</u>
A. High School	1	2	3
B. A.A/Vocational training	1	2	3
C. B.S/B.A.	1	2	3
D. M.S/ M.A.	1	2	3
E. MS+ (Sr. Mgmt.)	1	2	3

2. Human Relations Skills: All interpersonal skills required to produce the desired end result

<u>Required skill level</u>	<u>*Organization Contact Level</u>			
A. Moderately important; courtesy/ tact	1	2	3	4
B. Important; communicate ideas/lead team	1	2	3	4
C. Very important; influencing others; supervise/manage	1	2	3	4
D. Critical to end result; convincing others; lead/motivate	1	2	3	4

***Definitions**

1 - Immediate workgroup

2 - Outside of immediate workgroup

3 - Assistant/ Associate/Deputy Superintendents

4 - Superintendent, School Board; critical external parties

3. Problem Solving: Thinking environment to perform job duties

- A. Follow established routine and well-defined patterns
- B. Some analysis; known solutions
- C. Apply established principles; determine method
- D. Follows broad policies; known objectives
- E. **Establish policies based on goals/strategies**

4. Decision Making Freedom: Freedom to take action

- A. Follows instructions; refer decisions to a higher authority
- B. Occasional independent action; interpret practices/procedures
- C. Independence within specialty area; report progress
- D. Frequent independent action; may impact other areas
- E. **Regular independent action; follows broad policies**

Point Factor Listing (cont.)

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5. Position Impact: Degree of job impact on the District

- A. Minor to total organization; moderate to work unit
- B. Advisory to work unit; used by others to take action
- C. Substantial support, advice, and counsel to work unit
- D. Substantial direct impact on unit's results
- E. **Authoritative to unit/substantial to District**

Position Analysis Criteria

1. Knowledge	2. Human Relations Skills	3. Problem Solving	4. Decision Making Freedom	5. Position Impact
C3	D4	E	E	E