

TABLES OF FACTOR SCORING GUIDELINES

FACTOR I. Professional knowledge required

This factor measures the theoretical knowledge and practical experience of applying the knowledge, that are required by the job.

Theoretical knowledge required Practical experience required	1. Knowledge at first university degree level or is equivalent in training and self-study.	2. Knowledge at advanced university degree level or is equivalent in training and self-study.	3. Knowledge at highest university degree level or is equivalent in training and self-study.
A. Experience in applying theoretical knowledge at national level for up to one year.	100 150 200	200 250 300	300 350 400
B. Experience in applying theoretical knowledge at national level from one up to five years; OR at international level for up to two years	150 200 250	250 300 350	350 400 450
C. Experience in applying theoretical knowledge at national level for over five up to 10 years; OR at international level for over two up to five years.	200 250 300	300 350 400	400 450 500
D. Both of the above.	250 300 350	350 400 450	450 500 550
E. Experience in applying theoretical knowledge at national level for over 10 years; OR at international level for over five up to 10 years.	300 350 400	400 450 500	500 550 600
F. Both of the above.	350 400 450	450 500 550	550 600 650
G. Experience in applying theoretical knowledge at international level for over 10 years.	400 450 500	500 550 600	600 650 700
Language knowledge required	The job requires proficiency in one language (0 point).	The job requires proficiency in two languages (+50 points).	The job requires proficiency in three or more languages (+100 points)

FACTOR II. Difficulty of work

This factor measures the mental demands of the job in terms of the complexity of the work and the degree of individual contribution required.

Individual Contribution	4. Essentially the synthesis, conversion and presentation of data requiring the application of the basic principles of the profession.	5. Analyzing data, identifying problems, drawing conclusions and making recommendations; OR Interpreting rules procedures of texts; OR Language interpretation or translation	6. Same as 5 plus either endorsing recommendations or taking corrective or adoptive action; OR Revising work at level 5.	7. Developing new approaches, procedures, techniques or terminology as an appreciable part of work; OR planning, integrating and coordinating work of predominantly level 6 positions.	8. As a major part of the work, developing new concepts, theories or policies in the solution of delicate or significant problems; OR launching major activities in new fields; OR planning, coordinating and directing work of predominately level 6 or above position in diverse organizational entities.	9. Planning, coordinating and directing a vital area of the Organization's work characterized by a significant number of level 8 top positions; OR planning, coordinating and directing total performance of several diverse organizational entities spanning a broad segment of the Organization's work.
Complexity of assigned work						
H. Moderately intricate although restricted in scope and depth of treatment of subject matter.	140	220	300	385	470	560
I. Intricate with interrelationships within the subject matter not clearly evident. Either broad in scope but restricted in depth or treatment of subject matter; OR Restricted in scope but requiring considerable depth of treatment.	200	280	360	445	530	620
J. Substantial intricacy of subject matter. Either broad in scope but restricted in depth of treatment of subject matter OR Restricted in scope but requiring considerable depth of treatment. Problems are difficult to solve.	260	340	420	505	590	600
K. Substantial intricacy of subject matter. Broad in scope and requiring considerable depth of treatment of subject matter. Problems difficult to define and complex considerations involved in solving them.	320	400	480	565	650	740
L. Involves great intricacy of subject matter and requires that several diverse phases are pursued concurrently. Extremely broad in scope and requiring considerable depth of treatment of subject matter. Problems very difficult to define and highly complex considerations (such as the impact of alternative possible solutions on other major areas of work or other organizations) involved in solving them.	380	460	540	625	710	800

FACTOR III. Independence of Work

This factor measures the degree to which guidelines apply to the work and the amount of supervisory assistance and control given

Application of guidelines	10. Procedures for doing the work have been standardized and a number of specific applicable guidelines are available.	11. Procedures for doing the work may not be standardized and specific applicable guidelines are not always available.	12. Guidelines are only partially relevant. Incumbent occasionally required to interpret and adept guidelines in dealing with unusual or complex situations.	13. Guidelines are only partially relevant. Work normally requires that incumbent interpret and adapt guidelines. Incumbent may establish guidelines.	14. Guidelines are broadly stated and normally require extensive interpretation. Significant departures from guidelines normally required for majority of work. Incumbent has authority to establish important guidelines.	15. guidelines are only stated in the broadest policy terms and in terms of the over-all mission of the Organization. Incumbent has authority to establish guidelines of major importance.
Supervisory control over incumbent						
M. Specific instructions are provided. Work regularly check in process and end product reviewed for adherence to instruction, soundness of conclusions and accuracy.	110	160	210	260	310	360
N. Purpose and desired results indicated and anticipated problems discussed beforehand. Other problems that arise are discussed with supervisor. Specific instructions are provided for new assignments and the approach is normally defined by the supervisor. Work in progress periodically reviewed. End product reviewed for soundness of conclusions and accuracy.	170	220	270	320	370	420
O. Purpose and desired results indicated. The approach is normally developed jointly between incumbent and supervisor. Problems that occur are discussed at discretion of official. Work in process reviewed at discretion of supervisor. End product reviewed for soundness of conclusions and judgment.	230	280	330	380	430	480
P. General objectives and boundaries indicated. Incumbent develops approach to follow which may be reviewed beforehand by supervisor. Work in process is reviewed with supervisor only when incumbent feels is necessary. End product reviewed for attainment of objectives.	310	360	410	460	510	560
Q. General objectives and desired results are discussed between supervisor and incumbent. Results are reviewed for attainment of objectives.	380	430	480	530	580	630
R. Incumbent identifies objectives, determines desired results and communicates these to supervisor. Work considered at authoritative and normally accepted without change.	450	500	550	600	650	700

FACTOR IV. Work relationships

This factor measures the skill required in work relationships and the importance of contacts to the Organization's programs.

