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Agricultural Management Series

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Agricultural Management Series

GS-0475

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SERIES DEFINITION

This series includes positions involving performance of a broad range of professional agricultural functions associated with providing supervised credit and technical assistance programs for agricultural enterprises and related rural activities. The work requires performance of broad technical and financial functions to assist farmers, ranchers, and other rural residents in the planning, development, operations, and maintenance of agricultural enterprises. Positions in this series perform duties such as: advising farmers and ranchers of the operational and financial implications of key decisions concerning their enterprises; determining the survivability of agricultural enterprises; approving and supervising loans under various programs; and verifying information supplied by borrowers. Positions in this series require: professional knowledge of agriculture and related biological and physical sciences; knowledge of credit and finance principles and practices; and knowledge of the purposes, provisions, procedures, and implications of the various loan programs of the agency.

This standard supersedes the standard for this series issued in April 1967.

This classification standard has been developed for positions in a single Federal agency. Positions in other agencies may not be placed in this series without the approval of the Office of Personnel Management. The standard may be used, however, for making cross-series comparisons guided by sound position classification judgment.

EXCLUSIONS

Excluded from this series are the following classes of positions:

1. Positions where the primary purpose is performing analytical and evaluative work which requires knowledge of: credit risk and lending principles, financial structures, practices of business organizations, and pertinent statutory, regulatory, and administrative provisions of loan making; but work which does not require an in-depth knowledge of the principles and practices of agriculture. Such positions are classified in the [Loan Specialist Series, GS-1165](#).
2. Positions concerned with research or studies to develop theories, techniques, processes, or general agricultural policy. Such positions are more appropriately classified in one of the specialized biological science series, the [General Biological Science Series, GS-0401](#), or other appropriate scientific or professional series.
3. Professional positions concerned primarily with one specific type of professional agricultural activity such as agronomy, range or soil conservation, or forestry. Such positions should be classified in the appropriate specialized series, such as the [Agronomy Series, GS-0471](#), the [Range Conservation Series, GS-0454](#), the [Soil Conservation Series, GS-0457](#), or the [Forestry Series, GS-0460](#).

TITLES

The basic title for positions in this series is *Agricultural Management Specialist*.

The title *Supervisory Agricultural Management Specialist* is the title for positions which meet the definition of a supervisor in the [Supervisory Grade-Evaluation Guide](#) or subsequently issued guidance for classifying leadership positions.

OCCUPATIONAL INFORMATION

Background

This standard provides criteria for classifying positions in the Farmers Home Administration, Department of Agriculture, which are concerned with the administration of agricultural and rural credit programs through direct professional advice and technical assistance, financial management assistance, and the approval of loans with continuing professional and technical advice regarding those loans, to farmers, ranchers, and other rural residents.

The broad nature of the activities of the agricultural management specialist combines the basic professional functions of various fields of agriculture (agronomy, animal science, forestry, agricultural engineering, agricultural economics, and other related professional fields) with the broader, more generalized fields of management. The work involves application of professional knowledge of agriculture, along with a thorough understanding of financial management as it applies to farming and rural community development.

Work in this series requires the performance of financial management functions typically found in many Federal loan programs, e.g., appraisal of property damage and determination of income potential or ability of the borrower to repay. In making appraisals or risk determinations for a farm loan, the agricultural management specialist must understand the agricultural operations and principles involved and the economy of the area served. The specialist works with the loan applicant in the analysis of problems and assists in planning an agricultural operation suited to individual or family needs or capabilities. Analysis and planning of an agricultural operation are made to help determine 1) the feasibility of the loan applicant's proposal; 2) whether the loan can help assure the success of the enterprise; and 3) whether the applicant would be able to repay the loan. After the loan is made, the agricultural management specialist also "supervises the loan" by providing guidance and assistance to ensure that the operation is being carried out properly, and assists the operator in working out necessary adjustments.

Knowledges

Agricultural management specialists perform professional, evaluative, and administrative work associated with the granting of supervised credit for a wide range of agricultural and rural enterprises. Although the knowledge, skills, and abilities required for the successful performance of assigned duties in this series will differ in depth and intensity in widely different geographic areas, or at different grade levels, most positions require:

1. Knowledge of agricultural production, economics, and marketing sufficient to:
 - o assess survivability of farm or ranch operations as business enterprises and approve loans based on that assessment;
 - o identify and require specific agricultural practices and agricultural marketing strategies (tailored to the facilities, expertise, and financial condition of the specific borrower) as a condition for receiving a loan;
 - o advise farmers and ranchers concerning the operating choices they face and the likely implications of those choices in terms of production and profit;
 - o advise farmers and ranchers of the marketing approaches most likely to provide a secure and profitable sale of their products;
 - o verify the existence and satisfactory condition of equipment and crops serving as loan collateral; and
 - o determine that the agricultural operation of a borrower is no longer viable as a business enterprise and take appropriate action, up to and including foreclosure.
2. Knowledge of the principles and practices of credit and finance sufficient to:
 - o follow fundamentally sound lending practices; and
 - o be effective in encouraging other lending institutions such as local banks to share in lending to agricultural and rural enterprises.
3. Knowledge of the purposes, policies, provisions, and procedures of the lending programs of the agency sufficient to:
 - o inform potential borrowers of the requirements of each loan program;
 - o assist borrowers in complying with the procedural requirements of agency loan programs; and
 - o administer the loan programs.

4. Knowledge of agency clients and their institutions sufficient to:
 - o interpret, modify, and present complex professional and administrative material to farmers and ranchers; and
 - o motivate clients and client groups to accept and act upon agricultural and financial recommendations.

Programs

The agency provides credit to farmers and ranchers, individual residents, and rural groups through various loan programs when loans at reasonable rates are not available through other sources. At any given time, there may be several active loan programs in effect, but these can change considerably over time. Criteria for program coverage, interest rates, program requirements, and processing procedures typically change frequently. New programs are added and existing programs are replaced or deleted.

In evaluating positions in this series, program characteristics can be important in the classification process because they affect the overall variety and complexity of the work, and, in some cases, can affect the series determination. For example, a county office could have a workload made up almost entirely of loans to rural residents with only a few or no agricultural loans. If so, the position would be classified in the [Loan Specialist Series, GS-1165](#). Moreover, agricultural loan programs which rest almost entirely on real estate value generally require less intensive involvement in the operating decisions of the borrower, and this affects the depth of agricultural knowledge required and the variety and complexity of the work. A large volume of agricultural operating loans will typically require a greater depth of knowledge of agricultural production than an equal volume of farm ownership loans.

Although program titles may change and the agency may have more distinct programs in some years than others, the agency typically has loan programs such as the following:

- o farm operating loans - These are loans to meet operating expenses such as feed, seed, livestock, fertilizer, farm and home equipment, living expenses, insurance, medical care, and hired labor. They typically entail significant involvement in the operating decisions of the borrower. For example, as a condition of receiving a loan, the borrower may have to agree to follow specific key farming practices, raise specific crops, and follow specific marketing practices.
- o farm ownership loans - These are loans for such purposes as buying land; refinancing debts; constructing, repairing, or improving buildings, or improving farmland; or developing water resources.

At any specific time, a variety of other, more specialized programs may be available, such as: soil and water loans, recreation loans, limited resource loans, Indian tribal loans, emergency loans,

aquaculture loans, and youth project loans. The significance of such programs for classification purposes depends upon the overall work assigned to the individual position being classified. In evaluating positions in this occupation, one should keep in mind that loan volume, by itself, is not grade determining. Its significance depends heavily upon what makes up the volume.

The Nature of Functions Performed

At higher organizational levels of the agency, the work is that of developing programs, policies, and procedures pertaining to operating level functions; reviewing and advising on complex problems; adjudicating appeals; and evaluating the general effectiveness of the agency's operating programs and activities. The principal types of duties performed at the direct operating level of the agency are as follows:

1. Investigating applications and determining action to be taken. This involves:
 - o Ascertaining the specific needs of the applicant, through discussion, and often by onsite observation.
 - o Evaluating the applicant's capabilities, and the likelihood of the applicant being successful with available assistance.
 - o Determining the type and amount of assistance that will be most beneficial to applicant.
2. Planning operations with approved applicants. This involves:
 - o Developing annual and long-term plans for the operation of the farm, including management of the home and family expenditures. Such plans cover the organization of the farm business, initiation of new or modification of existing farming practices, the application of good financial management and credit practices, and installation, maintenance, and use of appropriate recordkeeping systems. Annual plans identify steps to be taken toward long-term goals, and tend to highlight the items for which the borrower needs special assistance. If construction of a house or farm building is involved, the agricultural management specialist will review and advise on plans, materials, and contract specifications.
 - o Providing management guidance and professional assistance to associations (private or public groups) in organizing and determining economic soundness of proposals. Reviewing and advising on proposed plans, specifications, cost estimates, and contracts for lease of property, construction, and purchase of materials.
3. Providing continuing guidance, counsel, and professional assistance to borrowers. This involves:

- o Periodic counseling with borrowers to analyze status of total operations, providing financial and production management assistance; reviewing plans for loan repayment, advising on expenditures, and working out necessary modifications.
4. Coordinating programs with the business community, and informing the rural public of available credit assistance. This involves:
- o Maintaining contact with groups (banks, commodity processors, cooperative associations, lending institutions, and local, State, and Federal Government agencies) that furnish financial and technical assistance on agricultural matters and rural development or regulate or otherwise affect rural community facility operations in order to remain current with professional agricultural technology as well as rural economic trends, developments, credit needs, and to take an active role in rural development planning and technical assistance.
 - o Informing the public of assistance available through the agency through the news media, speeches to interested groups, visits to farms and community facilities, and similar efforts.
 - o Providing leadership to planning committees in developing and acting upon coordinated programs for rural renewal and economic development.

Distinguishing Between Positions in the Agricultural Management Series, GS-0475, and the Loan Specialist Series, GS-1165

Many positions currently classified in the Agricultural Management Series, GS-0475, also require the incumbents to perform duties and responsibilities typical of positions classified in the [Loan Specialist Series, GS-1165](#). This situation occurs in instances where substantial rural housing loan programs exist. In classifying these mixed positions, care must be taken to make appropriate distinctions between the agricultural management specialist functions and the housing loan specialist functions.

The central distinguishing feature of positions in the Agricultural Management Series is the requirement for extensive knowledge of *both* agricultural production and marketing, on the one hand, and of the principles and practices of credit and finance (including a knowledge of the provisions of agency programs) on the other. This combination of requirements is unique to the Agricultural Management Series.

The knowledge of agricultural production and marketing required by these positions goes beyond the "general working knowledge" of farm operations and similar topics required of loan specialists described in the [Loan Specialist Series, GS-1165](#), classification and qualification standards "agricultural" specialization.

For example:

- o Agricultural management specialists base their loan making on overall assessments of the likely viability and profitability of agricultural enterprises, and the loans they approve are usually essential to the survival of those enterprises. The loans are for enterprises whose survival is sufficiently in doubt that other lending institutions are unwilling to risk extending credit. In addition, agricultural management specialists may identify and require specific and detailed production and marketing strategies as a condition of receiving credit. Agricultural management specialists must therefore be sufficiently competent to probe deeply into the details of the productive and marketing capacity of each borrower.
- o After loans are made, agricultural management specialists "supervise" each loan. That is, they meet with borrowers to make changes in their production and marketing strategies based on events which have occurred after the loan was made, and approve or disapprove any key changes. The agricultural management specialist therefore must be sufficiently competent to make technical decisions of vital importance to the survival of the enterprise.

