

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

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For Information Only

DEPARTMENTAL PERSONNEL MANUAL

DPM BULLETIN NO. 511-72

DATE: APR 26 1990

SUBJECT: Pilot Supervisory Grading Standards

Attached for your review are information copies of two new supervisory guides provided to us by the Office of Personnel Management (OPM).

These are currently being tested only by the Department of Defense. Agencies outside the Department of Defense (DOD) are not authorized to use this standard. All non-defense agencies are to continue to use the existing standards for the classification of Federal Wage and General Schedule supervisors. Additionally, OPM is not soliciting comments or suggestions from us at this time.

For a period of six months, the standards will be applied by DOD to new or revised positions and classification appeals. After six months, OPM's Office of Classification will review the results of the DOD application to determine if adjustments are necessary to expand the standards for test application in non-defense agencies.

The Pilot Standards were developed by OPM's Office of Classification as an interim measure to meet the immediate need of DOD for classification standards which do not consider the number of subordinate employees supervised in determining the grade of a supervisory position. Language in the November 1989 DOD Appropriations legislation effectively prohibits the use of the current supervisory standards by DOD.

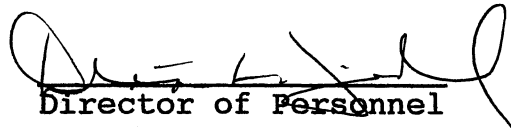
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Director of Personnel

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Office of Classification
April 1, 1990

PILOT SUPERVISORY GUIDE

(This standard is for application only to positions
within the Department of Defense)

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INTRODUCTION

This guide provides evaluation criteria for determining the General Schedule (GS) grade level of supervisory positions from grade GS-5 through GS-15. It employs a factor-point evaluation method which takes into account and provides a means of crediting the exercise of delegated authority and responsibility, organizational impact, scope of work operations directed, difficulty and responsibility of personal contacts, kind of work directed, and difficulty of supervising and directing work.

Classification criteria in this guide are designed to be consistent with the grade level definitions and other requirements of title 5, U.S.C., Chapter 51. The criteria are intended to assure that all requirements in Title 5 and DOD appropriations legislation which pertain to the classification of supervisory positions are given appropriate weight and consideration in the grade determination process.

This interim guide supersedes the Supervisory Grade Evaluation Guide, issued in January 1976, and revised in October 1976.

STATEMENT OF COVERAGE

The evaluation criteria in this guide may be used to determine the grade of supervisory work assigned to and performed by any General Schedule (GS) position in the Department of Defense, regardless of the organizational echelon or location of the position. Coverage includes all positions the supervisory duties and responsibilities of which fully meet the lowest level described under all of the factors in this guide. Such positions are covered regardless of whether the work of the organizational unit they direct is performed by GS subordinates, assigned military, nonfederal workers, unpaid volunteers, private sector contractors, or a combination thereof.

EXCLUSIONS

1. Positions with less than the minimum supervisory duties, authority, and responsibility described at the lowest level of all factors in this guide. The work of such positions (e.g., leaders over one-grade work) is not covered by the criteria in this guide, and must be graded through reference to other guides or standards (e.g., the Work Leader Grade Evaluation Guide).
2. Supervisory jobs which have as their paramount requirement experience in and knowledge of trades and labor work. Such positions are covered by the Federal Wage System (FWS), and are evaluated under the Job Grading Standard in effect for FWS Supervisors.

3. Nonsupervisory work personally performed by the incumbent of a supervisory position. The grade level of nonsupervisory work should be determined through reference to other classification standards or guides which cover nonsupervisory duties.
4. Positions with program or project responsibility (e.g., matrix management, financial management, or team leader duties) which do not direct the work of a recognized organizational unit on a continuing basis. Such positions should be evaluated through reference to another standard.

SERIES DETERMINATION

This guide does not contain criteria for determining the GS occupational series of supervisory positions. The appropriate occupational series of a position graded by this guide should be determined by reference to the subject-matter standard or series which covers the paramount qualifications required to perform the work. If management skills alone are required, a general series such as Program Management, GS-340, may be appropriate. Additional guidance on series determination may be found in the Introduction to the Classification Standards.

DEFINITIONS

The following definitions are included solely for the purpose of applying the criteria in this guide:

AGENCY - An Executive agency, as defined by 5 U.S.C. 5102, to which the President has delegated primary authority and responsibility for the administration of substantive national programs enacted by Congress. The head of an agency is usually appointed by the President with the advice and consent of the Senate. For example, the Departments of Army, Navy, and Air Force are agencies.

BUREAU - An organizational unit next below agency or department level which is normally headed by an official of Executive Level IV or V or SES rank or the equivalent. For example, a major military command next below the Department of Army headed by a general officer would meet this definition.

EXECUTIVE LEVEL - That level of executive management specified in statute by title in Sections 5312 to 5316 of 5 U.S.C. (except those changed in transition to the Senior Executive Service) or in separate statute, or defined as such under Section 5317 or separate section of statute at an equivalent level of organization. Executive Level positions range in grade from I to V. Such positions normally require

nomination for appointment by the President, subject to the advice and consent of the Senate. Typically, incumbents of Executive Level positions directly supervise other Executive Level positions and/or SES positions or the equivalent.

MAJOR ORGANIZATION - An organizational unit located next below bureau level and headed by an official of SES rank, GM-15, or GM-14, or the civilian or military equivalent. For example, a component or installation next below a major military command in a DOD agency would meet this definition.

MANAGERIAL - The authority vested in positions in grades 13 through 15 under the General Schedule which direct the work of an organization, are held accountable for the success of specific line or staff programs, monitor and evaluate the progress of the organization toward meeting goals, and make adjustments in objectives, workplans, schedules, and commitment of resources. As described in 5 U.S.C. 5104, such positions may serve as head or assistant head of a major organization within a bureau; or direct a specialized program of marked difficulty, responsibility, and national significance.

Typically, managerial positions carry out many of the following duties and responsibilities:

- a. Determine program goals and develop workplans for the organization;
- b. Determine resource needs, allocate resources, and account for their effective use;
- c. Determine the need and develop plans for organizational changes which have considerable impact, such as those affecting basic structure, operating costs, or key positions;
- d. Consider a broad spectrum of factors when making decisions, including public relations and policy, Congressional relations, labor-management relations, economic impact, and effect on other organizations;
- e. Coordinate program efforts with other internal activities, or with the activities of other agencies;
- f. Assess the impact on the organization's programs of substantive developments in programs and policies in other parts of the agency, in other government entities, and in the private sector;
- g. Set policy for the organization managed in such areas as program emphasis and operating guidelines, and communicate policies and priorities throughout the organization managed;
- h. Make decisions on personnel policy matters affecting the organization managed, such as personnel actions involving key subordinate employees, employee grievances, workforce

- reductions, and adverse actions;
- i. Delegate authority to subordinate supervisors to direct their work units and employees, and monitor the performance of their organizational units in accomplishing the assigned workload.

ORGANIZATIONAL UNIT - Any component, subdivision, or group of employees within an agency which is directed by a single supervisory position.

PROGRAM - The mission, functions, projects, activities, laws, rules, and regulations which an agency is authorized by statute and funded to administer and enforce. Exercise of delegated authority to carry out program functions and services constitutes the essential purpose for the establishment and continuing existence of an agency. The focus of programs may be on providing products and services to the public, state and local government, private industry, foreign countries, or other federal agencies. The scope and effect of programs is typically external to the administering agency.

A program may, for example, be professional, scientific, technical, administrative, or fiscal in nature. Typically, programs involve broad objectives such as: national defense; law enforcement; public health, safety, and well-being; collection of revenue; regulation of trade; collection and dissemination of information; and the delivery of benefits or services. However, specialized programs may be considerably narrower in scope. Programs may be carried out through a combination of line and staff functions.

SENIOR EXECUTIVE SERVICE - As defined in 5 U.S.C. 3132, positions, other than those required to be filled by Presidential appointment with Senate confirmation, which are equivalent to GS-16, 17, or 18 or Executive Level IV or V. Such positions direct the work of an organizational unit; are held accountable for one or more specific programs or projects; monitor, evaluate, and make adjustments to organizational goals; supervise the work of employees other than personal assistants; or perform other executive management functions. Typically, SES executives directly supervise other SES executives of lower rank and/or GM-15 managers or the equivalent.

SUPERVISORY - The level of work described in 5 U.S.C., in grades GS-5 through GS-15, the primary purpose of which is to get work done through the direction of other people, such as: subordinate federal civil service employees, whether full-time, part-time, intermittent, or temporary; assigned military employees; Federal Wage System (FWS) employees; non-federal workers; unpaid volunteers; or contractors.

Supervisors are responsible for the quality and quantity of work produced by those under their supervision and/or oversight of contracted work. Supervisors typically exercise many of the following authorities and responsibilities:

- Plan, schedule, assign, and direct the work of others.
- Establish work priorities and deadlines.
- Determine material, equipment, supplies, and facilities needed.
- Explain work requirements, methods, and procedures as needed.
- Review work in progress or upon completion.
- Coordinate with representatives of other units concerning matters of work accomplishment, priorities, methods, and procedures.
- Attend meetings with parties interested in the work of the unit.
- Prepare workload and production reports, submitting them as necessary to higher level management.
- Inform higher level supervisor of anticipated vacancies, increase in workload, or other circumstances requiring replacements or additional staff.
- Interview candidates for positions in the work unit and make recommendations for appointments, promotions, or reassignments.
- Advise employees of the performance requirements of their positions and keep them informed individually of their progress in meeting the requirements.
- Give advice, counsel, or instruction to individual employees on both work and administrative matters.
- Prepare formal evaluation of employee performance or provide appraisals to be incorporated into formal evaluation.
- Effect minor disciplinary measures such as warnings and reprimands; recommend action in more serious cases.
- Counsel employees on work related matters.
- Control attendance and leave, typically including approval of sick and annual leave and vacation schedules.
- Hear and resolve complaints from employees, referring group grievances and the more serious complaints not resolved to higher level supervisor.
- Implement equal employment opportunity action plans.
- Implement provisions of award and incentive systems.
- Assure adherence to safety practices.
- Where labor-management agreements exist, deal with union stewards on matters involving supervisory responsibility.
- Plan and carry out the training and development of employees.

TITLING INSTRUCTIONS

The basic title for positions covered by this guide is determined through reference to the classification standard and/or series guidance used to determine the occupational series of the position. The prefix "Supervisory" shall be added to the basic title of all positions graded by application of this guide, or which meet basic requirements for coverage under this guide, unless the title of such position already denotes supervision or management.

These instructions take precedence over instructions for titling supervisory positions in all other classification standards and references. This guidance applies only to the assignment of official titles for purposes of position classification. Agencies are permitted to use informal, organizational titles for internal management purposes.