Skill	16. To give, obtain and exchange information requiring discussion and explanation.	17. To persuade and obtain assistance of others on matters of non-routine significance.	18. To act as advisor or representative of the Organization with authority to discuss problems and seek common ground on which to recommend solution based on predetermined guidelines provided by higher authority.	19. To act as advisor or representative of the Organization with authority to discuss problems, seek common grounds for solution and either provide authoritative advice or commit the Organization on policy issues of limited significance.	20. To act as advisor or representative of the Organization with authority to discuss problems, seek common grounds for solutions and either provide authoritative advice or commit the Organization on policy issues of considerable significance.	21. To act as prime advisor to the executive head on policy issues of the highest significance or to act as personal representative of the executive head with mandate to make or obtain major commitments on policy issues of the highest significance to the Organization.
Importance						
Inside Organization						
S.1. Contacts predominantly within same functional area.	70	110	150	190	230	255
S.2. contacts predominantly within same functional area and with units outside the duty station; OR outside functional area extensively throughout Organizations, but generally not with units outside the duty station.						
S.3. Both of the above	140	180	220	260	300	325
Outside Organization						
T.1. Virtually no contacts outside the Organization	0	0	0	0	0	0
T.2. Contacts predominantly with persons on routine subject matters.	115	155	195	235	275	300
T.3. Contact predominantly with persons on subject matters of importance to Organization's programmes (e.g. counter parts in other organizations or at working level in national Governments)	190	230	270	310	350	275
T.4. Contacts predominately with persons on subject matters having a significant impact on Organization's programmes (e.g. heads of important organizational units in other organizations or national Governments.)	265	305	345	385	425	450
T.5. Contacts predominantly with persons on subject matters having a significant impact on Organization's programmes (e.g. members of Organization's legislative bodies, executive heads of other organizations, heads of delegations and Ministers in national Governments.)	340	380	420	460	500	525

FACTOR V. Supervisory responsibility

This factor measures the management responsibility of the job in terms of the numbers of staff supervised

Responsibility for Professional staff	Responsibility for support staff*	22 0 or 1 support staff	23 2-10 support staff	24 11-25 support staff	25 26-50 support staff	26 51-100 support staff	27 101-200 support staff	28 201-500 support staff	29 over 500 support staff
U. 0		0	20	40	60	80	100	125	150
V. 1-3 Professional staff		20	40	60	80	100	120	145	170
W. 4-8 Professional staff		40	60	80	100	120	140	165	190
X. 9-20 Professional staff		60	80	100	120	140	160	185	210
Y. 21-40 Professional staff		80	100	120	140	160	180	205	230
Z. 41-70 Professional staff		100	120	140	160	180	200	225	250
a. 71-100 Professional staff		125	145	165	185	208	225	250	275
b. over 100 Professional staff		150	170	190	210	230	250	275	300

N.B. Responsibility means being held accountable for the work of those supervised and normally includes the preparation of performance appraisal reports. Includes general service, local, manual and security staff.

FACTOR VI. Impact of work

This factor measures the importance of decisions and proposals on the Organization's objectives and the consequences of errors on such objectives

Effect on work	30. Decisions are rarely, if ever, taken. Proposals, if accepted, affect the work of the immediate organizational unit.	31. Decisions taken are limited to methods of work or individual cases. Proposal, if accepted, directly affect the accuracy, reliability and acceptability of further process or services.	32. Decisions taken directly affect the accuracy, reliability and acceptability of further process or services. Proposals, if accepted, directly affect the design or operation of systems, programmes, or equipment.	33. Decisions taken directly affect the design or operation of major systems, programmes, or equipment. Proposal, if accepted, directly affect the design or operation of major systems, programmes or equipment.	34. Decisions taken directly affect the design or operation of major systems, programmes or equipment. Proposals, if accepted, directly affect a wide range of the Organization's activities, other organizations, national Governments or the well-being of large numbers of people.	35. Decisions taken directly affect a wide range of the Organization's activities. Proposals, if accepted, have a direct and substantial effect on other organizations, national Governments or the well-being of large numbers of people.	36. Decisions taken have a direct and substantial effect on a wide range of the Organization's activities. Proposals, if accepted, substantially influence the over-all future direction of the Organization and have a direct and substantial effect on other organizations, national Governments and the well-being of large numbers of people.
Consequence of errors							
c. Errors normally would cause damage only to incumbent and loss of time to immediate organizational unit.	90	140	195	250	310	370	440
d. Errors normally would cause damage to the objectives of the immediate organizational unit in terms of time, quality or money.	130	180	235	290	250	410	480
e. Errors normally would cause some damage to the Organization's programmes in terms of time, quality or money.	170	220	275	330	390	450	520
f. Errors normally would cause significant damage to the Organization's programmes in terms of time, quality or money and some damage to the Organization's commitments to constituents.	210	260	315	370	430	490	560
g. Errors would cause significant damage to the Organization's major objectives and commitments to constituents.	250	300	355	410	470	530	600