

# Factorplan – 7 factors

## 01 Level of difficulty at work

### **Summary:**

This factor assesses the theoretical requirements for education and professional-related experience in order to perform independently and with satisfactory quality. All new employees receive introduction and guidance, which must be taken into consideration in the assessment.

### **Keywords:**

Theoretical adequate educational requirements, knowledge requirements and relevant experience

### Level description

Level 1 Limited requirement for education or relevant work experience.

Level 2 Some requirement for education and / or requirements for relevant work experience.

Level 3 Requirement of relevant post-secondary education or equivalent knowledge, for example individual courses at college or university.

Level 4 Requirement for a university degree or relevant work experience.

Level 5 Educational requirement at the corresponding master's level or at relevant work experience from several roles and activities.

## 02 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.

### **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.

## 03 Intellectual skills

### **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.

### **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.

## 04 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.

## 05 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.

## 06 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.

## 07 Working conditions

### **Summary:**

This factor assesses the degree of effort at work, e.g. physical work, concentration, degree of variety, stress level and vulnerability. Stressful relationships and increased demands for adaptation, availability, time pressure and change are assessed. This factor also takes into account unpleasant and uncomfortable physical environment such as the presence of noise, pollution and an increased risk of personal injury and illness. The probability that an injury and violent situation and threats will occur in the business is assessed here.

### **Keywords:**

Mental and emotional effort, vulnerability, variety, concentration, stress level and availability, muscle tension, strenuous physical environment, noise, pollution and extra vulnerability regarding risk of injury and threats

### **Level description**

Level 1 The position places low demands of physical and mental exertion

Level 2 The position requires a certain amount physical and mental exertion. For shorter periods, physically uncomfortable work situations may occur but there is limited risk of personal injury or illness. Stressful work tasks can be a part of the position, but opportunities usually exist to be able to plan and organize.

Level 3 The position demands physical exertion, for example in the form of often repetitive work steps and/or some mental strain occurs continuously. There is a limited requirement for availability.

Level 4 The position often contains tasks and responsibilities that entail significant demands on availability and thus a greater mental strain. The work may also include uncomfortable working positions and physically exposed work situations where the risk of work-related injury or illness is increased.

Level 5 The position contains complex tasks with high demands on availability. Time pressure, concentration and situational tasks often occur and thus a higher degree of psychological strain in everyday life.