Whether a position requires the combination of knowledges characteristic of the Agriculture Management Series or the less extensive knowledge of agricultural production and marketing found in certain Loan Specialist Series positions can be difficult to determine. This is especially true because most GS-0475 positions also perform many duties which do not require extensive knowledge of agricultural production and marketing. The series determination requires an overall evaluation of the duties and qualification requirements of the position. Tempered by sound classification judgment and good position management principles, positions with all or most of the following characteristics would normally be placed in the GS-0475 Series:

- o The position requires approval of agricultural loans necessary to the survival of one or more agricultural enterprises.
- o Loans awarded are based in whole or in part on an assessment of the operation as a viable enterprise rather than strictly on the basis of the value of property serving as collateral.
- o In approving loans, the incumbent identifies and requires key production and marketing practices as a condition of loan approval.
- o In "supervising" a loan, the incumbent is expected to be able to make agricultural assessments including assessments of the progress of crops, and the general health and condition of livestock.
- o The incumbent is required to provide fundamental technical and management advice to borrowers to improve their productivity and profitability.
- o The incumbent is required to base recommendations or decisions concerning foreclosure on an assessment of the productive and marketing capacity of the enterprise,

Staff positions devoted to development of broad agricultural lending programs and policies should also be placed in the GS-0475 series.

There may be positions whose assignments include so few agricultural loans that either the GS-0475 or the [GS-1165](#) series could be appropriate. Answers to the following questions should be helpful in making the series determination.

- o What career path does management expect the incumbent to follow?
- o Is the incumbent expected to be transferable to other positions with a higher volume of agricultural loans?
- o Do the few agricultural loans included in the assignment include complex agricultural enterprises?
- o Are the few agricultural loans all ownership loans or do they include operating loans?
- o What supervision is provided and how are decisions concerning the agricultural loans reviewed?

Nature and Variety of Work

Typically, the work of the agricultural management specialist becomes more complex as the nature and variety of work changes. For example, the complexity increases when there are increases in:

- the types of agricultural loans;
- the variety and types of applicants (individuals, partnerships, cooperatives, corporations);
- the types of enterprises involved;
- the types of crops.

The complexity of the work may also increase in relation to:

- soil types found in the area;
- climate and geographic conditions;
- economic and marketing conditions.

Volume of operations must be examined in depth; however, as the volume of agricultural operating loans increases, each additional loan may create new variables requiring the agricultural management specialist to possess and to use additional knowledges, skills, and abilities. The increased variety also tends to limit the availability, applicability, and sufficiency of technical criteria which govern the nature of the guidelines, and increases the need for the use of judgment

in applying such guidelines. Moreover, the complexity of the work, and the purpose, breadth, depth, and impact of the work tend to be increased. Although, along a continuum, variety due to increased workload may affect most Factor Evaluation System (FES) factors, for certain positions, this impact is most clearly reflected in Factor 3, Guidelines, Factor 4, Complexity, and Factor 5, Scope and Effect. Thus, the significance of loan volume is considerable. However, it is important to note that positions are to be evaluated factor-by-factor, and if the full intent of a factor level is met, it should be credited without regard to minor differences in loan volume.

GRADING OF POSITIONS

The factor level descriptions provided in this standard may be used to classify nonsupervisory agricultural management specialist positions. The [primary standard](#) may be used to evaluate factors of positions that significantly exceed or fall below the factor level descriptions in the standard.

Positions should be evaluated on a factor-by-factor basis, using one or more of the benchmarks, or by reference to the factor level descriptions. The absence of a benchmark at a particular grade level does not preclude the classification of a position at that grade.

Only the designated point values may be used. More complete instructions for evaluating positions are contained in the [introductory material for the Factor Evaluation System](#).

While the standard contains no benchmarks for "Assistant County Supervisor" positions, such positions can be evaluated by comparison with the benchmarks and factor level descriptions. ("Assistant County Supervisor" positions are agricultural management specialist positions located in county offices under the supervision of the agricultural management specialist who directs the work of the office, the "County Supervisor".) It should be kept in mind, however, that the benchmarks describe full "County Supervisor" positions. Thus, in evaluating "Assistant" positions, it is important to recognize and carefully appraise the effects of working in a situation where technical and administrative assistance is readily available and overall responsibility is circumscribed.

Positions for which supervisory responsibilities are grade controlling and which fully meet the minimum level of duties and responsibilities as defined in the [Supervisory Grade-Evaluation Guide](#) should be evaluated by application of the criteria in that guide.

GRADE CONVERSION TABLE

Total points on all evaluation factors are converted to GS grade as follows:

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

FACTOR LEVEL DESCRIPTIONS

FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

This factor measures the nature and extent of information or facts which the agricultural management specialist must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and ideas). Factor 1 also measures the nature and extent of the skills needed to apply those knowledges. To be used as a basis for selecting a level under this factor, a knowledge must be required by the position and applied to the work.

Level 1-5 -- 750 Points

Knowledge of the basic principles, concepts, and methods of agricultural management, and skill in applying this knowledge in carrying out elementary assignments, operations, or procedures. Knowledges and skills at this level include, for example:

1. Knowledge of the principles and practices of agricultural production, of the practical approaches of producers to marketing their agricultural products, and of sources of information concerning these subjects sufficient to:
 - o search a wide variety of literature to develop answers to specific agricultural production problems faced by FmHA borrowers on a wide range of questions relating to such topics as soils, animal science, pesticides, and equipment;
 - o make productive use of other sources of expertise (e.g., universities, other Department of Agriculture organizations, manufacturers) concerning agricultural production problems.

2. Ability to learn and follow the principles and procedures related to credit sufficient to:
 - o understand and apply guidelines and manuals containing FmHA lending policies and procedures in specific routine cases;
 - o perform specific duties, such as chattel checks, with a minimum of instruction.
3. Ability to observe specific/elementary agricultural operations, report observations in clearly written reports, and develop logical recommendations based on those operations.
4. Ability to deal effectively with people through clear, logical discussion.

OR

Equivalent knowledge and skill.

Level 1-6 -- 950 Points

Knowledge of the principles, concepts, and methods of agricultural management which permits performance of recurring assignments with little or no supervision.

Knowledges and skills typical of this level include:

1. Knowledge of the principles and practices of agricultural production, of the practical approaches of producers to the marketing of their agricultural products, and of sources of information concerning these subjects sufficient, for example, to:
 - o perform duties related to loan activities in a county office dealing with a limited number and variety of agricultural operations or enterprises;
 - o evaluate plans of operation for a limited variety of agricultural activities;
 - o observe varied types of agricultural operations, analyze strengths and weaknesses, and develop logical proposals for successful improvements;
 - o advise individual borrowers of marketing alternatives and recommend the most prudent marketing approaches; and
 - o "supervise" activities related to the loan.

2. Knowledge of credit principles and practices sufficient to:
 - o assess the fundamental soundness of individual loans such as those for farm ownership, farm operation, and home ownership.
3. Knowledge of the principles, provisions, and procedures of FmHA programs sufficient to:
 - o determine the eligibility of individual applicants for loans under various programs;
 - o advise applicants of the provisions of FmHA programs and of the implications of those provisions for their individual situations;
 - o process loan applications;
 - o provide proper documentation of loan supervision;
 - o service loans; and
 - o complete documentation of loans that have been paid off.
4. Ability to observe agricultural operations, report observations and analyses of operations in clearly written reports, and develop logical and complete recommendations based upon those observations and analyses.
5. Ability to deal effectively with people through clear, logical discussion and to persuade borrowers to adopt recommended agricultural practices which may require investment, risk, or sacrifice.

OR

Equivalent knowledge and skill.

Level 1-7 -- 1250 Points

Knowledge of a wide range of concepts, principles, and practices of agricultural management, and skill in applying this knowledge to difficult and complex assignments. Typical knowledges and skills at this level include:

1. Knowledge of the principles and practices of agricultural production, of the practical approaches of producers to the marketing of their agricultural products, and sources of information concerning these subjects sufficient, for example, to:
 - o perform duties dealing with a wide and complex variety of agricultural operations and/or enterprises or perform comparable staff work;
 - o personally perform or ensure performance of activities to solve specific farm production and marketing problems facing local borrowers; or to understand new policies and procedures for loan programs;
 - o evaluate the performance of lower grade personnel assigned for the duration of a given project or conduct routine evaluations of offices as assigned; and
 - o assess the likely effects of new agency policies on local borrowers and provide early feedback to higher levels of FmHA concerning those effects.
2. Knowledge of credit principles and practices sufficient to:
 - o assess the fundamental soundness of the overall loan portfolio of an organizational entity or entities to ensure that the lending practices are fair and objective.
3. Knowledge of the principles, provisions, and procedures of FmHA programs sufficient to perform such duties as:
 - o ensuring that borrowers are kept informed of program changes and of the implications of those changes;
 - o planning, organizing, controlling, and reporting on the work of various projects (or conduct evaluations of same), including oversight of recordkeeping required to provide adequate reports to higher levels of FmHA.

OR

Equivalent knowledge and skill.

Level 1-8 -- 1550 Points

Mastery of agricultural management concepts, principles, laws, programs, and precedents, and skill in applying these to the solution of problems not susceptible to treatment under existing

guidelines or to the development of recommendations significantly changing, interpreting, or developing agency policies or programs. Typically, the agricultural management specialist is recognized as a technical authority at this level. Typical knowledges and skills at this level include:

1. Expert knowledge of the principles and practices of agricultural production, of the practical approaches of producers to the marketing of their agricultural products, and of sources of information concerning these subjects sufficient to perform such duties as:
 - o developing new regulations and/or providing program guidance to a significant organization and geographic area (e.g., a State) which accomplishes program objectives effect, with a minimum of administrative effort; or
 - o developing new, effective, and practical methods of providing improved advice, guidance, and financial assistance for FmHA borrowers.
2. Knowledge of credit principles and practices sufficient to ensure that programs are sound in terms of current economic conditions and the current practices of other lending institutions.
3. Knowledge of the principles, provisions, and procedures of FmHA programs sufficient to perform such duties as:
 - o recognizing the need for, developing, and/or recommending changes in legislation or regulations to meet changing economic conditions, to improve service to constituents, or to improve the quality of program administration; or
 - o serving as a central, authoritative source of program advice for a substantial agency program.
4. Knowledge of the means by which agricultural policy is developed and established sufficient to ensure that interested parties are appropriately included in the process of developing, establishing, and implementing new legislative, regulatory, or administrative provisions.

OR

Equivalent knowledge and skill.

FACTOR 2, SUPERVISORY CONTROLS

"Supervisory Controls" covers the nature and extent of direct or indirect controls exercised by the supervisor, the individual agricultural management specialist's responsibilities, and review of

completed assignments. Controls are exercised by the supervisor, in the way assignments are made, instructions and suggestions are given, and priorities are set.

Individual responsibility depends on the extent to which the agricultural management specialist is expected to develop the sequence and timing of various aspects of the work, to modify or to recommend modification of supervisory instructions, and to participate in establishing priorities and defining objectives.

The degree of review of completed work depends upon the nature and extent of the review, e.g., in a training situation close and detailed review of each phase of assignment; in a more advanced setting, detailed review of the finished assignment; or, in the case of a full performance or higher level position, spot check of finished work for accuracy on a periodic basis or review only for adherence to policy.

Level 2-1 -- 25 Points

Specific work task assignments are made by the supervisor or higher grade agricultural management specialist who maintains close control and guidance over the work. Clear, specific, and complete instructions accompany the assignment.

