

KNOW-HOW DEFINITIONS

DEFINITION: Know-How is the sum total of every kind of skill, however acquired, required for acceptable job performance. This sum total which comprises the overall "savvy" has 3 dimensions — the requirements for:

- 1** Practical procedures, specialized techniques, and scientific disciplines.
- 2** Know-How of integrating and harmonizing the diversified functions involved in managerial situations occurring in operating, supporting, and administrative fields. This Know-How may be exercised consultatively (about management) as well as executively and involves in some combination the areas of organizing, planning, executing, controlling and evaluating.
- 3** Active, practicing, face-to-face skills in the area of human relationships (as defined at right).

MEASURING KNOW-HOW: Know-How has both scope (variety) and depth (thoroughness). Thus, a job may require some knowledge about a lot of things, or a lot of knowledge about a few things. The total Know-How is the combination of scope and depth. This concept makes practical the comparison and weighing of the total Know-How content of different jobs in terms of: "How much knowledge about how many things?"

3 HUMAN RELATIONS SKILLS

- 1. BASIC:** Ordinary courtesy and effectiveness in dealing with others.
- 2. IMPORTANT:** Understanding, influencing, and/or serving people are important, but not critical considerations.
- 3. CRITICAL:** Alternative or combined skills in understanding, selecting, developing and motivating people are important in the highest degree.

KNOW-HOW

same scale columns

KNOW-HOW LEVEL	MANAGERIAL KNOW-HOW											
	I. INDUSTRIAL			II. RELATED			III. DIVERSIFIED			IV. BROAD		
	1	2	3	1	2	3	1	2	3	1	2	3
A. PRIMARY	500	57	66	645	76	807	67	826	1115	675	832	1022
B. ELEMENTARY VOCATIONAL	57	68	76	75	87	100	100	115	115	132	142	175
C. VOCATIONAL	75	78	87	87	106	115	115	132	132	152	175	200
D. ADVANCED VOCATIONAL	87	102	110	102	115	122	122	132	132	175	175	200
E. BASIC TECHNICAL SPECIALIZED	102	117	125	112	132	138	132	152	152	192	200	225
F. SEASONED TECHNICAL-SPECIALIZED	117	125	132	125	132	140	132	152	152	192	200	225
G. TECHNICAL-SPECIALIZED MASTERY	132	142	152	142	152	175	152	175	175	200	200	250
H. PROFESSIONAL MASTERY	142	152	162	152	162	180	162	180	180	200	200	250
	KH	PS	AC	TOTAL	KH	PS	AC	TOTAL	KH	PS	AC	TOTAL
	152				304				700			
	SUPERVISOR KEY PUNCH				ACTUARIAL SPECIALIST RESEARCH ASSOCIATE				AREA MANAGER			

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Committee on Post Office and Civil
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Classification**

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Human Resource Management

Michael Harris,1997 This human resource management text covers all aspects of HRM and focuses on the practical approach emphasizing how human resource issues are relevant to everyone within an organization

Library Management Quarterly,1988

Comparable worth United States Commission on Civil Rights,1985

Reward Management Michael

Armstrong,Helen Murlis,1988

HR - "Seen & Unseen": Untold stories Dr. Pon Mohaideen Pitchai,2024-04-10

Human resources management should be considered as a part of business strategy HR should aid the operation and line managers for better utilization of people processes and systems The world of work is changing at breakneck speed and this book is your roadmap to navigating the new terrain The author delves into the rise of artificial intelligence the importance of organizational agility and the need for a workforce fueled by resilience sustainability and inclusivity Employers believe HR to be like achar pickle preserved but not exactly thriving They don t understand that there is something beyond administrative work in management They don t believe in strategic planning either While many HR managers struggle to gain the credibility needed to establish strategic roles within their companies the author has successfully implemented strategic HR initiatives across diverse commercial enterprises through his travels It was mainly because of his networking honesty and forthrightness The cases exemplify the importance of strategic workforce planning HR foresight and collaboration with line managers By leveraging HR expertise and acting proactively we can address future challenges effectively minimize risks and ultimately contribute to the organization s success

AMA Management Report American Management Association.

Personnel Division,1959

Compensation Administration Leonard Randolph Burgess,1989

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Management Richard I. Henderson,1985

Critical Studies in Organization and Bureaucracy Frank Fischer,Carmen

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The Encyclopedia of Management Carl Heyel,1982

HRM

Core Concepts Jean M. Phillips,2019-01-15 Formerly published by Chicago Business Press now published by Sage In HRM

Core Concepts author Jean Phillips provides a concise yet comprehensive overview of human resource management. The central theme of this text is to prepare your students to effectively apply HRM concepts in the areas of hiring, developing, motivating and retaining the right people, enabling them to become better managers and more effective leaders. [Directory of Membership and Services](#) Association of Consulting Management Engineers (U.S.), 1977 [Wage and Salary Administration](#) Leonard Randolph Burgess, 1984 **Federal Job Evaluation Policies** United States. Congress. House. Committee on Post Office and Civil Service. Subcommittee on Position Classification, 1970 **Labor Markets and Human Resource Management** Morris M. Kleiner, Robert A. McLean, George F. Dreher, 1988 Very Good. No Highlights or Markup. All pages are intact. **Human Resources Management in New Zealand** Richard Stanley Rudman, 2002 This is a comprehensive guide to human resources theory and practice. It covers all aspects of the employment management and development of people at work set in the New Zealand context. [Comparable worth](#), 1985 **Finance Committee Meeting** New York (State). Metropolitan Transportation Authority. Finance Committee, 2007 [MTA Board Action Items](#) New York (State). Metropolitan Transportation Authority, 2007

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