

KNOW-HOW

DEFINITION: Know-How is the sum total of EVERY kind of knowledge and skill, HOWEVER ACQUIRED, needed for COMPETENT JOB PERFORMANCE.

Know-How has three components, the requirements for:

- **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.
- **MANAGERIAL AND OPERATIONAL KNOW-HOW.** The KNOW-HOW and skill involved in guiding and integrating the resources associated with an organizational unit or function in order to produce the expected results. The knowledge and skills may be exercised executively ("acting as a manager") or consultatively ("thinking as a manager"). Involved is some combination of planning, organizing, integrating, coordinating, directing, motivating and developing human resources, controlling, evaluating, and checking. This KNOW-HOW may be required in providing service to the client/customer AND/OR advice to others, and becomes more critical as the conflicting demands and priorities of clients/customers increase.

- **CRITICALITY OF HUMAN RELATIONS.** This is a measure of how relatively crucial, critical, and difficult are the various interpersonal relationships which positions must establish and maintain in order to achieve the objectives.

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 or impact.

		●● MANAGERIAL and OPERATIONAL KNOW-HOW												
		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.			Operation of a large unit with activities that are noticeably different in objectives and the nature of the end results, OR guidance of a function(s) which affects all of the organization.			Operation of a major unit with activities which are significantly different and divergent with respect to objectives and end results, OR guidance of a strategic function(s) which significantly affects the organization's planning and operation.			Management of all units and functions of a large 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, operation and clientele, OR a grasp of a scientific or similar discipline's theory and principles, OR both.	200 230 264	230 264 304	264 304 350	264 304 350	304 350 400	350 400 460	350 400 460	400 460 528	460 528 608	460 528 608	528 608 700	608 700 800
	F	Extensive knowledge and skill gained through a wide and/or deep exposure to the involved and/or diverse practices, processes, and issues relating to the organization and its clients, OR command of complex scientific theory, principles, and practices, OR both.	264 304 350	304 350 400	350 400 460	350 400 460	400 460 528	460 528 608	460 528 608	528 608 700	608 700 800	608 700 800	700 800 920	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 programmes and other issues necessary to advise AND/OR implement programmes at the executive management or executive policy levels of the organization.	350 400 460	400 460 528	460 528 608	460 528 608	528 608 700	608 700 800	608 700 800	700 800 920	800 920 1056	800 920 1056	920 1056 1216	1056 1216 1400
	H	Externally recognized mastery and expertise in a complex scientific field or other learned discipline	460 528 608	528 608 700	608 700 800	608 700 800	700 800 920	800 920 1056	800 920 1056	920 1056 1216	1056 1216 1400	1056 1216 1400	1216 1400 1600	1400 1600 1840

●●● CRITICALITY OF HUMAN RELATIONS		
1. Common courtesy must be employed, and an appropriate working relationship established and maintained with subordinates, colleagues and superiors in order to accomplish the position's objectives.	2. It is necessary to establish and maintain the kind of relationships in dealings with subordinates, colleagues and superiors, and in the course of some contact with clients inside AND/OR outside government, that will facilitate the acceptance and utilization of the position's conclusions, recommendations and advice.	3. Successful achievement of the position's programme AND/OR service AND/OR advisory objectives HINGES on the establishment and maintenance of appropriate interpersonal relationships in dealings with subordinates, colleagues, and superiors, and in ensuring the provision of service through substantive contact with clients inside AND/OR outside government.