INSTRUCTIONS FOR APPLICATION

This guide uses a point-factor evaluation approach. Factors are weighted in proportion to those features of the work being measured. Under each factor, there are factor level definitions which are assigned specific point values.

Positions are evaluated by matching the factor described in the job description with the appropriate factor level defined in the standard, and crediting the points associated with that factor level. Since the factor level definitions (FLDs) are arrayed in order from lowest to highest value, users are cautioned to read the next higher FLD beyond the one credited to assure that the highest FLD which is fully met has been assigned.

Total points accumulated under all six factors equate to a grade level in the conversion table. There are no point gaps between grade ranges. Like the Factor Evaluation System (FES), this is a "threshold" evaluation system in which the full intent of a factor level must be met in order to be credited. The point value for each factor level is fixed, and no interpolation or extrapolation of factor level point values is permitted.

With the following exception, which applies only to deputy positions, the grade level assigned to a supervisory position through application of this guide must be based on comparison with the grade evaluation factors and the resulting conversion of points to a GS grade.

The evaluation criteria in this guide are not designed to be applied directly to deputy positions. The grade of a GS full deputy position should normally be set one grade lower than the grade of the position to which the deputy reports. The grade of a

full deputy to an SES or Executive Level position is limited to GS-15 under this guide. (Assignment of SES rank to a deputy position is subject to the requirements of the executive personnel management system, and therefore outside the scope of this guide. For information on establishing and filling SES deputy positions, agencies should refer to FPM Supplement 920-1, "Operations Handbook for the Senior Executive Service.")

GRADE EVALUATION FACTORS

FACTOR 1 - SCOPE OF WORK DIRECTED

The basis for this factor is the scope of the organizational unit and the work products or services it provides. The scope of the work encompasses the combined organizational, administrative, functional and/or program responsibilities delegated to the position. For example, work contracted out, or performed by FWS employees, volunteers, or nonfederal workers would be counted under this factor as an integral part of the workload of the organizational unit if the position is responsible for the quality and quantity of work performed.

To meet the full intent of a level under this factor, a position must match at least one of situations a, b, or c. under that factor level.

Factor Level 1-1 -- 175 points

Directs the work of an organizational unit and its employees or contractors. Work products and services of the unit facilitate the work of other units, and affect the accessibility and timely delivery of those products and services to others. Examples characteristic of this level include, but are not limited to: mail and file; guard; messenger; or duplicating.

Factor Level 1-2 -- 350 points

- a. Directs the work of an organizational unit engaged in the performance of specific program, administrative, or other operations, functions, activities, or projects at field or installation levels. Work directed affects the maintenance or operation of weapons systems or equipment; the adequacy of such activities as field testing of equipment or weapons; maintenance of office facilities and equipment; supply, distribution, and storage; or the physical security of people, information, and resources.

-or-

- b. Directs the work of an organizational unit conducting an administrative or other activity which facilitates the effectiveness, efficiency, or productivity of organizational program operations. Examples characteristic of this level include: budget analysis, management analysis, or personnel.

Factor Level 1-3 -- 550 points

- a. Directs the work of an organizational unit responsible for the design, development and/or delivery of specific program projects, products, or services. Work products or services of the unit affect a wide range of agency activities, major activities of industrial concerns, or the operation of other agencies. Examples characteristic of this level include: research; development; testing; production; construction of complex facilities; or acquisition and delivery of key components of major weapons systems or equipment.

-or-

- b. Directs the work of an organizational unit responsible for carrying out program operations, administrative functions, or other activities throughout a state, major metropolitan area, or in comparable field locations.

-or-

- c. Directs the work of an organizational unit carrying out administrative or other functions or activities which facilitate the effectiveness, efficiency, or productivity of program operations or projects throughout a bureau or major command headquarters, a large region, a group of states, numerous field installations, a large and complex multi-mission military installation, or a comparable military district. For example, work of this scope could be found in facilities engineering, budget, supply management, or personnel functions serving the above kinds of organizations.

Factor Level 1-4 -- 775 points

- a. Directs a discrete, identifiable segment of a specialized program or project, as defined in 1-5a. The segment of the program or project directed affects the design, development, acquisition, and/or delivery of major aspects of a weapons system critical to the national defense; development of major aspects of administrative or scientific programs; or the well-being of substantial numbers of military or civilians.

-or-

- b. Directs the work of an organization responsible for conducting program operations, administrative activities, or other functions throughout the parent organization's headquarters, or regions.

-or-

- c. Directs the work of an organizational unit carrying out administrative or other activities or functions which facilitate the effectiveness, efficiency, or productivity of the agency's national mission, programs, or projects of national significance.

Factor Level 1-5 -- 900 points

- a. Directs an organizational unit responsible for planning and carrying out a specialized program of national or government-wide scope, interest and significance, or a specialized project of unusual scope, interest, and national significance. The program or project is essential to the mission of the agency or the national defense, or affects the well-being of substantial numbers of military and civilians within or outside the U.S. on a long term basis.

-or-

- b. Directs the work of a major organization responsible for the conduct of program operations, administrative functions, or other activities throughout the parent organization's headquarters, regional, and field locations.

FACTOR 2 - REPORTING LEVEL

This factor considers the accountability and importance of the position within the administrative hierarchy of the agency. Each level in this factor is broadly defined. Depending upon how supervisory work is organized, position management considerations, and organizational structure, a single factor level definition may cover positions at more than one echelon in the organizational hierarchy. It would be appropriate, therefore, if positions at different organizational echelons match the same factor level.

For purposes of applying this factor, full deputy positions are considered to be at the same echelon as the chief to whom they report. For example, a position reporting to a deputy to an SES Chief should be credited as reporting directly to an SES position.

Factor Level 2-1 -- 100 points

Position reports, for direction and performance appraisal, directly to a managerial or supervisory position, or the civilian or military equivalent which is two or more reporting levels below SES.

Factor Level 2-2 -- 250 points

Position reports, for direction and performance appraisal, directly to a GM managerial or supervisory position or the civilian or military equivalent which is one reporting level below SES.

Factor Level 2-3 -- 350 points

Position reports, for policy direction and performance appraisal, directly to a position of Executive Level IV or V rank (e.g., a Flag Officer), or SES rank, or the civilian or military equivalent which typically supervises GM-15 positions.

FACTOR 3 - AUTHORITY AND RESPONSIBILITY

This factor covers the delegated supervisory authorities and responsibilities which are exercised on a regular and recurring basis. To be credited with a level under this factor, a position must match the authorities described at that level under either paragraph a or b. Levels under this factor apply equally to direction of program organizations, administrative line and staff functions, and other activities. Where supervisory authority is fragmented among several organizational echelons, a factor level may apply to positions at more than one organizational echelon.

Factor Level 3-1 -- 175 points

Positions at this level exercise the minimum supervisory responsibilities required for coverage under this guide. Positions at this level plan and schedule work on a weekly, monthly, project, or other short term basis. They determine how the workload should be assigned, distributed, processed, and reviewed, and assure that the quality and quantity of work performed are acceptable. Positions have authority to carry out assigned personnel functions, and keep employees informed about pertinent aspects of the organization's personnel management system. In addition, supervisors at this level typically exercise many of the authorities and responsibilities listed under the definition of Supervisor in the Introduction to this guide.

The above level is usually associated with first line supervisors of one-grade interval work.

Factor Level 3-2 -- 450 points

In addition to exercising key primary authorities and responsibilities for directing work described at Level 3-1 (e.g., assuring that an acceptable quality and quantity of work are performed), positions at this level also carry out at least three of the first four, and six of the eight following authorities and responsibilities:

1. Plan work to be accomplished by subordinates; set immediate priorities and prepare schedules for completion of work.
2. Assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees.
3. Evaluate work performance of subordinates.
4. Give advice, counsel, or instruction to employees on both work and administrative matters.
5. Interview candidates for positions in the unit; make recommendations for appointment, promotion, or reassignment to such positions.
6. Hear and resolve complaints from employees; refer group grievances and more serious unresolved complaints to higher level supervisor or manager.
7. Effect minor disciplinary measures, such as warnings and reprimands; recommend other action in more serious cases.
8. Identify developmental and training needs of employees; provide or arrange for needed development and training.

The above level is usually associated with first line supervisors of two-grade interval work, although it may also be appropriate for some second line supervisors with limited authority over one-grade interval work.

Factor Level 3-3 -- 775 points

In addition to delegated authorities included at lower levels of this factor:

- a. Positions at this level are typically delegated managerial authority to determine long range work plans and schedules to implement the goals and objectives of the subordinate program segment, organizational unit, activity, or function managed. Such positions are responsible and accountable for meeting goals, objectives, and deadlines set by higher

management. For example, positions which are responsible for accomplishing a complex and extensive workload through direction of contractors may meet this level.

-or-

- b. In addition to exercising all of the authorities and responsibilities described at Level 3-2 of this factor, positions at this level are characterized by:
- o The necessity to use subordinates in guiding and controlling work;
 - o Significant responsibilities in dealing with officials of other units or organizations;
 - o Important responsibilities involving advising SES and higher ranking management officials;
 - o Greater personnel management responsibilities than those described at the preceding level of this factor;
 - o Direction of a sizable work operation;
 - o Making decisions on work problems presented by subordinate supervisors;
 - o Evaluating subordinate supervisors and serving as the second level reviewer on evaluations of nonsupervisory employees rated by subordinate supervisors in the unit;
 - o Making or approving selections for nonsupervisory positions in the unit;
 - o Recommending selections for subordinate supervisory positions in the unit;
 - o Hearing and resolving group grievances and serious employee complaints;
 - o Reviewing and approving serious disciplinary actions (e.g., suspensions and removals) involving employees of the unit;
 - o Making decisions on training needs and requests related to employees of the unit.

Level 3-3b. above is usually associated with second line or higher supervisors of one and/or two-grade interval work.

Factor Level 3-4 -- 900 points

In addition to delegated authorities included at lower levels of this factor:

- a. Positions at this level are typically delegated authority to plan, direct, and/or execute programs or other activities of the agency. They determine and revise long range plans, goals, and objectives of programs, activities, organizations, or functions directed. Some positions at this level are delegated discretionary authority to approve the allocation and distribution of funds in the organization's budget.

-or-

- b. Authorities characteristically delegated to positions at this level include authority to select, reassign, promote, discipline, set performance standards, appraise the performance of, and approve performance-based awards and bonuses for subordinate supervisors and other key officials in the organizational unit directed. Positions at this level have authority to approve or disapprove the full range of personnel actions recommended by subordinate supervisors (e.g., selections, removals, suspensions, reassignments, and promotions).

FACTOR 4 -- LEVEL AND PURPOSE OF CONTACTS

This is a two part factor. The level of contacts credited under Subfactor 4A and the level of Purpose credited under Subfactor 4B must be fully compatible with one another.

