

## Point Factor Listing

Executive Director, Strategic Initiative Management  
Point Range: 1215-1339

### Position Factors

<p>1. <b><u>Knowledge</u></b>: Combined required <b>minimum education/experience</b> for competent performance</p>				
<b><u>Experience Range - Years</u></b>				
<b><u>Education</u></b>	<b><u>Up to 3</u></b>	<b><u>4-7</u></b>	<b><u>8+</u></b>	
A. High School	1	2	3	
B. A.A/Vocational training	1	2	3	
C. B.S/B.A.	1	2	3	
D. <b>M.S/ M.A.</b>	1	2	<b>3</b>	
E. MS+ (Sr. Mgmt.)	1	2	3	
<p>2. <b><u>Human Relations Skills</u></b>: All interpersonal skills required to produce the desired end result</p>				
<b><u>Required skill level</u></b>				
<b><u>*Organization Contact Level</u></b>				
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. <b>Critical to end result; convincing others; lead/motivate</b>	1	2	3	4
<p><b>*Definitions</b></p>				
1 – Immediate workgroup		2 – Outside of immediate workgroup		
3 – Assistant/Associate/Deputy Superintendents		4 – Superintendent, School Board; critical external parties		
<p>3. <b><u>Problem Solving</u></b>: Thinking environment to perform job duties</p>				
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. <b>Establish policies based on goals/strategies</b>				
<p>4. <b><u>Decision Making Freedom</u></b>: Freedom to take action</p>				
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. <b>Regular independent action; follows broad policies</b>				
<p>5. <b><u>Position Impact</u></b>: Degree of job impact on the District</p>				
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. <b>Substantial direct impact on unit's results</b>				
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
D3	D2	E	E	D