The agricultural management specialist carries out assigned duties as instructed conferring with the supervisor when the original instructions are found to be inadequate.

The assignment is closely checked either in progress or when completed for accuracy, adequacy, and adherence to oral and written instructions.

Level 2-2 -- 125 Points

The supervisor gives the agricultural management specialist continuing individual assignments or responsibilities and indicates generally what is to be done, limitations, quality and quantity of work expected, deadlines, and priority of work efforts.

The agricultural management specialist performs specific assignments and is provided additional guidance in resolving problems and unanticipated complications. Work assignments are usually designed to provide the employee with experience in the full range of agricultural management work assigned to the organization.

The completed work is reviewed to determine compliance with instructions or established procedures, the adequacy of methods, techniques, and practices applied, their sequence and

interrelationships, attainment of operational objectives, and compliance with agency technical standards.

Level 2-3 -- 275 Points

The supervisor or a higher grade agricultural management specialist makes assignments to the employee by describing and defining objectives, priority levels, and completion period.

The agricultural management specialist plans and carries out the successive steps required in the assignment and handles problems and deviations in the work in accordance with prior instruction, policies, previous training, or accepted practices.

Completed work is usually evaluated for technical soundness, appropriateness, and conformity to agency policy and requirements. The methods used by the employee in arriving at the end results are not usually reviewed in detail.

Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent and supervisor, in consultation, develop general deadlines, plan large projects, and discuss a wide variety of managerial approaches to the work.

At this level, the incumbent, having developed considerable expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts which arise, and coordinating work with others as necessary. The employee interprets policy in terms of established objectives. In some assignments, the employee also determines the approach to be taken and the methods to be used in obtaining agency end results. The employee keeps the supervisor informed of potentially controversial matters or decisions which may have some far-reaching implications.

Completed work is reviewed only from an overall standpoint in terms of feasibility of what is being done, compatibility with other agricultural management work, and effectiveness in meeting agency requirements and expected results.

FACTOR 3, GUIDELINES

This factor covers the nature of guidelines and the judgment needed to apply them. As agricultural management assignments vary in their specificity, applicability, and availability of

guidelines, the constraints and judgmental demands of the work also are dependent upon the occupational circumstances and organizational location of the employee.

The existence of technical specifications, instructions, handbooks, procedures, and agency policy statements may constrain the employee from making or recommending decisions or courses of action. However, in some cases, where there is an absence of technical criteria or agency procedure, or there are only broad policy objectives, considerable judgment and discretion may be exercised.

Guidelines should not be confused with or substituted for the knowledge and skills described under Factor 1, Knowledge Required by the Position. For purposes of this factor, guidelines refer to basic legislation, established agency regulations, standard or established guides, precedents, methods, procedures, and techniques including but not limited to:

- Enabling legislation;
- Agency planning manuals;
- Agency program manuals;
- Annual plans of operations;
- Standard textbooks, professional literature, and reference files on agricultural management plans and projects.

Level 3-1 -- 25 Points

Specific written and oral guidelines directly covering assignments are immediately available and applicable. The agricultural management specialist performs assigned work in strict adherence to the guidelines; deviations from the procedures must be authorized by the supervisor. At this level, work is often assigned specifically for the purpose of familiarizing the employee with the guidelines, and enabling the employee to learn to use the guidelines effectively.

Level 3-2 -- 125 Points

Procedures for doing the work are well established and a number of guidelines are available. Applicable guidelines include standard planning documents, agency manuals, and agency instructions covering specific agency programs and procedures.

The agricultural management specialist exercises limited judgment at this level in locating and selecting appropriate standards from among several alternatives, occasionally making minor adjustments to adapt the guidelines to specific cases.

When existing guidelines cannot be applied or significant deviations appear to be appropriate, the specialist confers with a higher grade specialist or supervisor prior to recommending or taking a course of action.

Level 3-3 -- 275 Points

Guidelines are available, but may not be completely applicable to the work or may have gaps in specificity. Guidelines include: national and State developed plans and procedures and published material regarding topics such as the economic value of farmland, farm equipment, and farm machinery; soil characteristics; technical characteristics of equipment and uses of equipment, fertilizers, feeds, and pesticides; and technical approaches to the uses of equipment, feeds, and chemicals.

The agricultural management specialist interprets, selects, and adjusts agency program criteria, standards, specifications, and technical information. Each individual agricultural enterprise has its own unique characteristics requiring the employee to apply considerable judgment in applying guidelines for the performance of duties such as determining the key farm practices to be set as conditions of agricultural loans; advising borrowers on such topics as when to sell crops or equipment, or what operations to expand or curtail; and approving or disapproving the selling of equipment or crops.

Level 3-4 -- 450 Points

The guidelines are usually general and only partially applicable to local conditions or the specific case. At this level, the variety, complexity, and volume of the enterprises dealt with are such that guidelines are largely inapplicable for many individual cases, and the overall program of the office requires continuing modification of methods and practices to provide the full range of services to borrowers.

The agricultural management specialist uses judgment gained through work-related problem solving to modify lending methods and practices, and develop agricultural techniques and individual practices appropriate for the successful development of broad agricultural management activities, found in a highly active and changing agricultural and economic environment.

The differences between this level and level 3-3 include the need the employee to use greater initiative and resourcefulness in resolving unique problems which (1) do not lend themselves to appropriate decisions by use of general agency guides, and/or (2) require the employee to make a significant number of individual judgments concerning agricultural techniques and marketing decisions in order to manage effectively a large and highly varied agricultural portfolio.

Level 3-5 -- 650 Points

Guidelines at this level include broad agency policy statements and basic legislation which usually require extensive interpretation. Specific guidance, precedents, and institutional norms are frequently absent or are not applicable to specific situations.

The employee must use considerable judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently the agricultural management specialist serves in an appellate capacity and is required to perform considerable work involving establishment of precedents and the development of and/or interpretation of guidelines.

FACTOR 4, COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

The evaluation of agricultural management work under this factor requires an analysis of a number of elements, including the availability of funds for agricultural management activities (as opposed to other agency programs); the nature and variety of types of agricultural enterprises found in the work setting; the variety and number of agricultural practices, techniques, and equipment used in the geographic area; the relative mix of agricultural and urban population and the specific land use in the area.

Specifically, the agricultural management specialist must draw from a wide variety of sources and resources to identify what needs to be done to improve or (at a minimum) continue agricultural productivity and profitability among borrowers; to establish what methods may be used and the feasibility of such practices in very restrictive financial settings; and to provide borrowers with practical and comprehensive plans to accomplish the management of their agricultural enterprises.

Level 4-2 -- 75 Points

Assignments consist of duties which provide the agricultural management specialist with experience in the principal occupational methods, techniques, and practices, including the planning and application of limited agricultural management techniques to specific agricultural enterprises. Work typically involves obtaining easily recognizable agricultural information and financial data, drafting simple operating and financial plans, and observing senior specialists in their agricultural management work.

The duties performed supplement basic professional academic studies or equivalent experience and are designed to lead to more complex professional assignments. Problems are readily resolved by application of basic concepts, methods, and established practices.

Level 4-3 -- 150 Point

At this level, agricultural management assignments typically require independent action involving the full range of services offered through the organizational entity which serves a limited range of agricultural enterprises. For example, the agricultural enterprises served are primarily small, simple, part-time operations generally involving a single type of agricultural activity, and the entire geographic area served typically includes a limited variety of operations.

OR

Equivalent staff work related to the program needs of a higher level office or to specific aspects of broader State or national programs.

Level 4-4 -- 225 Points

At this level, agricultural management assignments usually require independent action involving the full range of services offered through a county office. Offices at this level serve a substantial range, volume, and variety of agricultural enterprises, requiring the specialist to assess a wide variety of circumstances and develop variations in approach for a diversified group of enterprises.

OR

Staff assignments typically involve serving as: (1) a technical advisor to a cross-section of county and district-level agricultural management specialists; (2) an appellate level for appeals from decisions to deny loans to applicants; or (3) a staff specialist on the development of assigned portions of broad national level programs.

Level 4-5 -- 325 Points

Assignments are concerned with a broad range of policies, issues, regulations, problems, or management systems, usually involving development of solutions for nationwide application. Problems are generally poorly defined, requiring the specialist to apply an extensive understanding of agency programs and how they work at the national, State, and local levels to identify the real issues and problems.

Decisions regarding what needs to be done are complicated by the unusual nature of the problems, the number of different offices, jurisdictions, enterprises, management systems, and/or technical issues involved. Usually there are conflicting requirements and widely differing opinions among the affected parties concerning what needs to be done.

The work requires originating new techniques or establishing criteria. Assignments might include, for example, developing and drafting new regulations for a nationwide agency program, or developing and testing new nationwide accounting or planning requirements for agency borrowers.

FACTOR 5, SCOPE AND EFFECT

This factor covers the relationship between the nature of the agricultural management work, i.e., the purpose, breadth, and depth of the assignment, and the effect of the work on the agricultural community, including farmers, ranchers, bankers, real estate agents, officials of other USDA agencies, and officials of local and State governments.

Effect measures such things as whether or not the work output facilitates the work of others, provides timely services of a personal nature, or affects the adequacy of broad policy decisions. The concept of effect alone does not provide sufficient information to understand and evaluate the impact of the position. The scope of the work completes the picture, allowing consistent evaluations.

Only the effect of properly performed work is to be considered.

Level 5-1 -- 25 Points

The purpose of the professional developmental assignments performed at this level is to provide the employee with opportunities to perform limited agricultural management tasks. These assignments are, whenever possible, structured to give the trainee progressive experience and include tasks involving local borrowers, other USDA agencies, and local lenders; and are designed to prepare the individual for more responsible duties.

The effect of the work is to facilitate the efforts of others in the immediate organizational unit.

Level 5-2 -- 75 Points

The purpose of the work is to prepare agricultural management plans and borrowing arrangements for current or prospective FmHA borrowers where objectives are limited or where

other specialists assume the final responsibility for approving plans and lending arrangements. Assignments are often to provide the agricultural management specialist with advanced developmental assignments covering the primary techniques and practices of a particular organization.

Work efforts contribute to the efficient performance of agricultural lending and related work by higher grade specialists.

Level 5-3 -- 150 Points

The purpose of the work, which typically consists of professional and administrative assignments, is to advise individual producers on the evaluation of their resources and development of appropriate plans for their enterprises. The specialist assists potential borrowers in the development of financial and operating plans; advises on specific agricultural practices, techniques and marketing plans; and approves or disapproves loan applications.

The work affects the economic well-being of farmers, ranchers, and their families.

Level 5-4 -- 225 Points

The purpose of the work is to carry out projects of such scope and complexity that substantial effort must be devoted to establishing criteria; formulating projects or management plans and controls; assessing program effectiveness; or analyzing a wide variety of unusual and complex problems.

The work affects programs with widespread coverage or organizational entities of such extensive and pervasive significance to the local economy that local lending institutions and a wide range of large and complex agricultural enterprises depend heavily upon agency programs. At this level, in a county office situation, the volume of agricultural loans is high (e.g., 200 farm borrowers), and the borrowers served include a broad range of agricultural enterprises (e.g., in terms of size, kinds of agricultural products, nature of ownership, nature of operation, and debt structure).

Level 5-5 -- 325 Points

The purpose of the work is to develop, interpret, and perform oversight functions for agricultural management activities for a significant geographic area (e.g., a State). The specialist investigates and analyzes complex operations, adjudicates appeals from county and district offices, and recommends solutions to significant problems not solved at other levels.