SUBFACTOR 4A - CONTACTS

This subfactor covers the nature, setting, and difficulty of making contacts associated with supervisory work. To be credited, contacts must be essential for successful performance of the work, be a recurring requirement, and have a demonstrable impact on the difficulty and responsibility of the position.

Subfactor Level 4A-1 -- 25 points

Contacts are with subordinates within the work unit supervised, with supervisors of other work units, and with the staff of administrative and other activities. Persons contacted are typically within the same directorate, subdivision, or parent activity as the supervisor. Contacts are typically informal and occur in person at the work place of those contacted or by telephone.

Subfactor Level 4A-2 -- 50 points

Contacts are with managers, supervisors, and staff of program, administrative, and other work units and activities within the major organization of the agency (e.g., installation or command), or individual members of the general public. Contacts may be informal, or occur in regularly scheduled conferences and meetings, or take place through written memorandums.

Subfactor Level 4A-3 -- 75 points

Contacts are with high ranking military or civilian managers, supervisors, and technical staff in bureaus and major organizations within the agency or in other Federal agencies, and/or public groups, sales representatives and technical staff of contractors, private businesses, and state and local governments doing business with the agency. Contacts usually take place in formal meetings and conferences scheduled at the request of one of the participants.

Subfactor Level 4A-4 -- 100 points

Contacts are with influential individuals or organized groups from outside the employing agency, such as contracting officials, representatives of professional organizations, representatives of trade associations, executives of business and industrial firms, Congressional staff assistants, representatives of state and local governments, spokespersons for public action groups, reporters and journalists in the news media, heads of bureaus or major organizations in Federal agencies, or persons of equivalent level in DOD. Contacts may take place in scheduled meetings and conferences, or during the course of planned briefings, speeches, and presentations.

SUBFACTOR 4B -- PURPOSE OF CONTACTS

This subfactor covers the advisory, representational, decisionmaking, and negotiating responsibilities inherent in official contacts. The level credited under this subfactor must be based upon and consistent with the level of contacts credited under the preceding subfactor.

Subfactor Level 4B-1 -- 30 points

The purpose of contacts is to coordinate work efforts within the unit directed; to provide or receive services; to exchange factual information about work operations and personnel management matters; and to provide training, advice, and guidance on the work and counsel subordinates on their work performance.

Subfactor Level 4B-2 -- 75 points

The purpose of contacts is to coordinate the work of the unit directed with other units and resolve problems and differences of opinion among managers, supervisors, employees, and/or contractors concerning the conduct of work operations, allocation of resources, or the management of personnel; and/or to establish and maintain effective working relationships with individuals interested in the program, project, activity or unit directed.

Subfactor Level 4B-3 -- 100 points

The purpose of contacts is to coordinate program operations, projects, administrative, or other activities of the unit directed with the programs, projects, functions, and activities of other major subdivisions within or outside the agency; and/or to maintain effective communications with a variety of persons and groups interested in the work of the unit directed; and/or to provide advice and guidance to program managers and/or contractors on work plans, schedules, methods, objectives, and impact of work.

Subfactor Level 4B-4 -- 125 points

The purpose of contacts is to represent the program, project, or unit directed to obtain or commit resources, and to gain compliance with established policies, regulations, or contracts by persuasion or negotiation, or through direction of the efforts of contractors; and/or to maintain effective relations with large and influential groups and associations interested in the program, project, or work of the unit directed; and/or to advise SES and higher ranking officials on decisions relating to the work of the unit.

FACTOR 5 - KIND AND LEVEL OF WORK DIRECTED

This factor provides credit for the kind, difficulty, and complexity of the basic work of the organizational unit as well as other line or staff work for which the supervisor is responsible. In selecting a level under this factor, assign the level which best characterizes the nature of the primary nonsupervisory work performed by the organizational unit, to include the work of: GS employees, Federal Wage System employees, assigned military, volunteers, nonfederal workers, or a contractor if work is contracted out. About 25% of this workload must be at or above the level credited.

Any subordinate position the grade of which is based on an extraordinary degree of independence from supervision, or that performs work for which the supervisor is not technically and administratively responsible should not be considered or credited under this factor. Direction of work of atypical positions in grades above that of the basic work of the unit should be credited under Factor 6.

Factor Level 5-1 -- 175 points

The full performance level of the work directed is GS-4 and below, or the equivalent.

Factor Level 5-2 -- 300 points

The full performance level of the work directed is GS-5 or GS-6, or the equivalent.

Factor Level 5-3 -- 500 points

The full performance level of the work directed is GS-7 or GS-8, or the equivalent.

Factor Level 5-4 -- 650 points

The full performance level of the work directed is GS-9 or GS-10, or the equivalent.

Factor Level 5-5 -- 800 points

The full performance level of the work directed is GS-11, or the equivalent.

Factor Level 5-6 -- 925 points

The full performance level of the work directed is GS-12, or the equivalent.

Factor Level 5-7 -- 1025 points

The full performance level of the work directed is GS-13 or higher, or the equivalent.

FACTOR 6 - COMPLEXITY AND DIFFICULTY OF SUPERVISING

This factor measures the extent to which contingencies (i.e. variables in the work) affect the complexity and difficulty of carrying out assigned supervisory duties and authorities. The higher levels of this factor describe contingencies which involve aspects of managerial decision-making. The remaining levels describe contingencies typically associated with supervisory actions and decisions, some of which could also be present (but are usually of lesser importance) in managerial positions. To be credited with a match, the work of the position must involve substantially all of the conditions described in one of the lettered (i.e., a., b., c., etc.) contingency paragraphs under a level of this factor, or must involve a contingency which is clearly comparable to that described. In addition, the contingency must be present and dealt with on a regular and recurring basis.

Positions which fully match three or more of the contingencies (e.g., a., b., and c.) described at a particular level (other than level 6-1) should be credited with meeting the next higher factor level. This feature takes into consideration and provides credit for circumstances where certain contingencies in combination with one another increase the difficulty of supervising work.

For the purpose of applying this factor, interlocking work is considered to be work within the scope of the unit directed (whether performed by federal GS employees, assigned military, or contractors), which requires substantial coordination, consolidation, and/or synthesis by the supervisor to produce a work product or service. In contrast, work performed in parallel by employees or contractors does not require significant coordination within the unit or by the supervisor prior to completion.

Factor Level 6-1 -- 175 points

Work operations are routine and the workforce is relatively stable.

Factor Level 6-2 -- 350 points

- a. Clerical work performed by nonsupervisory subordinates and/or contractors interlocks with work efforts of other positions in the unit to the extent that coordination and integration of work efforts is required to produce a completed work product or service.

-or-

- b. Work operations are carried out through two or more fully staffed shifts;
- or-
- c. The workforce is physically dispersed at separate sites;
- or-
- d. There is a continuing need to assure consistency in the work products of nonsupervisory subordinates in technician positions below grade GS-9 whose work parallels, but is performed relatively independently of each other.
- or-
- e. Employee turnover is a continuing and significant problem.
- or-
- f. Supervises a variety of clerical occupations, the work of which requires the supervisor to be familiar with and understand different kinds of procedures and workprocesses.

Factor Level 6-3 -- 650 points

- a. Technician work performed by nonsupervisory subordinates and/or contractors interlocks to the extent that substantial coordination and integration of work efforts is required to produce a completed work product or service.
- or-
- b. There are frequent and substantial labor relations issues in the bargaining unit which require meeting and dealing with employee representatives on many aspects of personnel management (e.g., contract interpretation, performance based actions, working conditions, and grievances).
- or-
- c. There is frequent and continuing need for employee counseling and personnel actions to resolve disciplinary problems within the subordinate workforce which could affect the efficiency, effectiveness, and productivity of the organizational unit.

-or-

d. Supervises a variety of technician occupations below GS-9, each of which requires a distinctly different mix of knowledges, skills, abilities, and qualifications to assign and review work.

-or-

e. There is a continuing need to assure consistency in the work products of nonsupervisory subordinates in professional, scientific, or administrative positions whose work parallels, but is performed relatively independently of each other.

-or-

f. Directs subordinate supervisors over one-grade interval work or the equivalent where the work of their organizational units is accomplished in parallel or independent of one another.

Factor Level 6-4 -- 975 points

a. Professional, scientific, or administrative work performed by nonsupervisory subordinates and/or contractors interlocks extensively; i.e., projects require substantial coordination, integration, and consolidation to produce a completed work product (e.g., cases, benefits, reports, studies, regulations) or service (e.g., health care, procurement, law enforcement).

-or-

b. Continually changing work assignments, priorities, and deadlines make it difficult to plan for and meet established organizational goals and objectives.

-or-

c. Work processes and procedures vary constantly due to the impact of changing technology.

-or-

d. Directs the work of two-grade interval nonsupervisory positions in grades above the level of work credited in Factor 5, provided the grades of such positions are not based upon independence of action, freedom from supervision, or personal impact on the job (e.g., research accomplishments).

-or-

- e. Work involves coordinating and integrating the work of subordinate supervisors over one grade interval work or the equivalent whose program and/or organizational units interlock extensively. Work also involves balancing workload among subordinate supervisors, or contractors if work is contracted out, and resolving differences concerning the conduct of program operations, administrative, or other activities.

-or-

- f. Directs subordinate supervisors over two-grade interval work or the equivalent where the work of their organizational units is accomplished in parallel or independent of one another.

-or-

- g. Supervises a variety of two grade interval occupations, each of which is at or above the grade level credited in Factor 5, and requires a knowledge of different principles, methods, and techniques to technically review work.

Factor Level 6-5 -- 1120 points

- a. Work involves identifying and integrating key internal and external program and policy issues affecting the organization, such as political, economic, social, technological, and administrative factors. Work involves developing, revising, and implementing immediate and long range goals, objectives, plans and schedules to meet substantial changes in legislation and/or funding. Work requires considering the need for additional resources and reallocating resources among subordinate programs, functions, or organizational units;

-or-

- b. Work involves coordinating and integrating the work of subordinate supervisors, and/or contractors whose program and/or organizational units interlock extensively. Work requires leadership in developing, implementing, and reviewing processes and procedures to monitor the overall effectiveness, efficiency, and productivity of the program and/or organizational unit directed. Work also involves balancing workload among subordinate organizational units, or contractors if work is contracted out, and resolving differences among key subordinate supervisors or officials concerning the conduct of program operations or administrative activities which affect program operations.

-or-

- c. There is significant congressional and/or public interest in the program, function, or organizational unit supervised. Work requires reviewing and approving the substance of memos, reports, decisions, contracts, and other action documents to assure that they accurately reflect the policies and position of the organization and the views of the head of the agency. Work involves directing subordinate staff in the preparation, advising on the content, and reviewing and approving the substance of responses to sensitive congressional and public inquiries.

