

# Factorplan – 10 factors

## Factor 1 - Requirements for education (20%)

### **Summary:**

Factor 1 assesses the requirements for education required to perform a certain job. Theoretical qualifications are measured by scope, number of years or degree required for one certain position.

### **Keyword:**

Education requirements, identification, qualifications and education at the undergraduate level and advanced level.

### **Structure of the levels:**

The levels are based on the principle that a requirement for a specific competence at a lower level always follows the levels higher up, even if the text is not repeated all the time.

## Level description

Level 1 Not relevant upper secondary education

Level 2 Relevant upper secondary education

Level 3 Post-secondary studies for example vocational training, individual courses or credits at college or university

Level 4 University degree required – Bachelors degree

Level 5 University degree required – Masters degree

Level 6 A university degree at the advanced level is required – PhD or equivalent

## Factor 2 - Requirements for work-related experience

### Summary:

Factor 2 assesses the requirements for work-related, relevant experience required to be able to perform an assignment independently and with satisfactory quality. All new employees get a introduction and some guidance during the first year, which must always be taken into account.

### Keywords:

Relevant work experience, knowledge of and insight into the assignment's content and ability to independence and planning in the assignment. Training time.

### Structure of the levels:

The levels are based on the principle that a requirement for a specific competence at a lower level always follows the levels higher up, even if the text is not repeated all the time.

## Level description

Level 1 Work-related experience is not required for employment. After regular introduction, the assignment is expected to be carried out independently.

Level 2 Some work-related experience is desirable from similar assignments.

*Benchmark: 1 year experience or more.*

Level 3 Work-related experience is required from similar assignments or activities.

*Benchmark: 3-5 years of experience.*

Level 4 The assignment places demands on both broad and versatile work-related experience e.g. based on roles as a generalist or with specialist competence.

*Benchmark: 5 years experience or more.*

Level 5 High demands on many years of work-related experience based on assignments from different activities and specializations. The requirement applies to both width and depth.

*Benchmark: 8 years of experience or more.*

## 03 Social skills

### **Summary:**

This factor assesses the requirements and expectations for Social Skills in a position. This refers to communication and collaboration, ability to transmit and receive information, expected level of service, cultural understanding and ability to establish and maintain important contacts.

### **Keywords:**

Empathy and drive, intensity and diversity, level of service and expected feedback, internal and external contacts, difficult conversations and inbuilt conflicts of interest.

### **Structure of the levels:**

The levels are based on the principle that a requirement for a specific competence at a lower level always follows the levels higher up, even if the text is not repeated all the time.

### **Level description**

Level 1 Contacts, service, communication and cooperation take place both internally and externally, but mainly within own or nearby areas. The assignment mostly concerns cooperative tasks.

Level 2 The assignment requires skills in communication and cooperation both internally and externally. The assignment requires empathy, continuous dialogue and contacts e.g. to coach, guide, give advice and or convey information.

Level 3 The assignment requires communication with individuals and groups internally and externally from a diversity perspective and inbuilt conflicts of interest. The assignment requires being able to inform, motivate and to be able to influence others e.g. before choosing different alternative solutions or decisions.

Level 4 The position demands being able to handle different processes, conflicts of interest, negotiation situations and difficult conversations. There are high demands on being able to inform and communicate in a clear and easily understandable way with different interest groups such as suppliers and customers. Requirements are placed on being able to guide others, promote cooperation and to develop and maintain short and long-term relationships in the business.

Level 5 The position demands that the individual has the ability to collaborate, communicate and visualization in order to enable simplifications and solutions conditional to conflicts of interest of varying complexity. The result entails effects and long-term consequences that are perceptible in the business.

## 04 Intellectual skills

### Description

#### Summary:

This factor assesses the requirements that the position places on the degree of intellectual skills. This refers to requirements for independently identifying needs and coming up with alternative proposals for solutions to problems that have arisen. Furthermore, to be able to analyze, see the whole and the ability to make decisions. The factor also assesses requirements for initiative, creativity, complexity, development opportunities and elements of variety and versatility.

#### Keyword:

Understanding, analysis and identification of needs, complexity, problem solving, decision-making, integrity, development and impact analysis as well as the degree of independence in the assignment.

#### Structure of the levels:

The levels are based on the principle that a requirement for a specific competence at a lower level always follows the levels higher up, even if the text is not repeated all the time.

### Level description

Level 1 The position involves simple and relatively standardized solutions. The procedures are known and often predictable. Limited requirements for analytical ability and problem solving, mainly choosing between a number of pre-given alternatives.