The work affects the actions of a substantial number of other specialists, establishes precedents for programs, and affects the economic well-being of substantial numbers of people.

Level 5-6 -- 450 Points

The purpose of the work is to plan, organize, develop, and administer agency wide agricultural management programs. At this level the work of the agricultural management specialist is directly related to the achievement of a principal agency mission (through a national-State-community organizational structure) and contributes to the development of legislation for national agricultural management programs or amendments.

The decisions and recommendations of the agricultural management specialist have a long-range effect on the administration of key agency programs.

FACTOR 6, PERSONAL CONTACTS

This factor includes face-to-face contacts and telephone and radio dialogue with persons not in the supervisory chain. (NOTE: Personal contacts with supervisors are covered under Factor 2, Supervisory Controls.) Levels described under this factor are based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the setting in which the contact takes place (e.g., the degree to which the agricultural management specialist and those contacted recognize their relative roles and authorities).

Above the lowest level, points should be credited under this factor only for contacts which are essential for successful performance of the work and which have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationship of Factors 6 and 7 presumes that the same contacts will be evaluated for both factors. Therefore, use the personal contacts which serve as the basis for the level selected for Factor 7 as the basis for selecting a level for Factor 6.

Level 6-1 -- 10 Points

The personal contacts are with agricultural management specialists, loan specialists, technicians, and clerks in the immediate office and/ or with the public in a controlled situation (e. g., providing literature to a visitor):

Level 6-2 -- 25 Points

Personal contacts are with employees in the same organization as Bell as with professional, administrative, and clerical staff in other organizations such as soil conservationists, foresters, architects, and engineers.

Contacts are also made with individual farmers and ranchers, representatives of commercial and quasi-government lending institutions, and members of civic groups.

These contacts generally are routine and within a moderately structured setting (i.e., the people contacted are generally familiar with the work of the agency and the purpose of the contacts).

Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Level 6-4 -- 110 Points

Personal contacts are with senior executive officials at the national level including Members of Congress and their key staff, top officials of the Office of Management and Budget, and other Federal agencies, often in highly unstructured settings.

FACTOR 7, PURPOSE OF CONTACTS

The purpose of personal contacts ranges from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives. The personal contacts which serve as the basis for the level selected for this factor must be the same as the contacts which are the basis for the level selected for Factor 6.

Level 7-1 -- 20 Points

Contacts are for the purpose of obtaining and exchanging factual information related to the performance of agricultural management assignments such as gathering agricultural and financial data for the preparation of a farm plan. The level is generally associated with trainee and developmental positions.

Level 7-2 -- 50 Points

The purpose of contacts is to advise on farm and home planning, plan and coordinate loans to facilitate the implementation of a range of agricultural practices and objectives. Individuals, community, and Government representatives contacted at this level are pursuing mutual goals and generally are cooperative.

Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals who are hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of such individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or alternative courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving a working consensus among parties who have dissimilar opinions and/or goals.

Level 7-4 -- 220 Points

Agricultural management specialists at this level negotiate and settle matters involving issues which are often controversial and which have significant effects on broad agency programs. Work at this level touches the interests of many borrowers, agricultural management specialists, agency offices, institutions, associations, and/or political groups. Those contacted typically have diverse viewpoints and objectives requiring the specialist to develop a clear understanding of the problem from each perspective, develop alternative solutions, and achieve the best results possible in the circumstances.

FACTOR 8, PHYSICAL DEMANDS

The "Physical Demands" factor covers the requirements and physical demands placed on the agricultural management specialist by the work assignment. This includes physical characteristics and abilities (e. g., specific agility and dexterity requirements) and the physical exertion involved in the work (e.g., climbing, lifting, pushing, balancing, stooping, kneeling, crouching, crawling, or reaching). To some extent the frequency or intensity of physical exertion must also be considered (e.g., a job requiring prolonged standing involves more physical exertion than a job requiring intermittent standing).

Level 8-1 -- 5 Points

The work is sedentary and usually performed while the specialist is seated at a desk. There is some walking and travel to attend meetings away from the worksite.

Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

FACTOR 9, WORK ENVIRONMENT

The "Work Environment" factor considers the risk and discomfort in the employee's physical surroundings or the nature of the work assigned and the safety regulations required. Although the use of safety and occupational health precautions can practically eliminate a certain danger or discomfort, such situations typically place additional demands upon the employee in carrying out safety and occupational health regulations and techniques.

Level 9-1 -- 5 Points

The work is usually performed in an office environment requiring common sense precautions typical of this setting.

Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, unimproved roads, and unpredictable livestock. Protective equipment is necessary on construction sites.

OPM BENCHMARK DESCRIPTIONS**AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-09, BMK #1****Duties**

As an agricultural management specialist, directs the work of an office covering a limited geographic area (e.g., a county or parts of a large county). Typically, the volume of agricultural loans is small (e.g., 20-30 borrowers); the variety of types of agriculture is limited (two or three standard crops); the variety of enterprises is limited and operated by individuals or simple partnerships. The single-family housing loan program is moderate (e.g., up to 250 individual borrowers); housing loans are for single properties on scattered sites; credit analysis and servicing

are for individual housing loans; and there are a moderate number of properties in inventory at one time. The incumbent makes and services loans and grants under the farmer program and single-family housing program authorities and provides credit assistance and technical guidance on agricultural operations to applicants and borrowers. The incumbent also provides information regarding agency programs to representatives of business and community groups.

- Reviews applications for farmer program assistance, making preliminary inquiries to ascertain eligibility of applicants, and works closely with local committees in determining the eligibility and feasibility of loans. Evaluates financial situations and credit risks and approves or disapproves individual farmer program loans, grants, and guarantees. Analyzes farm, home, family, and community situations, providing professional advice to applicants and borrowers on the selection, expansion and use of farms, land development, improvements, organization of farm and rural enterprises, and other related matters.
- Reviews applications for single-family housing loans. Evaluates credit risk factors and approves or disapproves housing loans and guarantees. Provides technical services to single family housing borrowers. Analyzes building lots, structures, community facilities, topography, financial situation of applicants and borrowers, and other factors. Advises and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and other sources of available assistance.
- Periodically reviews farm and home borrowers' compliance with planned operations, construction, land development, and security requirements. Provides continuing technical and professional assistance to individual and group borrowers on farm, home, and business matters.
- Appraises farms, leasehold interests, and nonfarm tracts being considered for individual housing, grazing, recreation, or other development. Determines value of property considering a variety of factors such as sales prices of comparable properties, influences of off-farm income availability, productivity of the land, water supply, value of buildings and equipment and other related factors.
- Provides continued loan "supervision" and oversight of borrower accounts. Approves or recommends significant loan-related changes including releases, subordinations, adjustments, cancellations, transfers, and similar matters. Establishes and administers financial controls such as supervised bank accounts for disbursement, distribution, use of loan and nonloan funds, maintenance of security property and insurance, and other details of accounts.
- Carries out extensive, complex, and sensitive collection, adjustment, or negotiation activities on all types of agency accounts. Initiates action to "graduate" eligible borrowers to other

credit sources. Provides credit counseling, and, as appropriate, initiates adjustments in payments. Provides other services on settlement of loans.

- Maintains appropriate communication and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, other commercial and educational institutions, rural community groups, etc. Represents the agency in providing adequate and current information regarding FmHA programs to rural persons. Maintains close contact with farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-6 -- 950 Points

Knowledge of the principles and practices of animal and crop production, the practical approaches to marketing of agricultural products, and the principles and practices of agency credit programs sufficient to perform duties related to a county office dealing with a limited number and variety of agricultural operations; as well as knowledge of the FmHA single-family housing program sufficient to personally perform loan specialist functions related to the program.

Ability to observe and analyze agricultural activities and make recommendations to producers based on such analyses.

Skill in persuading clients to adopt recommendations for modification or changes in agricultural production or marketing practices.

Skill in managing a moderate housing loan portfolio.

Factor 2, Supervisory Controls - Level 2-3 -- 275 Points

The supervisor makes assignments by defining the objectives of the county office, priorities of the agency, and objectives expected to be achieved in the county office; the supervisor assists the employee with unusual agricultural management situations which do not have clear precedents.

The agricultural management specialist plans and carries out routine farmer program and single-family housing program work. Handles normal problems and minor deviations in the work in accordance with prior instruction, previous training, and/or accepted agriculture and credit practices.

Completed work is subject to evaluation for technical soundness, appropriateness, and conformity with FmHA rules and regulations.

Factor 3, Guidelines - Level 3-3 -- 275 Points

Guidelines are available, but may not be completely applicable to the work. Because of the general nature of many guidelines, the employee interprets, selects, and adjusts agency program criteria and standards to accommodate specific local cases; however, owing to the limited variety of types of agriculture and the limited number of enterprises, adaptations of guides are discussed with higher grade specialists prior to full implementation.

Factor 4, Complexity - Level 4-3 -- 150 Points

Assignments require dealing independently with farmer programs and single-family housing programs in a county office serving a limited range of agricultural enterprises and borrowers as well as a moderate number of housing borrowers.

Factor 5, Scope and Effect - Level 5-3 -- 150 Points

The purpose of the work is to advise individual producers through the development of farm and home plans in the evaluation of their resources and planning for production and marketing of their agricultural products. The work affects the economic well-being of producers and their families.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2020

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-11, BMK#1**Duties**

As an agricultural management specialist, directs the work of a first level office covering a county. The incumbent makes and services loans and grants under the farmer program and performs work associated with the single-family housing program. The office typically provides "supervised" credit services to approximately 40-60 farm borrowers and 650-750 housing borrowers. Many of the farm borrowers have loans in more than one FmHA program category, e.g., farm ownership and operating loans. Some of the agriculture includes vertically integrated operations (e.g., dairy operations providing their own feed). The incumbent provides professional advice, credit assistance, and technical guidance on agricultural operations to loan applicants and borrowers. The specialist also provides information and assistance regarding agency programs to representatives of business and community groups.

- Reviews applications for farmer program assistance, making preliminary inquiries to ascertain eligibility of applicants, and works closely with local committees in determining the eligibility and feasibility of loans. Evaluates financial situations and credit risks and approves or disapproves individual farmer program loans, grants, and guarantees. Analyzes farm, home, family, and community situations, providing professional advice to applicants and borrowers on the selection, expansion, and use of farm, land development, improvements, organization of farm and rural enterprises, and other related matters.
- Directs the review of applications (or personally reviews applications) for single-family housing loans. Evaluates (or assures the evaluation of) credit risk factors and approves or disapproves housing loans and guarantees.
- Provides (or assures the provision of) technical services to single-family housing borrowers and to nonfarm enterprise borrowers. Analyzes building lots, structures, community facilities, topography, financial situation of applicants and borrowers, feasibility of proposed enterprises, and other factors. Frequently counsels developers/brokers pertaining to the development of subdivision projects, e.g., compliance with local regulations, roads, sidewalks, sewage, mail

delivery, financial arrangements, sales versus rentals, and plans and methods affecting financial soundness. Analyzes developer/ broker financial statements to determine their ability to complete proposed subdivision projects and arrange for repayment to FmHA. Based on analysis, makes conditional commitments for subdivision projects. Advises, and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and advises them of other sources of available assistance.