-or-

- d. Work involves coordinating and integrating the work of subordinate supervisors over two grade interval work or the equivalent whose program and/or organizational units interlock extensively. Work also involves balancing workload among subordinate supervisors, or contractors if work is contracted out, and resolving differences concerning the conduct of program operations, administrative, or other activities.

POINT-TO-GRADE CONVERSION TABLE

This guide makes use of the same point-to-grade conversion table used in the Factor Evaluation System (FES). The same conversion table was selected as a convenience to users already familiar with the conversion table in FES classification standards. (It should be understood, however, that there is no relationship between the factor levels and point values of this guide and those of the FES system, which applies only to nonsupervisory work.)

The point-to-grade conversion table for this guide is as follows:

<u>Point Range</u>	<u>Grade</u>
4055-4520	GS-15
3605-4050	GS-14
3155-3600	GS-13
2755-3150	GS-12
2355-2750	GS-11
2105-2350	GS-10
1855-2100	GS-9
1605-1850	GS-8
1355-1600	GS-7
1105-1350	GS-6
855-1100	GS-5

PILOT

JOB GRADING STANDARD FOR FEDERAL WAGE SYSTEM

SUPERVISORS

OFFICE OF CLASSIFICATION

April 1, 1990

Note: This interim standard supercedes the FWS Job Grading Standard for Supervisors issued in August 1982. It applies only to supervisory postions funded under the DOD Appropriations Act.

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JOB GRADING STANDARD FOR SUPERVISORS

WORK COVERED

This standard is used to grade the jobs of supervisors who, as a regular and recurring part of their jobs, and on a substantially full time and continuing basis, exercise technical and administrative supervision over subordinate workers in accomplishing trades and labor work.

The supervisory jobs covered by this standard have as their paramount requirement (1) experience in and knowledge of trades and labor work, and (2) skill and knowledge in supervising subordinate workers. Supervisors are accountable to agency management for the quantity and quality of the work done, and for assuring efficient and economical work operations. They assign, direct, and review the work of subordinates, and evaluate their work performance; plan, schedule, and coordinate work operations; solve problems related to the work supervised; determine material, equipment, and facilities needed; explain and gain the support of subordinates for management policies and goals (for example, cost reduction); work to achieve the objectives of Government-wide programs and policies, e.g., labor management relations and equal employment opportunity; deal with employees and union representatives on employee suggestions, complaints, grievances, and other matters, sometimes including labor-management contract negotiations; and perform a wide variety of other technical and administrative duties required in carrying out their responsibilities.

WORK NOT COVERED

This standard should not be used to grade the work of:

1. Supervising other workers when such supervisory work does not have as the paramount requirement for its performance experience in and a knowledge of trades and labor work. (See the discussion of coverage in the Notes To Users section of this standard; the basic guidelines for distinguishing trades and labor jobs from General Schedule (GS) positions, contained in the General Introduction, Background and Instructions to the Position Classification Standards for GS positions.
2. Supervising other workers in accomplishing trades and labor work when such supervisory duties are not performed as a regular and recurring part of the job and on substantially full time and continuing basis. For example, excluded from coverage of this standard is supervisory work performed only (a) in the absence of the regular supervisor, (b) to assist

JOB GRADING STANDARD FOR SUPERVISORS

a supervisor in meeting emergency workloads, (c) on a rotating or part-time basis with other employees, or (d) for training purposes to gain experience for a higher grade job. Note that this exclusion does not apply to supervisory jobs which meet the coverage requirements of this standard for extended periods of time but only on a seasonal basis (e.g., six months every year).

3. Leading prevailing rate workers as a regular and recurring part of the job, and on a substantially full-time and continuing basis, in accomplishing trades and labor work. Leaders perform duties such as setting the work pace, passing on to other workers the instructions received from supervisors, assigning the immediate tasks to be performed by individual members of the group led, and assuring that their work assignments are carried out. Note that leader work does not involve accountability as a supervisor for planning, scheduling, and directing work operations; evaluating and rating subordinates on their work performance; assuring that the work of subordinate employees meets standards of quantity and quality; and other supervisory duties. (See the job grading standard for Leader jobs or standards for nonsupervisory trades and labor jobs, as applicable.)
4. Exercising authority for technical direction, coordination, and oversight of trades and labor work programs, projects, and operations when such authority does not include either direct or indirect responsibility (through subordinate supervisors) for supervising nonsupervisory workers in accomplishing the work involved. Such jobs do not have continuing responsibility for all the work operations of one or more subordinate organizational units, or for the quality and quantity of the work performed by subordinate nonsupervisory workers. Rather, such jobs typically function as an extension of higher level management in exercising intensive technical oversight and control over particular work operations and projects which, because of their high priority, criticality, and/or importance to mission accomplishment, require special management attention. Frequently, the responsibilities of such jobs cross normal organizational boundaries and occupational lines. Because of the highly individual nature of such jobs, each job must be considered and graded separately, based on its particular duties and responsibilities.

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CODES AND TITLES

Occupational Code. The occupational code of a supervisory job is normally the same as the code for the kind of work that is supervised. When work of more than one occupation is supervised, the occupational code of a supervisory job is the same as the code of the occupation which best reflects the overall nature of the work operations supervised and/or is the most important for recruitment, selection, placement, and other personnel purposes. Usually, but not always, this is the occupational code appropriate for the highest level of nonsupervisory work supervised.

If no single occupation predominates, the 01 code of the most appropriate job family or in some instances a job code that includes multiple trades and craft occupations is used.

Titles. Supervisory jobs covered by this standard are identified by the job title of the occupation selected above followed by the title of Supervisor.

The job titles established in accordance with these instructions are to be used for all official personnel actions and reporting purposes. However, for purposes such as organizational designations, local titles, and signs, agencies may establish and use their own official organizational or functional titles. For example, the organizational title for a supervisor who is head of a Carpentry Branch might be Chief, Carpentry Branch. General instructions for titling and coding supervisory jobs are in Part I of Job Grading System for Trades and Labor Occupations.

NOTES TO USERS

Coverage. The determination that this standard is to be used to grade jobs involving supervisory duties requires two decisions, both of which must be made as discussed below:

1. The first decision concerns the pay category which applies to the job being graded--the selection of the compensation system under which the job involved should be paid. Title 5 of the United States Code exempts from coverage under the General Schedule only those supervisors in jobs having trade, craft, or laboring experience and knowledge as the paramount requirement. For the purpose of determining the pay category of jobs primarily involving supervisory work, the "paramount requirement" is the most important or chief requirement for the performance of the supervisory duties and responsibilities for which the job exists.

JOB GRADING STANDARD FOR SUPERVISORS

That a job requires trade, craft, or laboring experience and knowledge does not necessarily mean that this requirement is paramount. For example, the larger the scope of work functions supervised or the higher the location of the supervisory job in the chain of supervision above the non-supervisory workforce, the more likely it is that managerial knowledge and skill constitute the paramount requirement rather than any trade, craft, or laboring experience which may be desirable or necessary.

2. The second decision which must be made involves a determination as to whether the nature and extent of the supervisory work performed are sufficient to warrant selection of this standard for grading purposes.

As a matter of policy, the requirements which must be met for coverage of a job under this supervisory standard are significantly more stringent than the procedures governing grade level determinations involving nonsupervisory jobs and/or performance of "mixed" duties at different grade levels.

Jobs which do not meet the requirements for use of this standard must be graded under the nonsupervisory grade structure of the FWS using nonsupervisory job grading standards (e.g., Leader), or other guidance and instructions issued by the Office of Personnel Management.

Working supervisors. Supervising other workers in accomplishing trades and labor work is excluded from coverage by this standard when such supervisory duties are not performed as a regular and recurring part of the job and on a substantially full-time and continuing basis (see exclusion statement 2 under Work Not Covered). However, care must be used to distinguish such excluded work from supervisory duties, performed by working supervisors, which are covered by this standard. For example, some covered supervisors, in addition to the exercise of supervisory responsibilities, personally perform nonsupervisory trades and labor work. Typically, supervisory duties are performed by such "working" supervisors at various times throughout the workday (or work shift) as needed or otherwise appropriate. Thus, the supervisory duties are mingled with the

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accomplishment of other regular nonsupervisory work. The amount of time spent by working supervisors in accomplishing supervisory duties, as distinct from regular nonsupervisory work, varies with work situations and operating needs. However, the supervisory responsibility assigned to the supervisor remains in effect and continues to be exercised even when, as discussed above, the supervisor is personally engaged at various times in nonsupervisory work. Therefore, the percentage of time during a work day (or shift) spent in the performance of supervisory duties should not in itself be considered in determining whether jobs meet the criteria for coverage under this standard. Rather, in addition to all other criteria, users of the standard must consider whether supervisory responsibility has been assigned officially by competent management authority and is exercised on a substantially full-time and continuing basis.

Interrupted assignment as supervisor. In some work situations, assignment of supervisory responsibility is interrupted for relatively short periods of time, e.g., two weeks, before being resumed. For example, typical of such a situation is one in which a supervisor is responsible for directing subordinates in accomplishing work operations at a distant work location. On completion of the assigned work or project, the supervisor may return to the home base, installation, or office. A relatively short period of time then may pass before the supervisor is given a new supervisory assignment and resumes active supervisory responsibility, at the same or a different work site, for work operations involving the same or a different group of subordinates. For the purposes of this standard, interruptions in the exercise of supervisory responsibility for "home" leave or reassignment to a new duty station does not preclude a supervisory job from meeting the requirement of this standard that supervisory duties be performed on a substantially full-time and continuing basis. Such jobs are covered by this standard if they meet all other criteria for coverage.

Seasonal assignments as supervisor. There are work situations in which seasonal variations in the kind and volume of work to be accomplished significantly affect supervisory responsibility. For example, supervisory responsibility may be assigned on a substantially full-time and continuing basis as a regular and recurring part of the job being graded. However, although supervisory responsibility may be exercised for an extended period of time (e.g., six months) during which the job meets the coverage requirements of this standard, there may be prolonged periods of time (e.g., several months) during which the job has only minimal supervisory responsibilities. Such jobs are covered by this standard if they meet all other criteria for coverage.

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Supervisory jobs with correctional responsibilities. Because of the great variety of Federal work operations and missions, considerable care is needed in applying this standard. One of the most complex situations demanding such care is that in which worker-inmates are supervised in accomplishing trades and labor work at correctional facilities. Because of differences among such facilities, particularly with respect to the nature and needs of the worker-inmate populations and security considerations involved, there may be significant differences in the purpose and nature of the "supervision" exercised. However; at most correctional facilities, both factory-style production and facility maintenance work operations may be supervised with a strong business-like emphasis on profitability, cost control, efficiency, and adherence to work schedules. Although supervisors in such work settings do not have the same administrative responsibilities as supervisors of Federal employees, that lack is more than offset by their significant role in training, counseling, motivating, and maintaining discipline and security in relation to a workforce with special, unusually difficult needs. (See possible grade level adjustments discussed under the instructions for final grade determination.) This standard applies to such jobs if they meet the basic coverage requirements.