Level 2 The position requires an independent approach based on an analytical and creative ability. Sometimes there are complicated issues, but the position requires that there is a colleague and / or manager to consult with.

Level 3 The position requires contributing to the development of methods and routines and analyzing current work-related information from several different sources. Identification of problems and alternative solutions occur but are mostly based on known approaches. For larger, more unusual or more complicated issues, anchoring must take place before a decision is made by a manager.

Level 4 The position presupposes the ability to investigate, analyze, develop and evaluate various action alternatives before making a decision. The position places large demands on independence, problem solving, innovation, knowledge sharing and the ability to make decisions based on a holistic view of the business' business requirements.

Level 5 The assignment requires long-term and strategic action based on a holistic view of the business's business requirements. In addition, analysis and knowledge processing are required for various course of action as well as initiatives for disseminating knowledge. The assignment involves multifaceted and complex issues from many different angles.

består i att lösa komplexa problem som oftast kräver nya angreppssätt.

Arbetet kännetecknas av ett nyskapande och utvecklande arbetssätt.

## 05 Responsibility for work, project and process management

### **Summary:**

This factor assesses the formal responsibility that a supervisor or project manager has to lead and drive the work within the business or project. The position includes achieving set goals, following guidelines and budget concerns. The position may also be responsible for staffing, skills development, feedback on work effort and results and in some cases salary setting for employees.

### **Keyword:**

Staff, lead, drive, account for and delegate. Develop, follow up, provide feedback and assess

### **Level description**

**Level 1** The position involves following decided working methods and routines. The assignment does not involve formal work management and / or project management, but on the other hand can include introducing new colleagues to the work.

**Level 2** The position includes an administrative coordination responsibility as well as requirements for an operational and communicative responsibility

**Level 3** The position entails limited responsibility for a group within a small business and / or business area. Is involved in decisions concerning staffing, employment, use of resources, development and salary setting.

**Level 4** The position involves making decisions based on a set operational responsibility and exercising leadership for one or more groups, areas, projects and / or processes.

**Level 5** The position means having overall operational and / or business responsibility and ultimately answering to the CEO. Has a mandate to make major decisive decisions regarding employees' assignments, terms of employment and other financial agreements, including change / development of processes and projects.

## 06 Responsibility for operations

### **Summary:**

This factor assesses business or operational responsibility, which refers to planning, development, follow-up and results. Planning refers to resource needs, priorities, initiatives and follow-up based on budget responsibility. Development refers to analysis and external monitoring, as well as powers to initiate and decide on investments and other initiatives. Results refer to financial follow-up, quality assessments and goal fulfillment.

### **Keyword:**

Planning, follow-up, implementation, development and change.

### Level description

**Level 1** The position has guidelines and routines to follow that are mainly planned and structured by someone else. The position does not contain any requirements for budget, operations and / or responsibility for results.

**Level 2** The position involves independently planning and completing work (for example regarding work style and methods). There are usually given, communicated approaches and decisions to start from. The assignment presupposes participation in planning and development within the positions own group, but not a responsibility for results.

**Level 3** The position involves planning, developing and following up approaches, processes, services based on existing and changing business needs. The assignment entails responsibility for the positions area of activity, possible contacts with the authorities and may also involve budget reconciliation, financial statements and the implementation of for example quality follow-ups.

**Level 4** The position entails an overall and strategic responsibility for planning, development, quality and follow-up of results and sets requirements to, if necessary, influence, control and change processes within the own area of activity. The position also provides an opportunity to influence future business opportunities within the organization.

**Level 5** The position entails an overall operational and business responsibility for one or more groups and / or areas of activity. There are opportunities to control and develop services, products and brands. The position requires follow-up analyses and measures. In addition, there are requirements for the development of infrastructure and a responsibility that current work environment legislation is complied with.

## Factor 7 – Responsibility for people

### Summary:

Factor 7 assesses a formal responsibility for human health, care, supervision and well-being from a physical, mental and social perspective. The factor also assesses responsibility for teaching, upbringing and / or counseling. The factor assesses the handling of individual-related classified information and the exercise of authority, as well as responsibility for the security of others, e.g. protection against injury, accident or other danger that may arise.

The factor takes into account the consequences that arise if the responsibility is not fulfilled vis-à-vis third parties (responsibility for employees is assessed under the factor responsibility for personnel management).

### Keyword:

Health and well-being, safety, education and upbringing, secrecy and the exercise of authority, consistency based on responsibility, authority and action as well as identification requirements.

