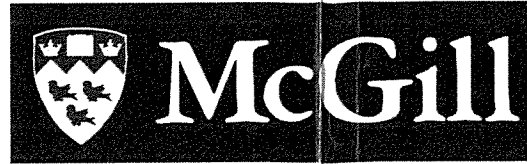


**DEFINITION:** Know-How is the sum total of every kind of knowledge and skill, *however acquired*, needed for *acceptable* job performance. Know-How has three dimensions — the requirements for:

- Practical procedures, specialized techniques, or scientific disciplines.
- Planning, organizing, integrating, coordinating, staffing, directing and/or controlling the activities and resources associated with an organizational unit or function, in order to produce the results expected of that unit or function. This skill may be exercised consultatively ("thinking like a manager") or directly.
- Active, face-to-face skills needed for various relationships with other people.



GUIDE CHART FOR EVALUATING  
**KNOW-HOW**

**MEASURING PRACTICAL, TECHNICAL KNOW-HOW:** This type of knowledge and skill may be characterized by breadth (variety), or depth (complexity), or both. Jobs may require, in varying combinations, some knowledge about many things or a good deal of knowledge about a few things. Thus, the measuring of Practical, Technical Know-How requires an understanding of "HOW MUCH KNOWLEDGE IS NEEDED ABOUT HOW MANY THINGS AND HOW COMPLEX ARE THEY?"