Definitions of Terms. For the purpose of this standard, certain terms used have the following meaning:

1. Administrative accountability is responsibility for matters such as attendance, leave, vacation schedules, grievances, and discipline.
2. Organizational segment is a part of a larger organization which is separately identified on official organizational charts by designations such as unit, section, branch, division, or shop. However, there is little consistency in the use of such designations by Federal agencies. For example, the scope of the work operations accomplished by a section at one Federal installation may be greater than the scope of similar work operations performed by a division or shop at a different facility. To assure consistent interpretation of the intent of this standard, it is stressed that all references in this standard to more than one organizational segment, for example, "coordination of organizational segments, groups, or work shifts", are intended to refer to organizations whose work operations, together, are of such scope that they must be carried out under the direction of one or more levels of supervision.
3. Substantive work is that work which directly carries out the main purpose or mission of the work operations supervised,

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and primarily determines the technical qualifications required to carry out effectively the responsibilities of the supervisory job being graded.

4. Technical accountability is responsibility for the quantity and quality of the work performed by subordinates, requiring the application by the supervisor of knowledge of the methods, techniques, procedures, tools, materials, and practices of the techniques, procedures, tools, materials, and practices of the involved occupation (or occupations).

GRADING PLAN

Introduction. The grading and pay plans for supervisors under the FWS have been carefully integrated to meet the need for:

1. Internal equity within the Federal sector, in terms of the relative worth of a supervisory job in comparison with other supervisory jobs;
2. External equity with the private sector, in terms of private industry practices for comparable supervisory jobs; and
3. Balance between occupational considerations (i.e., similarities and differences in duties, responsibilities, and qualification requirements) and compensation considerations.

Accordingly, the instructions and criteria contained in this standard are based on studies of trades and labor jobs in both the Federal and private sectors. The provisions of this standard are designed to assure that the grade levels of supervisory jobs under the FWS result in compensation that is consistent with private sector practice for comparable jobs and in full conformance with the pay policies established by OPM for FWS supervisors (FPM Bulletin 532-50, dated April 14, 1983).

This standard contains instructions and job grading criteria which apply to all trades and labor supervisory jobs which meet the requirements for coverage under this standard.

The grading plan in this standard, which applies to all Federal Wage System supervisors covered by this standard, provides for grading supervisory jobs under a 19 level supervisory grade structure. It involves the use of three factors, grading tables, and instructions for their application.

JOB GRADING STANDARD FOR SUPERVISORS

The following factors are used:

- Factor I. Nature of Supervisory Responsibility
- Factor II. Level of Work Supervised
- Factor III. Scope of Work Operations Supervised

The following sections of the standard provide a fuller description of the three grading factors and the instructions for applying them to supervisory jobs.

FACTOR I. NATURE OF SUPERVISORY RESPONSIBILITY

This factor concerns the nature of the supervisory duties performed, and the type and degree of responsibility for control over the work supervised. The factor describes four basic supervisory situations. These, in sequence, depict successively higher levels of supervisory responsibility and authority for scheduling work operations, planning use of resources (i.e., subordinate workers, equipment, facilities, materials, and tools) to accomplish scheduled (or unscheduled) work, directing subordinates in performing work assignments, and carrying out administrative duties.

To determine the level of supervisory responsibility which applies:

- Compare the job being graded with the nature and degree of responsibility described in the supervisory situations below.
- Select the supervisory situation which represents the highest level of supervisory responsibility that is fully met. Do not select a higher level which is not completely met, even if some of the characteristics of the higher level match those of the job being graded. In such cases, select the "lower" situation but note, for later consideration, that the job being graded exceeds the level of responsibility represented by the situation selected. (See possible grade level adjustments discussed under the instructions on pages (28-31) for final grade determination.)

It should also be noted that the following supervisory situations are only intended to reflect different levels of supervisory authority and responsibility. They are not comprehensive or detailed descriptions of supervisory jobs. Consequently, in comparing a supervisory job being graded with the supervisory situations below, there usually will be duties or other aspects

JOB GRADING STANDARD FOR SUPERVISORS

of the job which have not been mentioned in the descriptions of the supervisory situations. Such duties or other aspects of the job, which have been omitted from the descriptions of the supervisory situations, cannot be considered or credited in determining whether the job meets or exceeds the level represented by the description of a particular supervisory situation.

Under these instructions for applying Factor I, it also is possible that two supervisory jobs, one the superior of the other, may both warrant the selection and crediting of the same supervisory situation. Usually, differences recognized in applying grading Factors II and III will be sufficient to provide proper grade distinctions between two such jobs.

Note: The presence or absence of centralized production planning organizations is not to be considered as an offsetting factor in determining which of the following supervisory situations apply.)

Situation #1. In this situation, supervisors are primarily responsible for supervising workers, either directly or through subordinate leaders, in accomplishing the trades and labor work operations of an organizational segment, group, or work shift. To control the work operations and workers for which they are responsible, the supervisors perform the following duties:

Planning

Supervisors are responsible for planning the use of subordinate workers, equipment, facilities, materials, and tools (i.e., the resources under their control) to accomplish work on a day-to-day or project-by-project basis. As applicable, they follow time requirements, standard priorities, and detailed work plans and schedules established by higher level supervisors or staff organizations, and/or adhere to customary work cycles and sequences (e.g., responding to service calls in the order in which they are received, except when there are occasional emergencies or other special requirements) in planning work assignments for accomplishment by subordinate workers. Supervisors furnish factual information to their superiors by means of verbal and written reports, and input into automated data systems, on the status of work, including any backlogs, and the number of workers and the kinds of skills being used.

They review new work orders and progress in completing current work; determine the availability of workers with the needed skills to accomplish the work; and request authorization by higher level supervisors of overtime and additional labor-hours, personnel, equipment, materials and tools which may be needed. In controlling the work operations for which they are

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responsible, supervisors must follow established work procedures and standard practices. However, they are authorized, without prior approval by higher level supervisors, to change the tasks assigned to individual workers; redirect the use of other resources under their control within the limits of established priorities and/or work schedules; determine the need for replenishment of materials and obtain needed items in accordance with routine procedures and authorized stock or supply levels; and make minor deviations in procedures and methods to overcome problems such as delays in the receipt of needed materials or equipment failure. (Minor deviations are those which do not adversely affect the quality of the work done, are within the limits permitted by specification requirements, or do not increase costs beyond budget authorizations or other limits specified by higher level supervisors.)

Supervisors are responsible for informing higher level supervisors of any problems or conditions which may cause failure to meet work schedules or other deadlines in completing work. They are responsible for recommending changes to established deadlines, priorities, procedures, and work sequences as required by unplanned absences of workers, supply problems, damaged tools and equipment, backlogs, and other conditions which require deviation from the usual methods of determining work sequences and priorities (e.g., the rank or other significant status of the "customer"). When requested, supervisors provide information such as workload data and estimates of resource requirements based on personal knowledge of work operations, past experience, or similar work orders, and knowledge of the capabilities of the workforce supervised. This information is used by their superiors and/or staff in organizational planning, developing budget requests, and work scheduling. Supervisors also may have contacts with private sector personnel (e.g., sales or technical representatives); and may monitor work operations by contractor personnel, reporting problems and difficulties to their superiors.

Work Direction

Supervisors are responsible for assigning work to individual workers by means of verbal and/or written instructions. They indicate the methods to be used, explain the more difficult technical requirements of the tasks to be performed, and demonstrate or help in accomplishing difficult or unusual layout, setup, or other work steps and processes. During the course of the work, the supervisors observe work in progress to anticipate and resolve problems, and assure use of appropriate work practices; expedite the flow of material and equipment to and from work sites; reassign personnel within the organization, group, or work shift supervised and coordinate work among

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subordinate workers, and with the supervisors of other work operations to maintain a steady rate of work progress, assure efficient use of the subordinate workforce, and meet work schedules and deadlines. They inspect completed work to assure that it meets work order requirements and established standards of quantity and quality. Supervisors also are responsible for bringing possible or actual delays in accomplishing work, and potential methods for improving work operations or reducing costs, to the attention of their superiors. As requested, they investigate problems noted by their superiors, such as excessive costs to determine their possible causes.

Administration

Supervisors are responsible for explaining management programs to their subordinates such as beneficial suggestions, quality assurance, and cost reduction. They assist their superiors in planning overall leave schedules, and recommend approval or disapproval by their superiors of special leave requests submitted by individual subordinate workers. Supervisors, as applicable, also determine the need for, develop, and make recommendations for approval by their superiors concerning training plans, new or revised performance standards, performance evaluations of subordinates, and disciplinary actions. They advise and counsel workers on ways to improve their work performance; acquaint their subordinates with new or improved work techniques; and receive grievances and/or complaints, and, after seeking to resolve them informally, bring those of sufficient importance or seriousness to the attention of their superiors. As requested by their superiors, supervisors interview or review applications of candidates for vacant jobs referred by the personnel office, determine the most suitable applicants, and recommend their employment. Supervisors also are responsible for assuring that rules and regulations on house-keeping and safety practices are observed, and for maintaining needed work reports and records.

Situation #2. In this situation the supervisors are primarily responsible for supervising workers, either directly or through subordinate leaders and/or supervisors, in accomplishing the trades and labor operations of an organizational unit, group, or work shift. The supervisors in this situation differ from those in situation #1 mainly in planning work operations of greater scope and complexity; determining the sequence, priority, and time for the performance of particular operations within the limits of broader work schedules and time limits; and exercising greater administrative authority, as follows:

JOB GRADING STANDARD FOR SUPERVISORS

Planning

Supervisors are responsible for planning the use of subordinate workers, equipment, facilities, materials, and tools (i.e., the resources under their control) to accomplish work operations which, because of their size, volume and/or complexity, must be planned on a week-to-week or month-to-month basis. The supervisors establish deadlines, priorities, work sequences to be followed, and plan work assignments for accomplishment by subordinate workers on the basis of general work schedules, methods, and policies established by higher level supervisors. In planning work operations, supervisors must consider the critical and/or rigid deadlines that frequently characterize individual projects or work operations to be performed; the need for extensive coordination with supporting or related work operations controlled by other supervisors; and the variety of different skills required (e.g., single or multiple trades). Within the limits of weekly or monthly schedules, the supervisors are responsible for independently planning the use of the resources under their control to meet the individual requirements of specific work projects; determining the need for unanticipated work (e.g., work resulting from "open and inspect" types of work orders) and its importance or criticality in relation to previously planned work; determining which assignments can or must be done concurrently, or which can or must be delayed; changing the tasks assigned to individual workers and redirecting the use of other resources under their control as needed; and determining the need for, and initiating the timely replenishment and positioning of materials at work sites. They furnish factual information to their superiors by means of verbal and written reports, and input into automated data systems, on the status of work, any backlogs, and the number of workers and the kinds of skills being used. They review new work orders and progress in completing current work; determine the availability of workers with the needed skills; and request authorization by higher level supervisors of overtime and additional labor hours, personnel, equipment, materials, and tools which may be needed. Based on personal knowledge of work operations, past experience on similar work orders, engineered time standards, and knowledge of the capabilities of the workforce supervised and the adequacy of the other resources under their control, the supervisors inform higher level supervisors of the need to revise basic work schedules and re-estimate labor and other resource needs.