- Periodically reviews farm and home borrower's compliance with planned operations, construction, land development, and security requirements. Provides continuing professional and technical assistance to individual and group borrowers regarding farm, home, and business matters.
- Appraises farms, leasehold interests, and nonfarm tracts being considered for housing, grazing, recreation, or other development. Determines value of property considering a variety of factors such as sales prices of comparable properties, influences of off-farm income availability, productivity of the land, water supply, value of buildings and equipment, and other related factors.
- Provides continued loan supervision, oversight and servicing of borrower accounts. Approves or recommends significant loan related changes including releases, subordinations, adjustments, cancellation, transfers, and similar matters. Establishes and administers financial controls such as "supervised" bank accounts for disbursement, distribution, use of loan and nonloan funds, maintenance of security property and insurance, and other details of accounts. Carries out extensive, complex, and sensitive collection, adjustment, or negotiation activities on all types of agency accounts. Initiates action to "graduate" eligible borrowers to other credit sources. Provides credit counseling, and, as appropriate, initiates adjustments in payments. Provides other services on settlement loans, as indicated.
- Maintains appropriate communication and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, and other commercial and educational institutions, rural community groups, etc. Represents the agency in providing adequate and current information regarding FmHA programs to rural persons. Maintains close contact with farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of professional and administrative concepts, principles, and practices of agriculture and agricultural management, the practical aspects of agricultural marketing, and knowledge of a wide variety of sources of information concerning agricultural subjects and activities.

Knowledge of agency programs, policies, and procedures sufficient to plan and manage the work of a medium size county office dealing with a moderate variety of agricultural enterprises.

Knowledge of credit principles and practices sufficient to direct or personally perform work regarding FmHA farm loan program activities.

Skill sufficient to manage a significant housing portfolio and assess the overall housing program in terms of the variety of factors, including the extent of the FmHA's exposure in the area, the current housing inventory and its salability, and overbuilding based on knowledge of the demographics of the area.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent, in consultation with the supervisor, develops general approaches to the work to be done.

The employee is responsible for planning and carrying out most assignments, resolving most conflicts, and coordinating work with others as necessary. In many assignments the employee determines approaches to be taken and methods to be used. The supervisor is kept informed of potentially controversial matters or implications which may affect agency activities outside the geographic limits of the county office.

Completed work is reviewed periodically from an overall program standpoint and, for its effectiveness in meeting agency requirements.

Factor 3, Guidelines - Level 3-3 -- 275 Points

Guidelines are available, but are not completely applicable to the work. Because of the general nature of many guidelines, the employee interprets, selects, and adjusts agency program criteria and standards to accommodate specific local cases. Because of the nature of the volume and variety of farmer program activities, the employee typically must analyze the potential results of his or her interpretations and adaptations of guidelines and discuss recommended changes with higher echelons prior to full implementation of such changes by borrowers.

Factor 4, Complexity - Level 4-4 -- 225 Points

The employee independently performs work associated with the full range of agency services offered through the county office. The employee must make decisions regarding what needs to be done after assessing a variety of factors which may include unusual circumstances, need for variations in approach to problems, incomplete and conflicting data pertaining to site development

requirements, and incomplete data regarding results of specific agricultural practices. The work requires making many decisions in interpreting considerable data.

Factor 5, Scope and Effect - Level 5-3 -- 150 Points

The purpose of the work is to advise individual producers through the development of agricultural financial planning instruments to assist them in the evaluation of their resources and planning for production and marketing of their agricultural products. The work affects the economic well-being of agricultural producers and their families, and has a significant effect on the quality and availability of adequate rural housing in the county.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Purpose of Contacts - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2570

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-11, BMK #2

Duties

As an agricultural management specialist, directs the work of a first level office typically covering two counties. The incumbent makes and services loans and grants under the farmer program and single-family housing program authorities and provides professional advice, credit assistance, and technical guidance on agricultural operations to applicants and borrowers. The office typically provides "supervised" agricultural credit services to approximately 175-225 farm borrowers and 330 to 350 housing borrowers. Many of the borrowers that the incumbent deals with have several loans, in several program categories, e.g., soil and water, operating, and farm ownership. Some of the agriculture includes vertically integrated livestock operations, and there is moderate diversity of agriculture, e.g., wheat, corn, and livestock. The incumbent also provides information and assistance regarding agency programs to representatives of business and community groups.

- Reviews and/or assures the review of applications for farmer program assistance, making preliminary inquiries to ascertain eligibility of applicants; and works closely with local committees in determining the eligibility and feasibility of loans. Evaluates financial situation and credit risks and approves or disapproves individual farmer program loans, grants, and guarantees. Analyzes farm, home, family, and community situations, providing professional advice to applicants and borrowers on the selection, expansion, and use of farms, land development, improvements, organization of farm and rural enterprises, and other related matters. Works with individual borrowers, limited and general partnerships, corporate borrowers, and some associations.
- Reviews applications and/or assures the review of applications for single-family housing loans. Evaluates credit risk factors and approves or disapproves housing loans and guarantees.
- Provides technical services to single-family housing borrowers and to nonfarm enterprise borrowers. Analyzes building lots, structures, community facilities, topography, financial situation of applicants and borrowers, feasibility of proposed enterprises, and other related factors. Frequently counsels developers/brokers pertaining to the development of subdivision projects, e.g., compliance with local regulations, roads, sidewalks, sewage, mail delivery, financial arrangements, sales versus rentals, and plans and methods affecting financial soundness. Analyzes developer/broker financial statements to determine their ability to complete proposed subdivision projects and arrange for repayment to FmHA. Based on analysis, makes conditional commitments for subdivision projects. Advises and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and advises them of other sources of available assistance.

- Periodically reviews borrowers' compliance with planned operations, construction, land development, and security requirements. Provides continuing professional and technical assistance to individual and group borrowers regarding farm, home, and business matters.
- Makes appraisals of farms, leasehold interest, and nonfarm tracts being considered for individual housing, grazing, recreation, or other development. Determines value of property considering a variety of factors such as sale prices of comparable properties, influences of off-farm income availability, productivity of the land, water supply, value of buildings and equipment, and other related factors.
- Provides continued loan supervision and oversight and servicing of borrowers' accounts. Approves or recommends significant loan-related changes including releases, subordinations, adjustments, cancellations, transfers, changes in key farming practices and marketing strategies, and similar matters. Establishes and administers financial controls such as supervised bank accounts for disbursement, distribution, use of loan and nonloan funds, maintenance of security property and insurance, and other details of accounts.
- Carries out extensive, complex, and sensitive collection, adjustment, or negotiation programs on all types of agency accounts typical of a two county office where there are significant fluctuations in market prices for agricultural commodities and where economic conditions affect the management of the entire housing loan portfolio. Continually assesses the overall housing loan program based on a variety of factors, e.g., the extent of FmHA's exposure in the area, the current inventory and salability of property, and site overbuilding. Initiates action to "graduate" eligible borrowers to other credit sources. Provides credit counseling, and, as appropriate, initiates adjustments in payments. Provides other services as appropriate on settlement loans.
- Maintains appropriate communication and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, other commercial and educational institutions, rural community groups, etc. Represents the agency in providing adequate and current information regarding FmHA programs to rural persons. Maintains close contact with farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of professional and administrative concepts, principles, and practices of agriculture and agricultural management, the practical aspects of agricultural marketing, and

knowledge of a wide variety of sources of information concerning agricultural subjects and activities.

Knowledge of agency programs, policies, and procedures sufficient to direct work projects of a county office which deals with a variety of borrowers in a county with moderate diversity in agricultural commodities and some vertically integrated farm enterprises.

Knowledge of a wide range of financial management principles and practices sufficient to analyze financial statements from agribusinesses and developers/brokers and determine their ability to operate farming enterprises at a profit or complete proposed subdivision housing projects and arrange repayment to FmHA.

Skill in managing a housing loan portfolio and assessing the overall program based on a variety of factors, e.g., the extent of FmHA's exposure in the area, the current inventory and salability of property, site overbuilding.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent, in consultation with the supervisor, develops general approaches to the work to be done.

The incumbent is responsible for planning and carrying out assignments, resolving most of the conflicts, and coordinating work with others as necessary. In many assignments the incumbent determines approaches to be taken and methods to be used. The supervisor is kept informed of potentially controversial matters or implications which may affect agency activities outside the geographic limits of the county office.

Completed work is reviewed periodically from an overall program standpoint for its effectiveness in meeting agency requirements.

Factor 3, Guidelines - Level 3-3 -- 275 Points

A variety of agency procedures, agricultural and financial guidelines, and local codes and regulations are available, but are not completely applicable to the work due to the variety of farm enterprises and agricultural commodities and complexity of issues pertaining to site development projects. Because of the general nature of many guidelines, the incumbent interprets, selects, and adjusts agency program criteria and standards to accommodate specific local cases.

Factor 4, Complexity - Level 4-4 -- 225 Points

The incumbent independently performs work associated with the full range of agency services offered through the county office. The employee must make decisions regarding what needs to be done after assessing a variety of factors which may include unusual circumstances, need for variations in approach to problems, incomplete and conflicting data pertaining to site development requirements, and incomplete data regarding results of specific agricultural practices. The work requires making many decisions concerning interpreting considerable data.

Factor 5, Scope and Effect - Level 5-3 -- 150 Points

The purpose of the work is to manage "supervised" farm credit programs which affect a variety of borrowers, e.g., individual farmers, agribusinesses, rural residents, developers. This includes developing agricultural financial planning instruments to assist farm borrowers in evaluating their resources and planning for production and marketing of their agricultural products, and working with developers/brokers in planning single-family housing projects. The work has an economic impact on agricultural producers and their families, and affects the quality of rural housing in the county.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2570

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-11, BMK #3

Duties

As an agricultural management specialist, directs the work of a first level office covering two counties. The incumbent makes and services loans and grants under the farmer program and performs work associated with the single-family housing program. This county office typically provides supervised agricultural credit services to approximately 140-160 farm borrowers and 275-300 housing borrowers. Many farm borrowers have loans in more than one FmHA program category, e.g., farm ownership, operating loans, soil and water loans. The majority of agricultural enterprises are operated by individual borrowers, but many enterprises involve partnerships and associations. Economic conditions are somewhat unstable and there are some bankruptcies, voluntary conveyances, and/or foreclosures. Developed marketing systems are available for most agricultural commodities. There is a moderate diversity of crops, including wheat, corn, row crops, orchards (apples, pears, and peaches); and there are also some livestock operations. Soil types and geography present some problems, and irrigation in some parts of the area served is required. The housing credit program is complicated by the need to deal with more than one housing association. The incumbent provides professional advice, credit assistance, and technical guidance on agricultural operations to loan applicants and borrowers. The specialist also provides information and assistance regarding agency programs to representatives of business and community groups.

- Reviews applications for farmer program assistance, making preliminary inquiries to ascertain eligibility of applicants; works closely with local committees in determining the eligibility and feasibility of loans. Evaluates financial situations and credit risks and approves or disapproves individual farmer program loans, grants, and guarantees. Analyzes farm, home, family, and community situations, providing professional advice to applicants and borrowers on the selection, expansion, and use of farm, land development, improvements, organization of farm and rural enterprises, and other related matters.
- Directs the review of applications (or personally reviews applications) for single-family housing loans. Evaluates (or assures the evaluation of) credit risk factors and approves or disapproves housing loans and guarantees.

