PROBLEM SOLVING / THINKING
DEFINITION: Problem Solving/Thinking is the original, self-starting thinking required by the job to: (1) identify, (2) define, and (3) resolve a problem. "You think with what you know" - this is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means. Ideas are put together from something already there. Therefore, Thinking is treated as a percentage utilization of Know-How.
There are two components :

- **THE THINKING ENVIRONMENT:** 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/poorly defined is the problem, issue, etc.?

●● **THE THINKING CHALLENGE:** The novelty and complexity of the thinking to be done and the time pressures within which the thinking must be done.

GOVERNMENT OF CANADA
EXECUTIVE GROUP

GUIDE CHART FOR EVALUATING

PROBLEM SOLVING / THINKING

MEASURING PROBLEM SOLVING/THINKING: Problem Solving/Thinking 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/Thinking is circumscribed by standards, covered by precedents, or referred to others, the scope of the Problem Solving/Thinking is diminished, and the emphasis correspondingly is on Know-How.

N.B. The evaluation of PROBLEM SOLVING/THINKING 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/DECISION MAKING Chart.

			●● THINKING CHALLENGE		
			3. Differing situations requiring search for solutions within the area of known things. Appropriate action selected based on experience. Some use of judgement required.	**4.** Variable situations requiring analytical, interpretative, evaluative, and/or constructive thinking, often on short notice.	**5.** Novel or non-recurring, pathfinding situations in complex administrative or research situations requiring the development of new concepts and imaginative approaches, usually under some pressure.
THINKING ENVIRONMENT	**D**	Thinking within clear but substantially diversified procedures; precedents covering many situations, and/or access to assistance.	29% 33%	38% 43%	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% 38%	43% 50%	57% 66%
	F	Thinking within a general frame of reference toward objectives, in situations with some nebulous, intangible, or unstructured aspects.	38% 43%	50% 57%	66% 76%
	G	Thinking within concepts, principles, and broad guidelines toward the organization's objectives or goals; many nebulous, intangible, or unstructured aspects to the environment.	43% 50%	57% 66%	76% 87%
	H	Thinking within organization philosophy and/or natural laws and/or principles governing human affairs.	50% 57%	66% 76%	87%