Supervisors participate with their superiors in the initial planning of current and future work schedules and development of budget requests, providing workload data, estimates, information on staffing needs, and recommendations as to the scheduling of projected work. On their own initiative, or when requested, the supervisors furnish opinions and recommendations to their

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superiors concerning changes to organizational structures or position management issues involving their own work operations, or in the relationships between their organizations and those controlled by other supervisors. The supervisors also may have contacts with private sector personnel (e.g., sales or technical representatives) and may monitor work operations by contractor personnel, reporting problems and deficiencies to their superiors.

Work Direction

In addition to the level of work direction described at Situation #1, supervisors at Situation #2 on their own initiative, note and investigate work related problems such as excessive costs or low productivity to determine their causes; independently implement corrective actions which can be taken within the limits of their authority and job specification requirements and without affecting work operations controlled by other supervisors (e.g., changes in work procedures and methods, and relocation of equipment) and may recommend, for approval or further coordination by their supervisors, solutions to problems involving staffing changes, increased costs, revision of engineering or specification requirements, and work operations directed by other supervisors.

Administration

Supervisors are responsible for the participation of subordinates in management programs such as beneficial suggestions, quality assurance, and cost reduction. They plan and establish overall leave schedules, and approve or disapprove special leave requests submitted by individual subordinate workers; determine the training needs of their subordinates and arrange for its accomplishment; set performance standards to be met by their subordinates, and make formal appraisals of their work performance. The supervisors also counsel employees, adjust informal complaints and grievances through discussion with workers and union representatives, and initiate disciplinary actions as needed. They also initiate recommendations for promotion or reassignment of subordinates; assure that rules and regulations on housekeeping and safety practices are observed; maintain needed work reports and records; and interview candidates for vacant jobs, referred by the personnel office or their superiors, select the most suitable applicants, and recommend their employment.

Situation #3. In this situation, supervisors are primarily responsible for the overall direction and coordination of subordinate trades and labor work activities and functions. In comparison with supervisors in Situations #1 and #2, who are

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mainly concerned with the direct supervision of subordinate nonsupervisory workers, leaders and or supervisors in accomplishing the work of an organizational unit, group, or work shift, supervisors in this situation are responsible for work operations which, because of their scope, volume, and complexity, are (1) carried out by two or more separate organizational segments, groups, or work shifts and (2) controlled through one or more levels of supervision.

To control the work operations for which they are responsible, the supervisors perform the following duties:

Planning

Supervisors are responsible for planning the overall use of the personnel (including subordinate supervisors, nonsupervisory workers, and as applicable, leaders) and other resources (i.e., equipment, facilities, materials, and tools) of the organizational segments, groups, and work shifts supervised to accomplish work operations which, because of their scope, volume, and complexity, must be planned on a quarterly or longer basis. Within the broad limits of long range work schedules (e.g., preventive maintenance programs scheduled on a seasonal or annual basis), priorities, and the levels of personnel, material, and other resource expenditures, authorized and established by their superiors, the supervisors determine the overall resource requirements involved, including the number of workers and the kinds of skills, facilities, equipment, materials and tools to be used; plan the allocation of such resources and the distribution of work to the organizational segments, groups, and work shifts under their control.

Supervisors at this situation analyze the work plans developed by subordinate supervisors for accomplishment of assigned work orders and projects, the status of work being accomplished in relation to overall schedule requirements (including key dates and deadlines), new work orders including unanticipated or emergency requirements (i.e., unplanned and unscheduled work), and the recommendations made by subordinate supervisors to determine, as appropriate, the feasibility of accomplishing the required or requested work, revising the allocation of organizational resources, and as needed, changing work plans, procedures, and methods. The supervisors obtain prior approval, from higher level supervisors, of changes which would require deviation from or modification of overall work schedules, affect work operations controlled by supervisors not under their supervision, exceed previously authorized overall levels of resource expenditures, and require revision of specification requirements.

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Supervisors provide information and advice to higher level supervisors, management officials, and to staff organizations on matters such as the ability to accomplish work assignments as scheduled, work load data, budget estimates, changes in work techniques and standards, rearrangement of machinery, or other changes in facilities; assist their superiors in developing and reviewing proposed long-range work requirements and schedules; and participate with their superiors in planning conferences and meetings.

Work Direction

Supervisors organize, coordinate, and direct the work activities and personnel of the organizational segments, groups, and work shifts supervised. These responsibilities include establishing a good working climate to encourage workers to participate in achieving management goals, and to promote efficient and economical work operations, assigning and explaining work requirements to subordinate supervisors, setting the deadlines and the sequence of work operations to be followed; and, as necessary, directing the rearrangement of space, and the development of specialized tools and equipment. The supervisors also are responsible for maintaining balanced workloads for the organizational segments, groups, and work shifts supervised; shifting work assignments, subordinate workers, and the other resources under their control as needed to achieve the most effective work operations; reviewing and analyzing work accomplishment, cost, and personnel utilization records to evaluate the progress of work, control or reduce costs, and anticipate and avoid potential problems; and taking or recommending necessary corrective actions. To control the work operations for which they are responsible, the supervisors, as appropriate, prepare operating instructions and work plans to be followed by subordinate supervisors in accomplishing critical or emergency work projects; participate with engineering personnel and/or management officials in the development of qualitative and/or quantitative work standards; spot check work operations; review completed work and inspection reports to assure that standards are met; and coordinate work operations, as needed, with the supervisors of other organizations and functions.

Administration

The supervisors recommend promotion or reassignment of subordinate supervisors, and make formal appraisals of their work performance; determine training needs for all levels of subordinate supervisors and workers; promote and administer a variety of management programs for the organizational segments, groups, or work shifts supervised, such as safety, cost

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reduction, incentive awards, beneficial suggestions, and quality assurance within policies and procedures established by higher authority; and assure that subordinate supervisors effectively carry out policies to achieve management objectives in areas such as labor-management relations and equal employment opportunity. In carrying out their administrative responsibilities, the supervisors also schedule the leave of subordinate supervisors; review personnel actions and performance appraisals initiated by subordinate supervisors; act on personnel problems referred by subordinate supervisors; and serve as management representatives at hearings, meetings, and negotiations involving labor management relations. The supervisors also assure that appropriate work accomplishment reports and administrative records are maintained.

Situation #4. In this situation, as in Situation #3, supervisors are primarily responsible for the overall direction and coordination of subordinate trades and labor work activities and functions which, because of their scope,, volume and complexity, are (1) carried out by two or more separate organizational segments, groups, or work shifts and (2) typically controlled through two or more levels of supervision. Supervisors in this situation differ from those in Situation #3 mainly in the nature of their participation in the planning and establishment of long range work requirements and schedules; and the authority deriving from their responsibilities as the highest level "blue-collar" subject matter experts for the work and functions carried out under their direction. (The supervisors in this situation typically have the highest degree and scope of trades and labor supervisory responsibility possible under the Federal Wage System for their particular work functions. Jobs which exceed this level of responsibility are primarily managerial in nature and are classified under the General Schedule.)

Planning

In addition to the level of planning described at Situation #3, supervisors at this level are the top subject matter experts for the trades and labor occupations, work operations, and functions supervised by them at their employing installation, facility, base, or office. In that capacity, they typically participate in meetings and/or conferences, and may provide information to or serve as members of working groups or teams with engineering, production control, and other personnel in the initial analysis of long-range work requirements (e.g., six to eighteen months or longer in advance of the beginning of actual work operations); determine the number of workers and the skills, equipment, facilities, materials, and tools needed; evaluate the resources required to accomplish the proposed work "packages" or program in relation to the resources committed to ongoing and previously

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scheduled work operations; make recommendations to their superiors, as appropriate, concerning additional personnel and other resource requirements, changes to previously planned work schedules and the addition or deletion of discretionary work items from the work operations being planned; make commitments with respect to matters such as feasibility of individual work projects, and key dates and deadlines to be used in the subsequent development of basic work schedules; and continue to participate in planning meetings and discussions as more detailed information is obtained concerning individual work items.

Supervisors review the immediate and long range requirements of the organizational segments, groups, and work shifts supervised, based on workload forecasts, and may develop, for approval by their superiors, plans for meeting long-range resource requirements (e.g., the number, kinds, and levels of workers and skills needed; budget authorizations; training plans; early procurement of materials and tools with long lead times; and inter-shop borrowing of personnel). Within the broad limits of long-range work schedules, priorities, and levels of authorized resource expenditures established as described above, the supervisors plan the allocation of resources and the distribution of work to subordinate supervisors, and determine the internal plan to be followed by the subordinate supervisors in applying those resources to effectively accomplish work operations (e.g., integration of work operations of the different organizational segments and with the schedule of needed material deliveries; and coordinating with related work operations performed under the direction of other supervisors). In addition to providing information and advice on matters such as the ability to accomplish work assignments as scheduled, work load data, and budget estimates, the supervisors participate fully with higher level management officials and staff organizations in studying and developing recommendations concerning changes in specification requirements, work techniques and standards; revision of organizational structures, responsibilities, and relationships; and improvement or modernization of equipment, facility layout, and work flow.

Work Direction

The work direction for supervisors at this level is the same as that described for supervisors at Situation #3.

Administration

In addition to the level of administration described at Situation #3, supervisors at Situation #4 develop and establish the internal procedures (e.g., meetings, content and timing of reports) to be followed by subordinate supervisors to assure

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effective control and direction of the work activities, organizations, and personnel supervised. They identify long-range training needs for all levels of subordinate supervisors and workers, work with staff offices to develop the content of the training, submit funding and budget requests with justifications for approval by their superiors, and arrange for the accomplishment of the training (e.g., scheduling, release of workers from other duties).

FACTOR II: LEVEL OF WORK SUPERVISED

This factor concerns the level and complexity of the work operations supervised, and their effect on the difficulty and responsibility of the supervisor's job.