- Level 1*      The assignment generally involves a demonstrated compassionate concern for the well-being and safety of others - good co-operation.
- Level 2*      The mission involves being responsible and involved in the health, care, well-being and safety of others. There is usually a supervisor or specialist to ask for advice and guidance before deciding on an action. The assignment may involve handling individual-related confidential information.
- Level 3*      The assignment involves independently assessing and meeting the expectations and needs of others. The assignment involves initiating and motivating and influencing learning, development, inspiration, health, nursing and safety. Consideration is given to whether the assignment contains elements where the exercise of authority is exercised.
- Level 4*      The assignment places great demands on being able to influence, change, make decisions and follow up on people's conditions regarding learning, development, inspiration, health, nursing and safety.
- Level 5*      The assignment involves independently assessing, influencing and making decisive decisions about initiatives concerning other people's learning, development, inspiration, health, safety and care. Impact assessments are assumed and individuals and groups are largely influenced on the basis of decisions made.

## 08 Responsibility for resources

### **Summary:**

This factor assesses the responsibility for tangible and intangible resources

### **Keywords:**

Intangible and tangible assets of economic value.

### **Level description**

Level 1 The employee is responsible for handling and disposing of their own equipment. No responsibility for budget, intangible assets or dissemination of information is included in the assignment.

Level 2 A responsibility exists that material resources with relatively large financial values are handled and disposed of. The assignment may involve deciding what information is to be disclosed or protected.

Level 3 A responsibility for material resources that have large financial values and where the consequences can be significant for the business in cases of shortcomings in control and follow-up. Responsibility for handling strategic information.

Level 4 Responsible for tangible and / or intangible resources of extensive economic value and a responsibility for resource optimization is included.

Level 5 Has a strategic and overall responsibility for business resources (both tangible and intangible) where incorrect decisions would have extensive tangible financial and operational consequences for the company.



## Factor 9 - Physical demands

### Summary:

This factor assesses the work's basic requirements regarding physical exertion (exertion over time). The factor also takes into account unpleasant physical environments such as the presence of high noise levels, noise, pollution, odors and an increased risk of personal injury or infection. Given that the regulations regarding work environment legislation are complied with. The probability that an injury or violent situation will occur in the business is assessed here.

### Keywords:

Strenuous physical environment, noise, pollution and extra exposure regarding risk of injury or infection. Structure of the levels: The levels are based on the principle that a requirement for a specific competence at a lower level always follows the levels higher up, even if the text is not repeated all the time.

### Level description

**Level 1** The assignment consists of work steps outdoors and / or indoors, where some effort occurs but still for relatively short periods and where support is available. No unpleasant physical work environment exists and the risk of personal injury or infection is small.

**Level 2** The assignment requires some physical effort. In addition, physically uncomfortable work situations can occur for shorter periods. There is a small but limited risk of personal injury or infection at work.

**Level 3** The assignment requires physical effort that occurs periodically at each work shift. The work includes uncomfortable working positions and there is a risk of personal injury or infection at work. Violent situations can occur for example in contacts and meetings.

**Level 4** The assignment places great demands on physical exertion, which often occurs with each work shift. The work includes uncomfortable working positions and there is a great risk of accidents, personal injury, infection or violent situations at work.

**Level 5** The assignment places very great demands on physical exertion. The work includes uncomfortable working positions and there are great risks of accidents, personal injury, infection and violent situations.

## Factor 10 – Psychological demands

### **Summary:**

This factor assesses the work's basic requirements in assignments that affect the work-related mental and emotional strain over time in the position. The factor also takes into account time pressure and stress level.

### **Keywords:**

Mental and emotional exertion over time, time pressure and stress level. Structure of the levels: The levels are based on the principle that a requirement for a specific competence at a lower level always follows the levels higher up, even if the text is not repeated all the time.

### Level description

Level 1 The assignment mainly consists of routine, recurring tasks but opportunities exist for planning and organizing tasks. Support is available.

Level 2 The assignment contains unplanned and unorganized work tasks and the requirement to adapt to relevant situations. Deadlines are a feature of the work alongside occasional mental and emotional exertion.

Level 3 Mental and emotional effort is a basic requirement in the position and is continuously included in the tasks. The assignment places demands on situational adaptation as well as handling deadlines, stress, communication difficulties, threats of violence and stressful relationships.

Level 4 The assignment means that most of the working hours require mental and emotional effort. Stress is taken into account in complex communication challenges, communication of decisions made, requirements for accessibility and deadlines as well as situation-adapted work tasks.

Level 5 The assignment places very high demands on mental and emotional effort over time. There are high demands on adaptation, availability, concentration and time management, communication difficulties, threats of violence and stressful relationships.