- Provides (or assures the provision of) technical services to single-family housing borrowers and to nonfarm enterprise borrowers. Analyzes building lots, structures, community facilities, topography, financial situation of applicants and borrowers, feasibility of proposed enterprises, and other related factors. Frequently counsels developers/brokers pertaining to the development of subdivision projects, e.g., compliance with local regulations, roads, sidewalks, sewage, mail delivery, financial arrangements, sales versus rentals, and plans and methods affecting financial soundness. Analyzes developer/broker financial statements to determine their ability to complete proposed subdivision projects and arrange for repayment to FmHA. Based on analysis, makes conditional commitments for subdivision projects. Advises and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and as appropriate advises them of other sources of available assistance.
- Periodically reviews farm and home borrowers compliance with planned operations, construction, land development, and security requirements. Provides continuing professional and technical assistance to individual and group borrowers regarding farm, home, and related business matters.
- Appraises farms, leasehold interests, and nonfarm tracts being considered for housing, grazing, recreation, or other development. Determines value of property considering a variety of factors such as sales prices of comparable properties, influences of off-farm income availability, productivity of the land, water supply, value of buildings and equipment, and other related factors.
- Provides continued loan "supervision," oversight, and servicing of borrower accounts. Approves or recommends significant loan related changes including releases, subordinations, adjustments, cancellations, transfers, and similar matters. Establishes and administers financial controls such as supervised bank accounts for disbursement, distribution, use of loan and nonloan funds, maintenance of security property and insurance, and other details of accounts. Carries out extensive, complex, and sensitive collection, adjustment, or negotiation activities on all types of agency accounts. Initiates action to "graduate" eligible borrowers to other credit sources. Provides credit counseling and, as appropriate, initiates adjustments in payments. Provides other services on settlement of loans.
- Maintains appropriate communication and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, other commercial and educational institutions, rural community groups, etc. Represents the agency in providing adequate and current information regarding FmHA programs to rural persons. Maintains close contact with farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of professional and administrative concepts, principles, and practices of agriculture and agricultural management, the practical aspects of agricultural marketing, and knowledge of a wide variety of sources of information concerning agricultural subjects and activities.

Knowledge of agency programs, policies, and procedures sufficient to plan the work of a medium size county office dealing with a moderate variety of agricultural enterprises.

Knowledge of credit principles and practices sufficient to direct or perform work regarding FmHA farmer program activities.

Skill sufficient to manage a significant housing portfolio and assess an overall housing program in terms of the variety of factors, including the extent of the FmHA's exposure in the area, the current housing inventory and its salability, and overbuilding based on knowledge of the demographics of the area.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent, in consultation with the supervisor, develops general approaches to the work to be done.

The incumbent is responsible for planning and carrying out assignments, resolving most, if not all, of the conflicts, and coordinating work with others as necessary. In many assignments the incumbent determines approaches to be taken and methods to be used. The supervisor is kept informed of potentially controversial matters or implications which may affect agency activities outside the geographic limits of the county office.

Completed work is reviewed periodically from an overall program standpoint and for its effectiveness in meeting agency requirements.

Factor 3, Guidelines - Level 3-3 -- 275 Points

Guidelines are available, but are not completely applicable to the work. Because of the general nature of many guidelines, the incumbent interprets, selects, and adjusts agency program criteria and standards to accommodate specific local cases. Because of the nature of the volume and variety of farmer program activities, the incumbent typically must analyze the potential results of

his or her interpretations and adaptations of guidelines and discuss recommended changes with higher echelons prior to full implementation of such changes by borrowers.

Factor 4, Complexity - Level 4-4 -- 225 Points

The incumbent independently performs work associated with the full range of agency services offered through the county office. The employee must make decisions regarding what needs to be done after assessing a variety of factors which may include unusual circumstances, need for variations in approach to problems, incomplete and conflicting data pertaining to site development requirements, and incomplete data regarding results of specific agricultural practices. The work requires making many decisions in interpreting considerable data.

Factor 5, Scope and Effect - Level 5-3 -- 150 Points

The purpose of the work is to advise individual producers through the development of agricultural financial planning instruments to assist them in the evaluation of their resources, and planning for production and marketing of their agricultural products. The work affects the economic well-being of agricultural producers and their families, and has a significant effect on the quality and availability of adequate rural housing in the county.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2570

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-12, BMK #1

Duties

As an agricultural management specialist, directs the work of a first-level office covering two counties. The incumbent makes and services loans and grants under the farmer program and single-family housing program authorities and provides professional advice, credit assistance, and technical guidance on agricultural operations to applicants and borrowers. This office typically provides "supervised" agricultural credit services to approximately 175-225 farm borrowers and 1300-1500 housing borrowers. Many of the borrowers "supervised" by the incumbent have several agricultural-loans in several program categories, e.g., farm operating, farm ownership, soil and water, emergency, and rural housing. A significant portion of the farm enterprises are vertically integrated (e.g., dairy farms providing their own feed) and require an integrated approach to making operational decisions; moreover, enterprises include individuals, partnerships, corporations, and associations. Loans relating to a wide variety of crops are found in the area covered, including dairy, beef, hog, and poultry production, various annual crops, as well as permanent crops requiring significant long-term planning (e.g., almonds, peaches, walnuts, oranges, apples and grapes). Other factors, such as changing market conditions for permanent crops and the need for widespread irrigation add to the difficulty in making appropriate loans. The incumbent also provides information regarding agency programs to representatives of business and community groups.

- Reviews or assures review of applications for farmer program assistance assuring preliminary inquiries are made to ascertain eligibility of applicants. Works closely with local committees to determine the eligibility and feasibility of loans. Evaluates financial situations and credit

risks and approves or disapproves individual farmer program loans, grants, and guarantees. Analyzes or assures the analysis of farm, home, family, and community situations; providing professional advice to lower grade employees or directly to applicants and borrowers on the selection, expansion, and use of farms, land development, improvements, organization of farm and rural enterprises, and other related matters. Works with individuals, limited and general partners, officials of corporations, and members of associations.

- Reviews or assures review of applications for the single-family housing loans. Provides assistance to lower grade employees on the evaluation of credit risk factors and makes final approval or disapproval within delegated authority of housing loans and guarantees.
- Provides technical assistance or assures' that such assistance is provided to single-family housing borrowers and nonfarm enterprise borrowers. Performs or assures performance of work associated with analyzing building lots, structures, community facilities, topography, financial situation of applicants and borrowers, feasibility of enterprise, and other factors. Frequently counsels developers/brokers pertaining to the development of subdivision projects, e.g., compliance with local regulations, roads, sidewalks, sewage, mail delivery, financial arrangements, sales versus rentals, and plans and methods affecting financial soundness. Analyzes developer/ broker financial statements to determine their ability to complete proposed subdivision projects and arrange for repayment to FmHA. Based on analysis, makes conditional commitments for subdivision projects. Advises and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and advises them of other sources of available assistance.
- Periodically reviews records of borrowers compliance with planned operations, construction, land development, and security requirements. Provides or assures provision of continuing technical and professional assistance to individual and group borrowers on farm, home, and business matters.
- Makes or assures that the appropriate steps are taken to make, appraisals of properties such as farms, leasehold interests, nonfarm tracts being considered for individual housing, grazing land, and recreation land. Determines or assures appropriate determination of value of property considering a variety of factors such as sales price of comparable properties, influences of off-farm income, productivity of the land, water supply, value of buildings and equipment, and other related factors.
- Provides or assures the provision of continued loan "supervision," oversight, and servicing of borrower accounts. Approves significant loan-related changes including releases, subordinations, adjustments, cancellations, transfers, and similar matters. Establishes and administers financial controls such as "supervised" bank accounts for disbursement,

distribution, use of loan and nonloan funds, maintenance of security property and insurance, and other related details of accounts. Carries out or assures the carrying out of extensive complex, and sensitive collection, adjustment, or negotiation activities on all types of agency accounts. Assures the initiation of action to "graduate" eligible borrowers to other credit sources. Provides or assures the provision of credit counseling, and, as appropriate, initiates adjustments in payments. Provides or assures the provision of other services on settlement of loans.

- Maintains appropriate and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, other commercial and educational institutions, and rural community groups. Represents the agency in providing adequate current information regarding FmHA programs to potential borrowers. Maintains close contact with a variety of farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of professional and administrative concepts, principles, and practices of agriculture and agricultural management, the practical aspects of agricultural marketing, and knowledge of a wide variety of sources of information concerning agricultural subjects and activities.

Knowledge of agency programs, policies, and procedures sufficient to plan the work typical of a large county office dealing with a significant variety of agricultural commodities and enterprises.

Knowledge of a wide range of financial management principles and practices sufficient to analyze integrated agricultural financial statements from individual farmers, partnerships, agricultural corporations, farm associations, and housing developers; determining their ability to operate profitable farming enterprises or complete proposed subdivision housing projects and arrange repayment to the Federal Government.

Skill in managing a large housing portfolio.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent, in consultation with the supervisor, develops general managerial approaches to the work to be done.

The incumbent is responsible for planning and carrying out assignments, resolving most, if not all, of the conflicts encountered, and coordinating work with others as necessary. In many assignments the incumbent determines approaches to be taken and methods to be used. The

supervisor is kept informed of potentially controversial matters or implications which may affect agency activities outside the geographic limits of the county office. Completed work is reviewed periodically from an overall program standpoint and for its effectiveness in meeting agency requirements.

Factor 3, Guidelines - Level 3-4 -- 450 Points

General agency guidelines which often are only partially applicable to local conditions or specific cases are available. The variety, complexity, and volume of agricultural crops, the diversity of enterprises, changing marketing conditions and practices, and the environment of the geographic area are such that the incumbent must continually use considerable initiative and resourcefulness in deviating from standard agency methods in order to accomplish the work.

Factor 4, Complexity - Level 4-4 -- 225 Points

The incumbent independently performs work associated with the full range of agency services offered through a county office which serves a geographic area and rural population having a substantial range, volume, and variety of agricultural enterprises. The employee must make decisions regarding what needs to be done after assessing a variety of factors which may include unusual circumstances, need for variations in approach to problems, and incomplete data regarding results of specific agricultural practices. The work requires making numerous decisions and interpreting considerable data. The work also requires the incumbent to formulate many farmer program plans on the basis of limited data.

Factor 5, Scope and Effect - Level 5-4 -- 225 Points

The purpose of the work is to perform a wide variety of professional and administrative tasks as well as to provide direction and guidance on projects of significant scope and complexity. The work affects a wide range of agency programs which, in turn, have a pervasive influence on the economy of a significant agricultural area. Local lending institutions and a variety of large and complex agricultural enterprises depend heavily upon agency programs.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, and representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contracts -- Level 7-3-120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2820

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-12, BMK #2

Duties

As an agricultural management specialist, plans and directs the work of a first level office covering two counties. The incumbent makes and services loans and grants under the farmer program and the single- family housing program. This office typically provides supervised credit services to approximately 225 to 275 farm borrowers and 350 to 400 housing borrowers. Many of the farm borrowers have loans in more than one FmHA program category.

The two counties served by the office have very different agricultural characteristics, requiring the incumbent to consider different criteria and solutions in evaluating the viability of operations in the two counties. One county is high prairie with a history of frequent crop failures due to drought or late freezes. Enterprises within the two counties include both irrigated and dry land operations. Agricultural products include dry land hay farming, wheat, alfalfa, feed grain, various row crops, beef, calf raising operations, and a wide range of dairy operations. In one county, dairy operations are the most common enterprise, in the other, dry land alfalfa and feed grain farming predominates. The office receives dairy assignments from roughly 100 farms. Borrowers include a mix of individuals, partnerships, and corporations.