To determine the level of nonsupervisory work to be credited under this factor, as indicated in steps 1 and 2 below, consider all substantive work, whether under the direct or indirect supervision of the job being graded, for which the supervisor involved is technically accountable. Credit should not be given under this factor for work operations involving only administrative responsibility by the supervisor.

Determine the level of work supervised in accordance with the following two steps:

Step 1. Identify the occupation (or various occupations) directly involved in accomplishing the work assignments and projects which reflect the main purpose or mission of the work operations for which the supervisor is accountable.

The number of subordinates in an occupation does not, in itself, determine the occupation (or different occupations) to be identified. For example, where the primary purpose or mission of the work operations supervised is the manufacture of machined parts, the supervisor might direct machinists and machine tool operators in manufacturing the parts, as well as toolmakers in making special tools for use by the machinists and machine tool operators in the machining operations supervised. In this situation, the machinist and machine tool operator occupations would be properly identified as being directly involved in accomplishing the primary purpose of the work operations supervised (i.e., the operation of machine tools and the performance of machining operations to manufacture parts). In contrast, the toolmaking occupation should not be identified because, in the particular situation described in this example, toolmaking is performed as a supporting (facilitating) function (i.e., making tools for use by other workers directly engaged in carrying out the primary mission of machining parts).

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On the other hand, where the primary purpose of the work operations supervised is the manufacture of tools, the supervisor might direct toolmakers in the manufacture of the tools, as well as machinists and machine tool operators in making parts for the tools. In this situation, the toolmaker, machinists, and machine tool operators all contribute directly to the manufacture of the tools. Accordingly, the toolmaker, machinist, and machine tool operator occupations should all be identified because all are directly involved in accomplishing the primary purpose and mission of the work supervised. It should also be noted that in this situation, the toolmaking occupation should be included among those identified regardless of the number of machinists and machine tool operators supervised (i.e., even if the number of toolmakers involved is significantly smaller than the number of subordinates doing the work of the other occupations).

Thus, in accomplishing step one, one or more occupations must be identified, as appropriate, depending on the nature of the work operations involved. When a supervisor is accountable for two or more separate or different functions, each with its own primary purpose or mission, the different occupations directly involved in carrying out each of the separate functions must be identified, even if one of the functions is significantly smaller in terms of the number of subordinates involved.

Step 2. Determine the grade of the highest level nonsupervisory work accomplished by subordinates who, under normal job controls, perform the work of one or more of the occupations identified in step 1 above.

In determining the grade level to be credited, care must be used to make certain that the grades of the subordinate jobs really reflect the level and complexity of the work operations supervised and their effect on the difficulty and responsibility of the supervisor's job. For example, in some work situations, nonsupervisory jobs may have been given one or more extra (higher) grades, such as for:

- exercising "shift" or "watch" responsibility;
- accomplishing work with extraordinary independence and freedom from supervision;
- demonstrating special occupational expertise;
- assisting the supervisor in the planning of work operations;
- serving as senior workers and reviewers of the work performed by other workers in the same unit or group (i.e., by co-worker under the supervisory job being graded); and

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- performing higher level work under the technical supervision of a different supervisor (i.e., not under the direct or indirect supervision of the supervisor whose job is being graded).

If nonsupervisory jobs have been given higher grades in situations such as those described above, the extra grade (or grades) should not be credited in determining the level of work supervised.

The grade arrived at by these steps normally is the level of work supervised to be credited in determining the grade of a supervisory job. However, there are circumstances in which special rules apply, as follows:

Constructed level of work supervised

There are exceptional situations in which the use of a constructed level of work supervised is permitted. These unusual circumstances arise when the nonsupervisory performance level that is normal (i.e., usual or typical) for the kind of work operations involved temporarily is not reflected in any of the jobs supervised. For example, this may occur when all subordinate jobs have been redesigned to permit use of workers who have limited skills and are being trained for a period of time, such as three to six months, to enable them to work at the normal performance level. For the purpose of this standard, the nonsupervisory level that is "normal" for work operations is the nonsupervisory grade that would result if the work operations involved were organized and work assignments were made in the most cost effective manner possible, consistent with production or other work objectives.

Great care must be used to assure that the construction of a level of work supervised is warranted. Use of a constructed level is not permitted when operations and work assignments have been redesigned for use on a continuing, permanent basis rather than for use during temporary periods of training.

Similar care must be used to make certain that constructed grades, if used, are realistic and only reflect the normal level of work by individual workers in accomplishing the kind of work operations involved.

For example, in some situations, the fabrication of a product or the accomplishment of other kinds of work operations may require the performance of different tasks, in sequence, by different employees. If, in such a situation, use of a constructed level of work supervised were warranted, it is emphasized that the grade to be constructed and credited usually would not be the

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grade that would result if one nonsupervisory worker were performing all the tasks involved in accomplishing the work operations supervised. Rather, the grade to be constructed would be the grade appropriate for one nonsupervisory worker performing only the range of tasks typically assigned to one worker. The only circumstances in which all tasks should be considered in constructing the level of work supervised is when performance of all the tasks by one or more individual subordinate workers would be the most cost efficient and typical manner of accomplishing the kind of work operations for which the supervisor is responsible.

Caution must also be used to avoid considering the nature and level of the supervisor's personal contribution of technical subject-matter/occupational knowledge and skill to the accomplishment of day-to-day work operations. This factor (Factor II) concerns only the level of work performed by subordinates, whether actual or constructed. It is not intended under this factor to credit "supervisory" responsibility over the level of the supervisor's own personal contributions to work accomplishment. Such personal contributions should be graded, as appropriate, by the application of nonsupervisory job grading standards. Construction of a level of work supervised which is based on the work done by the supervisor is not permitted. (See the instructions on page 28 in this standard for grading mixed supervisory-nonsupervisory jobs.)

Finally, it should be noted that there may be situations in which the level of work supervised, as determined under the provisions of this standard, will not be the highest level of work for which the involved supervisor has technical accountability. For example, when the highest graded work supervised involves support or facilitating work which is not creditable under this factor or when the highest level of work supervised is based upon a single job which does not accurately reflect the level and complexity of work operations supervised. Seldom, if ever, should a single job serve as a basis for a base level grade determination. Usually, the work aspects of a single job fail to provide valid indicators as to the actual level of and complexity of the work operations supervised and their effect on difficulty and responsibility of the supervisor's job. However, when the above situations occur, note that fact for later consideration. (See possible grade level adjustments discussed on pages (28-31) under the instructions for final grade determination.)

FACTOR III - SCOPE OF WORK OPERATIONS SUPERVISED

This factor considers the scope of the job's supervisor responsibility in terms of: (1) the scope of the assigned work function and organizational authority; (2) the variety of

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functions the position required to supervise; and (3) the location of subordinate employees. This factor is divided into three subfactors, which are in turn subdivided into levels with points assigned to each level. An appropriate level is selected for each subfactor and the corresponding point values are totaled. The total points are then converted to specific levels under Factor III using the conversion chart located at the end of this factor.

Subfactor A. Scope of Assigned Work Function and Organizational Authority - This subfactor measures the scope of the assigned work function or mission, i.e., the purpose of the establishment of the job in the organization, the extent and nature of the job's authority in relation to the organizational assignment, and the importance of the position's decisions. To determine the proper subfactor level for a job, careful judgment must be used to identify the actual supervisory authorities assigned to the position and how they are exercised.

Level A-1 (30 points). Supervisor at this level (i.e., properly evaluated at Situation 1 Factor I) have first line supervisory and decision authority over a single work function that typically includes a few separate tasks or procedures. Decisions made at this level are clearly defined or virtually automatic since higher level management has already established a course of action and a methodology for implementation.

Level A-2 (40 points). At this level (i.e., properly evaluated at Situation 2 or 3 under Factor I) supervisors have first or second level supervisory and decision authority over an organizational segment which typically has been established on the basis of being a distinct work function or mission; or a designated geographic location or work area. Supervisors make routine decisions regarding execution of policy which has been interpreted or established by the next higher level. Supervisors are involved in operating details through direction of day to day operations. At this level, subordinate supervisors and/or leaders may be necessary to accomplish work operations. Supervisors at this level react to variations in the work place and maintain a balanced workload between subordinate work groups, and making adjustments as necessary. Decisions typically involve the work or assignments and how they are completed (e.g., the process or procedure involved). A poor or improper decision or recommendation could have an impact on timely or cost effective completion or execution of assigned tasks.

Level A-3 (65 points). Supervisors at this level (i.e., properly evaluated at Situation 3 or higher under Factor I) have supervisory and decision authority for work functions or a portion of a mission requirement (e.g., a specific program in a designated

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geographic location or a specific function). The scope of the mission or work functions at this level typically requires supervisors to utilize several subordinate supervisors and leaders through structured working relationships among subordinate groups of employees, formal procedures for scheduling and assigning work and work results, and the issuance of instructions through subordinate supervisors and leaders. At this level supervisors make interpretive decisions within the program limits established at higher levels. A poor or improper decision or recommendation would require higher management intervention within a short period of time so as not to jeopardize effective mission accomplishment of the supervised entity.

Level A-4 (100 points). At this level supervisors (i.e., properly evaluated at Situation 4 under Factor I) have supervisory authority for major work functions or missions. The scope and diversity of work at this level typically requires supervisors to utilize a large group of subordinate supervisors and leaders through two or more levels of supervision to control and manage work functions or missions. Supervisors at this level exercise planning and programming decision authority for the execution of policy made at higher organizational levels. At this level supervisors must continually evaluate and improve operational effectiveness by studying the work structure and methods, examining various alternatives, calculating benefits to be achieved, and recommending basic changes. Decisions made at this level impact the ability of the organization to complete its mission, i.e., lack of a decision or a bad decision could jeopardize support of prescribed Agency objectives and goals in a timely or economic manner, and could require major reprogramming of resources among other organizations, and other rescheduling of planned actions and activities. Decisions at this level involve plans and programs that execute the policy decisions made at higher organizational levels.

Subfactor B. Variety of Function - This subfactor measures the difficulties of supervisory work functions which may vary from being essentially similar to markedly different. Work function pertains to the type(s) of product(s) and/or service(s) produced and the corresponding variety of occupations necessary to accomplish assigned functions. (Note - work which is less than the "full performance" level or is incidental to the primary function has no effect on this subfactor. For example, a laborer driving a truck to a work site or the operation of forklifts or trucks in the work area in support of the work function).

Level B-1 (25 points). Supervisors at this level direct the work of subordinates in accomplishing an assigned function through one or more occupations within a single job family requiring a base

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level of work (i.e., as identified under Factor II) at grades 1-8. (See Part 3. Definitions of Trades and Labor Job Families and Occupations.)

Level B-2 (30 points). This level is similar to the preceding level except that supervisors at this level direct the work of subordinate in occupations in different job families.