|   |  | • • • MANAGERIAL KNOW-HOW  |     |     |   |     |     |   |     |     |   |      |      |   |      |      |  |      |     |   |
|---|--|--|-----|-----|---|-----|-----|---|-----|-----|---|------|------|---|------|------|--|------|-----|---|
|   |  | N.<br>Performance of an activity as an individual (not as a supervisor or professional). |     |     | I.<br>Performance or direction of activities which are similar as to content and objectives with appropriate awareness of other activities. |     |     | II.<br>Direction of a unit with varied activities and objectives OR guidance of a subfunction(s) or several important elements across several organizational units. |     |     | III.<br>Direction of a large unit with functional variety OR guidance of a function(s) which affects all or most of the organization. |      |      | IV.<br>Direction of a major unit with substantial functional diversity OR guidance of a strategic function(s) which significantly affects the organization's planning and operations. |      |      | V.<br>Management of all units and functions in the organization. |      |     |   |
|   |  | 1  | 2   | 3   | 1   | 2   | 3   | 1   | 2   | 3   | 1   | 2    | 3    | 1   | 2    | 3    | 1  | 2    | 3   |   |
| • • • Human Relations Skills  |  |  |     |     |   |     |     |   |     |     |   |      |      |   |      |      |  |      |     |   |
| PRACTICAL PROCEDURES  | A Familiarity with simple work routines; work indoctrination.  | 38   | 43  | 50  | 50  | 57  | 66  | 66  | 76  | 87  | 87  | 100  | 115  | 115   | 132  | 152  | 152  | 175  | 200 | A |
|   |  | 43   | 50  | 57  | 57  | 66  | 76  | 76  | 87  | 100 | 100   | 115  | 132  | 132   | 152  | 175  | 175  | 200  | 230 |   |
|   |  | 50   | 57  | 66  | 66  | 76  | 87  | 87  | 100 | 115 | 115   | 132  | 152  | 152   | 175  | 200  | 200  | 230  | 264 |   |
|   | B Capable of carrying out uninvolved, standard procedures AND/OR using equipment or machines which are simple to operate.  | 50   | 57  | 66  | 66  | 76  | 87  | 87  | 100 | 115 | 115   | 132  | 152  | 152   | 175  | 200  | 200  | 230  | 264 | B |
|   |  | 57   | 66  | 76  | 76  | 87  | 100 | 100   | 115 | 132 | 132   | 152  | 175  | 175   | 200  | 230  | 230  | 264  | 304 |   |
|   |  | 66   | 76  | 87  | 87  | 100 | 115 | 115   | 132 | 152 | 152   | 175  | 200  | 200   | 230  | 264  | 264  | 304  | 350 |   |
|   | C Experienced in applying methods or procedures which generally are well defined and straightforward, but with occasional deviations. Skill in the use of specialized equipment may be needed. | 66   | 76  | 87  | 87  | 100 | 115 | 115   | 132 | 152 | 152   | 175  | 200  | 200   | 230  | 264  | 264  | 304  | 350 | C |
|   |  | 76   | 87  | 100 | 100   | 115 | 132 | 132   | 152 | 175 | 175   | 200  | 230  | 230   | 264  | 304  | 304  | 350  | 400 |   |
|   | 87   | 100  | 115 | 115 | 132   | 152 | 152 | 175   | 200 | 200 | 230   | 264  | 264  | 304   | 350  | 350  | 400  | 460  |     |   |
| D Accomplished in implementing practical procedures or systems which are moderately complex AND/OR specialized skills which require some technical knowledge (usually non-theoretical) to apply.                          | 87   | 100  | 115 | 115 | 132   | 152 | 152 | 175   | 200 | 200 | 230   | 264  | 264  | 304   | 350  | 350  | 400  | 460  | D   |   |
|   | 100  | 115  | 132 | 132 | 152   | 175 | 175 | 200   | 230 | 230 | 264   | 304  | 304  | 350   | 400  | 400  | 460  | 528  |     |   |
|   | 115  | 132  | 152 | 152 | 175   | 200 | 200 | 230   | 264 | 264 | 304   | 350  | 350  | 400   | 460  | 460  | 528  | 608  |     |   |
| E A sound understanding and skill in several activities which involve a variety of practices and precedents, OR a basic understanding of the theory and principles in a scientific or similar discipline.                 | 115  | 132  | 152 | 152 | 175   | 200 | 200 | 230   | 264 | 264 | 304   | 350  | 350  | 400   | 460  | 460  | 528  | 608  | E   |   |
|   | 132  | 152  | 175 | 175 | 200   | 230 | 230 | 264   | 304 | 304 | 350   | 400  | 400  | 460   | 528  | 528  | 608  | 700  |     |   |
|   | 152  | 175  | 200 | 200 | 230   | 264 | 264 | 304   | 350 | 350 | 400   | 460  | 460  | 528   | 608  | 608  | 700  | 800  |     |   |
| F Extensive knowledge and skill gained through broad or deep experiences in a field (or fields) which require a command of EITHER involved, diverse practices and precedents OR scientific theory and principles OR both. | 152  | 175  | 200 | 200 | 230   | 264 | 264 | 304   | 350 | 350 | 400   | 460  | 460  | 528   | 608  | 608  | 700  | 800  | F   |   |
|   | 175  | 200  | 230 | 230 | 264   | 304 | 304 | 350   | 400 | 400 | 460   | 528  | 528  | 608   | 700  | 700  | 800  | 920  |     |   |
|   | 200  | 230  | 264 | 264 | 304   | 350 | 350 | 400   | 460 | 460 | 528   | 608  | 608  | 700   | 800  | 800  | 920  | 1056 |     |   |
| G Mastery of theories, principles, and complex techniques OR the diverse, cumulative equivalent gained through broad seasoning AND/OR special development.  | 200  | 230  | 264 | 264 | 304   | 350 | 350 | 400   | 460 | 460 | 528   | 608  | 608  | 700   | 800  | 800  | 920  | 1056 | G   |   |
|   | 230  | 264  | 304 | 304 | 350   | 400 | 400 | 460   | 528 | 528 | 608   | 700  | 700  | 800   | 920  | 920  | 1056   | 1216 |     |   |
|   | 264  | 304  | 350 | 350 | 400   | 460 | 460 | 528   | 608 | 608 | 700   | 800  | 800  | 920   | 1056 | 1056 | 1216   | 1400 |     |   |
| H Externally recognized expertise in a complex scientific field or other learned discipline.  | 264  | 304  | 350 | 350 | 400   | 460 | 460 | 528   | 608 | 608 | 700   | 800  | 800  | 920   | 1056 | 1056 | 1216   | 1400 | H   |   |
|   | 304  | 350  | 400 | 400 | 460   | 528 | 528 | 608   | 700 | 700 | 800   | 920  | 920  | 1056  | 1216 | 1216 | 1400   | 1600 |     |   |
|   | 350  | 400  | 460 | 460 | 528   | 608 | 608 | 700   | 800 | 800 | 920   | 1056 | 1056 | 1216  | 1400 | 1400 | 1600   | 1840 |     |   |

• • • HUMAN RELATION SKILLS

- |  |  |  |
|--|--|--|
| 1 Maintaining courteous and effective working relationships with others. | 2 Understanding, influencing people are important considerations in causing actions or acceptance by others. | 3 Skills in motivating, understanding, AND/OR developing people are critical to the achievement of results through others. |
|--|--|--|