- Reviews or assures review of applications for farmer program assistance assuring preliminary inquiries are made to ascertain eligibility of applicants. Works closely with local committees to determine the eligibility and feasibility of loans. Evaluates financial situations and credit risks and approves or disapproves individual farmer program loans, grants, and guarantees, Analyzes or assures the analyzing of farm, home family, and community situations, providing professional advice to lower grade employees or directly to applicants and borrowers on the selection, expansion, and use of farms, land development, improvements, organization of farm and rural enterprises, and other related matters. Works with individuals, limited and general partners, officials of corporations, and members of associations.

- Reviews or assures review of applications for the single-family housing loans. Provides assistance to lower grade employees on the evaluation of credit risk factors and makes final approval or disapproval within delegated authority of housing loans and guarantees.
- Provides technical assistance or assures that such assistance is provided to single-family housing borrowers and nonfarm enterprise borrowers. Performs or assures performance of work associated with analyzing building lots, structures, community facilities, topography, financial situation of applicants and borrowers, feasibility of enterprise, and other factors. Frequently counsels developers/brokers pertaining to the development of subdivision projects, e.g., compliance with local regulations, roads, sidewalks, sewage, mail delivery, financial arrangements, sales versus rentals, and plans and methods affecting financial soundness. Analyzes developer/ broker financial statements to determine their ability to complete proposed subdivision projects and arrange for repayment to FmHA. Based on analysis, makes conditional commitments for subdivision projects. Advises and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and advises them of other sources of available assistance.
- Periodically reviews records of borrowers compliance with planned operations, construction, land development, and security requirements. Provides or assures provision of continuing technical and professional assistance to individual and group borrowers on farm, home, and business matters.
- Makes or assures the appropriate steps are taken, to make appraisals of properties such as farms, leasehold interests, nonfarm tracts being considered for individual housing, grazing land, and recreation land. Determines or assures appropriate determination of value of property considering a variety of factors such as sales price of comparable properties influences of off-farm income, productivity of the land, water supply, value of buildings and equipment, and other related factors.
- Provides or assures the provision of continued loan "supervision," oversight, and servicing of borrower accounts. Approves significant loan-related changes including releases, subordinations, adjustments, cancellations, transfers, and similar matters. Establishes and administers financial controls such as supervised bank accounts for disbursement, distribution, use of loan and nonloan funds, maintenance of security property and insurance, and other related details of accounts. Carries out or assures the carrying out of extensive, complex, and sensitive collection, adjustment, or negotiation activities on all types of agency accounts. Assures the initiation of action to "graduate" eligible borrowers to other credit sources. Provides or assures the provision of credit counseling, and, as appropriate, initiates adjustments in payments. Provides or assures the provision of other services on settlement of loans.

- Maintains appropriate and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, other commercial and educational institutions, and rural community groups. Represents the agency in providing adequate current information regarding FmHA programs to potential borrowers. Maintains close contact with a variety of farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of professional and administrative concepts, principles, and practices of agricultural management, the practical aspects of agricultural marketing, and knowledge of a wide variety of sources of information concerning agricultural subjects and activities.

Knowledge of agency programs, policies, and procedures sufficient to plan the work typical of a large county office dealing with a significant variety of agricultural commodities and enterprises.

Knowledge of a wide range of financial management principles and practices sufficient to analyze integrated agricultural financial statements from individual farmers, partnerships, agricultural corporations, farm associations, and housing developers, determining their ability to operate profitable farming enterprises or complete proposed subdivision housing projects and arrange repayment to the Federal Government.

Skill in managing a housing portfolio of moderate size.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent, in consultation with the supervisor, develops general managerial approaches to the work of the office.

The incumbent is responsible for planning and carrying out assignments, resolving most of the conflicts, and coordinating work with others as necessary. In many assignments the employee determines approaches to be taken and methods to be used. The supervisor is kept informed of potentially controversial matters or implications which may affect agency activities outside the geographic limits of the county office.

Completed work is reviewed periodically from an overall program standpoint and for its effectiveness in meeting agency requirements.

Factor 3, Guidelines - Level 3-4 -- 450 Points

General agency guidelines which often are only partially applicable to local conditions or specific cases are available. The variety, complexity, and volume of agricultural crops, the diversity of enterprises, changing marketing conditions and practices, and the environment of the geographic area are such that the incumbent must continually use considerable initiative and resourcefulness in deviating from standard agency methods in order to accomplish the work.

Factor 4, Complexity - Level 4-4 -- 225 Points

The employee independently performs work associated with the full range of agency services offered through a county office which serves a geographic area and rural population having a substantial range, volume, and variety of agricultural enterprises. The employee must make decisions regarding what needs to be done after assessing a variety of factors which may include unusual circumstances, need for variations in approach to problems, and incomplete data regarding results of specific agricultural practices. The work requires making numerous decisions and interpreting considerable data, as well as requiring the incumbent to formulate many farmer program plans on the basis of limited data.

Factor 5, Scope and Effect - Level 5-4 -- 225 Points

The purpose of the work is to personally perform a wide variety of professional and administrative tasks as well as formulating projects of significant scope and complexity. The work affects a wide range of agency programs which, in turn, have a pervasive influence on the economy of a significant agricultural area.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, and representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2820

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-12, BMK #3**Duties**

As an agricultural management specialist, directs the work of a first level office covering one county. The incumbent makes and services loans and grants under the farmer program and the single-family housing program. This office typically provides "supervised" credit services to approximately 175 to 225 farm borrowers and 1,000 housing borrowers. Many of the farm borrowers have loans in more than one FmHA program category, e.g., farm ownership and operating loans. Some of the agriculture includes vertically integrated operations' (e.g., dairy operations providing their own feed). The county relies almost completely on irrigation, has a wide range of agricultural enterprises, and the individual operations of each borrower are complex. The county has over 20 irrigation districts or companies, and each entity varies regarding the nature of their water rights, the quality of the water, and the cost. The amount, quality, and priority of the farmer's water rights can be important in assessing the viability of the annual business plan for the enterprise. Some of the products of the county include: sugar beets, peppermint, hops, peas, small crop seeds (such as carrots and onions), hybrid seed corn, garden seed beans, small grains (such as barley and wheat), spearmint, potatoes, dairies, beef cattle, hogs, hay, and grain.

Most borrowers run enterprises which diversify broadly-partly to balance water needs and water supply over the entire growing season, partly to hedge against falling prices in the various crops, and partly to provide adequate crop rotation among crops with very different nutrient demands. Borrowers include individuals, partnerships, and corporations.

- The incumbent reviews or assures review of applications for farmer program assistance, assuring that preliminary inquiries are made to ascertain eligibility of applicants. Works

closely with local committees to determine the eligibility and workability of loans. Evaluates financial situations and credit risks and approves or disapproves individual farmer program loans, grants, and guarantees. Analyzes or assures the analysis of farm, home, family, and community situations; provides advice to applicants and borrowers on the selection, expansion, and use of farms, land development, and equipment; provides advice on the organization of farm and rural enterprises, and related matters.

- Assures the review of applications for the single-family housing loans. Provides assistance to lower grade employees on the evaluation of credit risk factors and makes final approval or disapproval within delegated authority of housing loans and guarantees.
- Provides technical assistance or assures that such assistance is provided to single-family housing borrowers and nonfarm enterprise borrowers. Performs or assures performance of work associated with analyzing building lots, structures, community facilities, topography, financial situation of applicants and borrowers, feasibility of enterprise, and other factors. Frequently counsels developers/brokers pertaining to the development of subdivision projects, e.g., compliance with local regulations, roads; sidewalks, sewage, mail delivery, financial arrangements, sales versus rentals, and plans and methods affecting financial soundness. Analyzes developer/broker financial statements to determine their ability to complete proposed subdivision projects and arrange for repayment to FmHA. Based on analysis, makes conditional commitments for subdivision projects. Advises and directs applicants and borrowers regarding possible actions to be taken, financial management of loans, real estate values, and advises them of other sources of available assistance.
- Periodically reviews records of borrowers' compliance with planned operations, construction, land development, and security requirements. Provides or assures provision of continuing technical and professional assistance to individual and group borrowers on farm, home, and business matters.
- Makes or assures the appropriate steps are taken, to make appraisals of properties such as farms, leasehold interests, nonfarm tracts being considered for individual housing, grazing land, and recreation land. Determines or assures appropriate determination of value of property considering a variety of factors such as sales price of comparable properties, influences of off-farm income, productivity of the land, water supply, value of buildings and equipment, and other related factors.
- Provides or assures the provision of continued loan supervision, oversight, and servicing of borrower accounts. Approves significant loan-related changes, including releases, subordinations, adjustments, cancellations, transfers, and similar matters. Establishes and administers financial controls such as supervised bank accounts for disbursement, distribution,

use of loan and nonloan funds, maintenance of security property and insurance, and other details of accounts. Carries out or assures the carrying out of extensive, complex, and sensitive collection, adjustment, or negotiation activities on all types of agency accounts. Assures the initiation of action to "graduate" eligible borrowers to other credit sources. Provides or assures the provision of credit counseling, and, as appropriate, initiates adjustments in payments. Provides or assures the provision of other services on settlement of loans.

- Maintains appropriate and cooperative relationships with: representatives of other Federal, State, and local agencies, banks, other commercial and educational institutions, and rural community groups. Represents the agency in providing adequate current information regarding FmHA programs to potential borrowers. Maintains close contact with a variety of farm, civic, and other rural associations.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of professional and administrative concepts, principles, and practices of agricultural management, the practical aspects of agricultural marketing, and knowledge of a wide variety of sources of information concerning agricultural subjects and activities.

Knowledge of agency programs, policies, and procedures sufficient to plan the work typical of a large county office dealing with a significant variety of agricultural commodities and enterprises.

Knowledge of a wide range of financial management principles and practices sufficient to analyze integrated agricultural financial statements from individual farmers, partnerships, agricultural corporations, farm associations, and housing developers, determining their ability to operate profitable farming enterprises or complete proposed subdivision housing projects and arrange repayment to the Federal Government.

Skill in managing a large housing portfolio.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets the overall objectives of assignments. The incumbent, in consultation with the supervisor, develops general managerial approaches to the work to be done.

The incumbent is responsible for planning and carrying out most assignments, resolving most of the conflicts, and coordinating work with others as necessary. In many assignments the incumbent determines approaches to be taken and methods to be used. The supervisor is kept

informed of potentially controversial matters or implications which may affect agency activities outside the geographic limits of the county office.

Completed work is reviewed periodically from an overall program standpoint and for its effectiveness in meeting agency requirements.

Factor 3, Guidelines - Level 3-4 -- 450 Points

General agency guidelines which often are only partially applicable to local conditions or specific cases are available. The variety, complexity, and volume of agricultural crops, the diversity of enterprises, changing marketing conditions and practices, and the environment of the geographic area are such that the incumbent must continually use considerable initiative and resourcefulness in deviating from standard agency methods in order to accomplish the work.

Factor 4, Complexity - Level 4-4 -- 225 Points

The incumbent independently performs work associated with the full range of agency services offered through a county office which serves a geographic area and rural population having a substantial range, volume, and variety of agricultural enterprises. The employee must make decisions regarding what needs to be done after assessing a variety of factors which may include unusual circumstances, need for variations in approach to problems, and incomplete data regarding results of specific agricultural practices. The work requires making numerous decisions and interpreting considerable data, as well as requiring the incumbent to formulate many farmer program plans on the basis of the limited data.