Level B-3 (50 points). Supervisors at this level direct the work of subordinate in a single job family requiring a base level of work (i.e., as identified under Factor II) at grades 9-12. (See Part 3. Definitions of Trades and Labor Job Families and Occupations.)

Level B-4 (60 points). This level is similar to the preceding level except that supervisors at this level direct work of subordinates in occupations in different job families.

Level B-5 (70 points). Supervisors at this level direct the work of subordinates in accomplishing assigned functions which are performed through occupations in a single job family requiring a base level of work (i.e., as identified under Factor II) at grades 13-15.

Level B-6 (80 points). This level is similar to the preceding level except that supervisors at this level direct the work of subordinates in occupations in different job families.

Subfactor C. Geographic Dispersion - This subfactor measures the varying levels of difficulty associated with supervisory personnel who vary from being collocated to being widely dispersed. (Note: It is possible to have no points credited for this subfactor if subordinate employees are located in the same contiguous area with the supervisor or when physical dispersion between employees and supervisors occurs infrequently.)

Level C-1 (5 points). Subordinate employees are located in several areas or buildings within a defined geographic location such as a military base or large Federal complex consisting of many buildings.

Level C-2 (15 points). Subordinate employees are located at several work sites in and outside of the immediate geographic location or are centrally located within a military base or Federal complex and are regularly assigned work on a temporary or on-going basis which is outside of their immediate defined location. For example, this would include employees who regularly service, maintain, or repair equipment or facilities off-site but within the local commuting area of their base or complex.

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Level C-3 (30 points). Subordinate employees (i.e., work teams) are located in one or more areas within a defined geographic location and are routinely assigned work projects for varying lengths of time which cover large geographic areas such as two or more states. For example, this level would include employees who regularly service troubleshoot, repair, and/or maintain missile or communication sites.

Level C-4 (50 points). Subordinate employees (i.e., work teams) are similar to those identified at Level C-3 except that employees at this level are routinely assigned work projects for varying lengths of time in foreign countries and aboard ships at sea.

FACTOR III POINT CONVERSION CHART

<u>55</u> to <u>65</u> points	Level A
<u>70</u> to <u>105</u> points	Level B
<u>110</u> to <u>125</u> points	Level C
<u>130</u> to <u>160</u> points	Level D
<u>165</u> to <u>195</u> points	Level E
<u>200</u> to <u>235</u> points	Level F

GRADING TABLES

This section of the standard contains grading tables and instructions for their use in making determinations. A separate grading table is provided for each of the four supervisory situations defined in this standard (Factor I).

Each table provides a different grade pattern that is geared to the particular supervisory situation to which it applies. For example, the table for supervisory situation 1 cannot be used to grade jobs that meet the requirements for situation 2.

The following steps must be followed in applying the grading tables.

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Initial grade determination

To initially determine the grade level of the job being graded:

- Select the grading table that applies to the supervisory situation involved (Factor I);
- Find the appropriate level of work supervised (Factor II) in the left-hand column of the table; and
- Find the applicable level for work operations supervised (Factor III) at the top of the other columns on the table. The resulting grade level is shown in the space on the table created where the horizontal level of work supervised line crosses the vertical work operations supervised column.

GRADING TABLE

SUPERVISORY SITUATION 1. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)					
	A	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades					
1	1	1	1	2	3	4
2	1	1	2	3	4	5
3	1	2	3	4	5	6
4	2	3	4	5	6	7
5	3	4	5	6	7	8
6	4	5	6	7	8	9
7	5	6	7	8	9	10
8	6	7	8	9	10	11
9	7	8	9	10	11	12
10	8	9	10	11	12	13
11	9	10	11	12	13	14
12	10	11	12	13	14	15
13	11	12	13	14	15	16
14	12	13	14	15	16	17
15	13	14	15	16	17	18

GRADING TABLE

SUPERVISORY SITUATION 2. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)					
	A	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades					
1	1	1	2	3	4	5
2	1	2	3	4	5	6
3	2	3	4	5	6	7
4	3	4	5	6	7	8
5	4	5	6	7	8	9
6	5	6	7	8	9	10
7	6	7	8	9	10	11
8	7	8	9	10	11	12
9	8	9	10	11	12	13
10	9	10	11	12	13	14
11	10	11	12	13	14	15
12	11	12	13	14	15	16
13	12	13	14	15	16	17
14	13	14	15	16	17	18
15	14	15	16	17	18	--

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

GRADING TABLE

SUPERVISORY SITUATION 3. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)				
	B	C	D	E	F
Nonsupervisory Grades	Supervisory Grades				
1	3	4	5	6	7
2	4	5	6	7	8
3	5	6	7	8	9
4	6	7	8	9	10
5	7	8	9	10	11
6	8	9	10	11	12
7	9	10	11	12	13
8	10	11	12	13	14
9	11	12	13	14	15
10	12	13	14	15	16
11	13	14	15	16	17
12	14	15	16	17	18
13	15	16	17	18	--
14	16	17	18	--	--
15	17	18	--	--	--

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

GRADING TABLE

SUPERVISORY SITUATION 4. (FACTOR I)

Level of Work Supervised (Factor II)	Scope of Work Operations Supervised (Factor III)			
	C	D	E	F
Nonsupervisory Grades	Supervisory Grades			
1	5	6	7	8
2	6	7	8	9
3	7	8	9	10
4	8	9	10	11
5	9	10	11	12
6	10	11	12	13
7	11	12	13	14
8	12	13	14	15
9	13	14	15	16
10	14	15	16	17
11	15	16	17	18
12	16	17	18	--
13	17	18	--	--
14	18	--	--	--
15	--	--	--	--

NOTE: Grade WS-18 is the highest grade permissible for FWS supervisors.

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Final grade determination

The grade level initially determined above usually will be the final grade resulting from application of the preceding sections of this standard. However, additional rules and grade adjustments may apply in some circumstances, as indicated below.

Jobs of full assistants

When a supervisor is the full assistant to a superior, and has direct day-to-day line authority over all personnel and work operations for which the superior is responsible, the job of the superior is graded first, without regard to the full assistant. The full assistant supervisor then is graded one grade below the final grade of the superior. (Full assistant jobs are "one-position" jobs clearly recognized as being in the "Number 2" spot of the organization or activity with full authority to act on all matters for which the superior is responsible.)

Duties performed in the absence of a superior

When a supervisor takes the place of a superior only if the superior is absent, the supervisor is graded on the basis of the supervisor's regular duties and responsibilities. No additional grade should be added for serving in the absence of the superior.

Mixed supervisory-nonsupervisory jobs

When both supervisory responsibilities and nonsupervisory work are a regular and recurring part of a job, the supervisory duties and nonsupervisory work are first graded separately. The final grade of such a job is then determined by selecting the supervisory or the nonsupervisory grade which results in the higher pay rate for the job.

Note: When the final grade of such a job is based on its nonsupervisory work, the job is titled, coded, and graded as a nonsupervisory job. However, if the supervisory duties of such a job are considered significant for recruitment and selection purposes, this should be shown by adding a parenthetical supervisory indicator to the basic nonsupervisory title, for example, Die Sinker (Supervisor) WG-3428-14.

Grade level adjustments

Both upward and downward changes from the initially determined grade are required as indicated in the circumstances described below. In determining the adjustment to be made, a situation requiring a downward grade adjustment balances and cancels a

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situation requiring an upward grade adjustment. Two strengthening situations outweigh a single weakening situation and, conversely, two weakening situations outweigh a single strengthening one. (Note: Upward grade adjustments do not apply to jobs properly graded at WS-18. Grade level adjustments may not exceed one grade level.) The following rules apply in making grade adjustments:

- When the number of applicable situations calling for an upward grade adjustment exceeds the number of applicable situations requiring a downward adjustment, an upward adjustment of one grade is warranted.
- When the number of applicable situations calling for a downward grade adjustment exceeds the number of applicable situations requiring an upward grade adjustment, a downward adjustment of one grade is required.
- When the number of applicable situations calling for an upward grade adjustment is the same as the number of applicable situations requiring a downward grade adjustment, no grade adjustment is warranted.

Downward grade adjustments are indicated in the following situations:

1. Alignment between higher and lower level supervisors
When the grade of a supervisor's job, resulting from application of the grading table, would be the same as the grade of the supervisor's superior, the grade of the supervisory job being graded must be adjusted downward.
2. Supervisory responsibility which does not fully meet supervisory situation 1 (Factor I)
-In some work situations, there may be jobs which warrant grading as supervisors under this standard but involve a degree of supervisory accountability which only barely exceeds that of leaders. When the supervisory responsibility of such a job is so limited that it does not fully meet supervisory situation 1 under Factor I of this standard, the grade of the supervisory job being graded must be adjusted downward.

Upward grade adjustments are indicated in the following situations:

1. Borderline jobs
The grade of a supervisory job must be adjusted upward from the initially determined grade when the following condition applies:

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The job being graded substantially exceeds the supervisory situation (Factor I) which was credited in applying the grading table; and

the level of work supervised (Factor II) which was credited in applying the grade table is not the highest level of work performed by subordinates for which the supervisor has full technical accountability.

2. Work situations which impose special or unusual demands on the supervisor

In some situations, the nature of the work operations supervised, the mission to be accomplished, or other circumstances impose special demands on the supervisor involved. These special requirements may significantly affect the intensity of the supervisory effort, and the level of both technical and administrative knowledge and skill which must be applied.

In the situations noted below, the preceding provisions of this standard do not fully recognize and credit the impact on the supervisory job of such special requirements. Accordingly, when the following situation applies, the grade of the job being graded must be adjusted upward.

Special staffing requirements

In some work situations, special staffing requirements may impose on the supervisor a substantially greater responsibility for job design, job engineering, work scheduling, training, counseling, motivating, and maintaining security than that which is normally encountered in orienting, training, and supervising subordinates in accomplishing work. For example, special employment programs such as work-study, upward mobility, rehabilitation, and others, may be geared toward utilizing employees with very low level skills and inappropriate or no work experience. Other "staffing" situations, such as those at correctional institutions, also may involve exceptionally difficult attitudinal, motivational, control, and security problems. An upward grade adjustment may be made in determining the grade of a supervisor directly responsible or indirectly responsible (through subordinate supervisors) for work operations involving such exceptional conditions when all of the following are present:

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- A majority (i.e., more than fifty percent) of the subordinate workforce is involved and reflects the special requirements;
- The special staffing circumstances, rather than being temporary or intermittent in duration, affect the responsibilities of the supervisor on a permanent and continuing basis;
- Job assignments, work tasks, training, security measures, and other supervisory actions must be tailored to fit these special circumstances for individual workers; and
- Counseling and motivational activities are regular and recurring, and are essential to the effective handling of the special work situation.