Factor 5, Scope and Effect - Level 5-4 -- 225 Points

The purpose of the work is to perform a wide variety of professional and administrative tasks as well as provide direction and guidance on projects of significant scope and complexity. The work affects a wide range of agency programs which, in turn, have a pervasive influence on the economy of a significant agricultural area.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, and representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-2 -- 20 Points

The work requires regular and recurring physical exertion related to agricultural management work such as walking on rough terrain, jumping ditches and furrows, or climbing steep banks.

Factor 9, Work Environment - Level 9-2 -- 20 Points

The work involves regular and recurrent exposure to operating agricultural equipment, adverse weather, such as snow and icy road and field conditions, and unimproved roads. Protective equipment is necessary on construction sites.

TOTAL POINTS -- 2820

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-12, BMK #4**Duties**

As a specialist within a State office, provides technical advice and assistance to district and county staff concerning agricultural credit programs through several means:

- Provides technical advice and assistance concerning subjects such as sound loan making and servicing methods, land use and development practices, proper farm organization, installation of facilities, and the handling of legal problem cases.
- Reviews and evaluates agricultural credit program activity, including technical services activities, loan making, loan servicing, and the transfer of borrowers to private or cooperative credit. Analyzes field program activity reports to identify trends and detect program weaknesses. Determines the efficiency and effectiveness of program activity and recommends improvements.

- Develops and/or recommends guides, procedures, forms, information releases, and similar issuances for use by district and county offices.
- Develops and presents training sessions for district and county staff on such topics as fundamental program provisions, program changes, and new agricultural management techniques.

Reviews and/or recommends approval or disapproval of the more difficult loan cases channeled through the State office. Develops the actions and solutions required for the most complex loan cases, and exercises delegated loan approval authority. Ensures that cases are reviewed and negotiated with all interested parties including national office staff, Office of the General Counsel, and others, as appropriate.

Appraises farms and determines normal value and present market value, taking into consideration various factors such as sales prices of comparable properties, productivity of land, water supply, value of essential buildings, value of possible off-farm income, and potential net income as required by workload. Resolves problems presented by size, diversity of operations, and lack of sales data, through application of professional farm management practices and appropriate appraisal methods.

Develops information for the general public and special interest groups concerning available agricultural credit assistance.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of concepts, principles, and practices of agricultural management, and skill in applying this knowledge to the full range of agricultural management issues and problems facing county and district offices throughout the State. This includes the knowledge required to evaluate the work of offices throughout the State and to analyze difficult loan cases referred to the State office.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The program chief sets the overall objectives of the work. The incumbent and supervisor together develop general priorities and deadlines.

The incumbent plans and carries out assignments independently, keeping the supervisor informed of potentially controversial or precedent-setting matters.

Completed work is reviewed for effectiveness in meeting State office objectives.

Factor 3, Guidelines - Level 3-4 -- 450 Points

Guidelines are general and only partially applicable. The incumbent must apply initiative and judgment in recommending changes in office operations or State program practices and 1 procedures.

Factor 4, Complexity - Level 4-4 -- 225 Points

Assignments involve work concerning the full range of issues, services, and program activities found in county and district offices throughout the State. The incumbent evaluates the operations of assigned offices and analyzes appeal cases submitted to the State office.

Factor 5, Scope and Effect - Level 5-4 -- 225 Points

The purpose of the work is to serve as a technical advisor to county and district agricultural management specialists concerning agricultural lending programs and as an appellate authority for decisions denying loans under agricultural lending programs.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, and representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-1 -- 5 Points

The work is sedentary and usually performed while the specialist is seated at a desk. There is some walking and travel to attend meetings away from the worksite.

Factor 9, Work Environment - Level 9-1 -- 5 Points

The work is usually performed in an office environment requiring common sense precautions typical of this setting.

TOTAL POINTS -- 2790

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-12, BMK #5

Duties

Serves as a staff specialist in an organizational segment of the FmHA national office responsible for agricultural credit programs.

- Participates in the development of new or substantially modified nationwide policies, plans, and procedures for administering farm credit programs. The incumbent develops draft issuances and supporting documents to deal with identified program weaknesses or required changes.
- Analyzes proposed legislation, and prepares legislative reports for FmHA and departmental review including economic credit impact statements.
- Performs staff work associated with the evaluation of Statewide loan programs to ensure that programs are carried out effectively and are consistent with national office and State loan program procedures. Reviews individual loan dockets and farm and home planning documents for adequacy and compliance with policies and procedures. Identifies weaknesses in credit analyses or agricultural management plans and recommends corrective actions. Makes formal recommendations for improvement of operational efficiency and quality of service to borrowers.
- Reviews FmHA State instructions and directives for conformance with laws, regulations, and national office procedures.
- Reviews loan appeal cases and prepares written decisions and supporting analyses. Meets with appellants who come to the national office to present additional information concerning appeals.
- Prepares and presents training courses for field employees on various technical subjects such as credit analysis methods. The incumbent serves as a technical resource providing technical

information to field employees at all levels on the interpretation and application of policies and requirements to specific situations.

- Develops drafts of nationwide formal and informal cooperative agreements and memoranda of understanding concerning FmHA programs and other USDA agencies or other Federal departments.
- Reviews loan requests exceeding State Directors' level of approval authority and prepares written loan analyses to be used as a basis for decisions by higher level staff.
- Serves on various interagency and interdepartmental task forces to develop and improve rural development policies.

Factor 1, Knowledge Required by the Position - Level 1-7 -- 1250 Points

Knowledge of a wide range of agricultural management concepts, principles, and practices sufficient to perform duties such as: developing portions of new regulations or participating as a responsible team member in the process of developing new regulatory or legislative proposals; performing portions of evaluations of Statewide loan programs; and reviewing loan appeal cases to recommend approval or disapproval.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor or higher grade specialist sets the overall boundaries of the assignment. The incumbent and the supervisor or higher grade specialist work together to plan projects and develop general deadlines.

The incumbent carries out assignments independently, informing the supervisor of potentially controversial matters or matters which may require coordination with other organizations.

Work is reviewed in terms of compatibility with other work and overall effectiveness.

Factor 3, Guidelines - Level 3-4 -- 450 Points

Guidelines are general and only indirectly applicable to the assignments. The incumbent must develop new administrative methods and criteria for nationwide programs.

Factor 4, Complexity - Level 4-4 -- 225 Points

Assignments include developing or participating with other members of the national office staff in the development of solutions to problems or changes in regulations and procedures affecting nationwide programs.

Factor 5, Scope and Effect - Level 5-4 -- 225 Points

The purpose of the work is to establish criteria, assess program effectiveness, or solve varied problems affecting programs with widespread coverage.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, and representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-1 -- 5 Points

The work is sedentary and usually performed while the specialist is seated at a desk. There is some walking and travel to attend meetings away from the worksite.

Factor 9, Work Environment - Level 9-1 -- 5 Points

The work is usually performed in an office environment requiring common sense precautions typical of this setting.

TOTAL POINTS -- 2790

AGRICULTURAL MANAGEMENT SPECIALIST, GS-0475-13, BMK #1

Duties

Serves as a staff specialist in an organizational entity of the FmHA national office responsible for agricultural credit programs. The incumbent serves as a technical expert providing technical advice to field employees at all levels on the interpretation and application of policies and requirements to specific situations.

- Develops and recommends new or substantially modified nationwide policies, plans, and procedures for administering farm credit programs. Based on new legislation, analyses of program trends, or field program evaluations, the incumbent identifies and evaluates program weaknesses or legislative requirements, develops issuances to deal with them, and reviews the implementation of those issuances.
- Develops legislative proposals, analyzes proposed legislation, and prepares legislative reports for FmHA and departmental review including economic and credit impact statements.
- Evaluates Statewide loan programs to ensure that programs are carried out effectively and are consistent with national office and State loan program procedures. Reviews individual loan dockets and farm and home planning documents for adequacy and compliance with policies and procedures. Identifies weaknesses in credit analyses or agricultural management plans and recommends corrective actions. Makes formal recommendations for improvement of operational efficiency and quality of service to borrowers.
- Reviews FmHA State instructions and directives for conformance with laws, regulations, and national office procedures.
- Reviews loan appeal cases and prepares written decisions and supporting analyses. Serves as designated hearing officer and travels throughout the Nation to hold hearings on appeals. Meets with appellants who come to the national office to present additional information concerning appeals.
- Prepares and presents training courses for field employees on various technical subjects such as credit analysis methods.
- Develops nationwide formal and informal cooperative agreements and memoranda of understanding concerning FmHA programs and other USDA agencies or other Federal departments.
- Reviews loan requests above the State Directors' approval authority, prepares written loan analyses supporting or denying approval.

- Serves on various interagency and interdepartmental task forces to develop and improve rural development policies.

Factor 1, Knowledge Required by the Position - Level 1-8 -- 1550 Points

Comprehensive knowledge of agricultural management concepts, principles, laws, programs sufficient to: develop new regulations, legislative proposals, and program guidance to deal with nationwide issues concerning FmHA programs; serve as an authority on program loan appeal cases; and evaluate the effectiveness of State programs on a nationwide basis.

Factor 2, Supervisory Controls - Level 2-4 -- 450 Points

The supervisor sets overall assignment objectives. The incumbent and supervisor together develop overall plans for projects, develop general deadlines, and discuss broad aspects of the issues to be addressed.

The incumbent plans and performs the assignments, resolving most conflicts as they arise and coordinating the work with others as required. The incumbent keeps the supervisor informed of potential controversies or of matters which may set broad precedents.

Work is reviewed for compatibility with other agency program developments and for overall effectiveness.

Factor 3, Guidelines - Level 3-5 -- 650 Points

Guidelines include legislation, broad agency policy statements, existing regulations, and precedent-setting actions. Many of the issues addressed by the incumbent are brought to the national office because available guidelines do not apply or do not address the issues clearly. The incumbent interprets the guidelines that do exist and develops new guidance to apply to new situations.

Factor 4, Complexity - Level 4-5 -- 325 Points

Assignments include work concerning the entire range of policies, issues, regulations, and problems dealt with by the organizational segment. A considerable portion of the incumbent's work involves recognizing and giving definition to problems which are poorly defined, requiring an extensive knowledge of agency programs and how they function at all levels. Assignments are complicated by unusual problems as well as the variety of jurisdictions, management systems, enterprises, and technical issues involved.

Factor 5, Scope and Effect - Level 5-5 -- 325 Points

The purpose of the work is to provide national level program guidance. The incumbent analyzes complex problems and issues, adjudicates appeals, and develops solutions to problems affecting programs on a nationwide basis.

Factor 6, Personal Contacts - Level 6-3 -- 60 Points

Contacts are with individuals or groups from outside the agency in moderately unstructured settings (e.g., members of county committees, representatives of other Federal agencies, and representatives of State and municipal agencies). Contacts also include representatives of the press, radio, attorneys, contractors, and public action groups.

Factor 7, Purpose of Contacts - Level 7-3 -- 120 Points

The purpose of contacts is to persuade, influence, and encourage individuals hard to convince or indecisive to agree upon agricultural management goals and objectives. The specialist is required to overcome initial reluctance of individuals by emphasizing agricultural and financial gains which may be accomplished through, adoption of a specific course or courses of action. At this level, the agricultural management specialist uses tact and diplomacy in achieving working consensus among parties who have dissimilar opinions and/or goals.

Factor 8, Physical Demands - Level 8-1 -- 5 Points

The work is sedentary and usually performed while the specialist is seated at a desk. There is some walking and travel to attend meetings away from the worksite.

Factor 9, Work Environment - Level 9-1 -- 5 Points

The work is usually performed in an office environment, requiring common sense precautions typical of this setting.

TOTAL POINTS -- 3490