

POSITION CLASSIFICATION STANDARD FOR HOUSING MANAGEMENT SERIES, GS-1173

Table of Contents

SERIES DEFINITION.....	2
EXCLUSIONS.....	2
OCCUPATIONAL INFORMATION.....	3
HOUSING CHARACTERISTICS.....	5
GRADE LEVEL COVERAGE.....	6
TITLES.....	6
EVALUATION SYSTEM.....	7
GRADE CONVERSION TABLE.....	8
FACTOR LEVEL DESCRIPTIONS.....	8
FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION.....	8
FACTOR 2, SUPERVISORY CONTROLS.....	14
FACTOR 3, GUIDELINES.....	16
FACTOR 4, COMPLEXITY.....	18
FACTOR 5, SCOPE AND EFFECT.....	21
FACTOR 6, PERSONAL CONTACTS.....	23
FACTOR 7, PURPOSE OF CONTACTS.....	24
FACTOR 8, PHYSICAL DEMANDS.....	25
FACTOR 9, WORK ENVIRONMENT.....	25
OPM BENCHMARK DESCRIPTIONS.....	26
HOUSING MANAGEMENT ASSISTANT, GS-1173-05, BMK #1.....	26
HOUSING MANAGEMENT ASSISTANT, GS-1173-05, BMK #2.....	28
HOUSING MANAGEMENT ASSISTANT, GS-1173-07, BMK #1.....	31
HOUSING MANAGEMENT ASSISTANT, GS-1173-07, BMK #2.....	34
HOUSING MANAGER, GS-1173-09, BMK #1.....	37
HOUSING MANAGEMENT SPECIALIST, GS-1173-09, BMK #2.....	40
HOUSING MANAGER, GS-1173-09, BMK #3.....	43
HOUSING MANAGEMENT SPECIALIST, GS-1173-09, BMK #4.....	46
HOUSING MANAGER, GS-1173-11, BMK #1.....	48
HOUSING MANAGEMENT SPECIALIST, GS-1173-11, BMK #2.....	51
HOUSING MANAGER, GS-1173-12, BMK #1.....	54
HOUSING MANAGEMENT SPECIALIST, GS-1173-12, BMK #2.....	57
HOUSING MANAGEMENT SPECIALIST, GS-1173-12, BMK #3.....	60
HOUSING MANAGEMENT SPECIALIST, GS-1173-13, BMK #1.....	64

SERIES DEFINITION

This series covers positions the duties of which are (1) to manage or to assist in managing one or more family housing projects, billeting facilities, or other accommodations such as transient or permanent individual and family living quarters, dormitory facilities and restricted occupancy buildings including adjacent service facilities and surrounding grounds; and/or (2) to administer, supervise, or perform work involved in the evaluation of housing management programs, the development of administrative procedures, and the provision of technical assistance to onsite housing management. Positions in this occupation require a variety of housing management and administrative knowledge and related practical skills and abilities in such housing activities as: operations and maintenance, procurement of services, cost management and financial planning, assignments and utilization, occupancy changes and periodic inspections, scheduled and special requirement surveys, new construction and improvements, control of furnishings and equipment, master planning, and management-tenant relations. While some positions may involve administrative or indirect supervision of trade or craft work, an intensive practical knowledge of skilled trade and craft work techniques and processes is not required.

This standard supersedes the classification standard for the Housing Management Series, GS-1173, issued August 1959.

EXCLUSIONS

1. Positions the duties of which are to administer, supervise, or perform work which involves (a) locating and maintaining listings of adequate, suitable, and economical nondiscriminatory housing for rental or sale; (b) providing information and assistance to military and civilian employees of Federal agencies and departments in locating such housing; and (c) promoting equal opportunity in housing policy in communities adjacent to Federal installations. Such positions are classified in the [General Administrative, Clerical, and Office Services Group, GS-0300](#).
2. Positions the duties of which are limited to such clerical functions as maintaining accounts and records; collecting rents and other charges; preparing financial statements and reports; maintaining housing applicant waiting lists; processing housing applications and requests for maintenance or repair work; or showing dwelling units to prospective tenants. *Positions of this kind do not require housing management and administrative knowledge, skills, and abilities.* Such positions are classified in appropriate series in the [General Administrative, Clerical, and Office Services Group, GS-0300](#) or the [Job Family Position Classification Standard for Professional and Administrative Work in the Accounting and Budget Group, GS-0500](#).
3. Positions the duties of which primarily involve onsite inspection of construction or the monitoring and control of construction operations. Such positions are classified in the [Construction Control Series, GS-0809](#).

4. Positions the duties of which primarily involve managing the operation and maintenance of buildings, grounds, and other facilities such as posts, camps, depots, power plants, parks, and forests. Such positions require administrative and managerial skills and broad technical knowledge of the operating capabilities and maintenance requirements of various kinds of physical plants and equipment. These positions are classified in the [Facility Operations Services Series, GS-1640](#).
5. Positions the duties of which primarily involve the study of various economic and sociological conditions or the investigation of community resources and other factors to plan for the development of housing projects, or to draft standards of policy recommendations when the paramount qualification requirements are knowledge of and skill in applying the concepts, criteria, principles, and specialized techniques of the social or allied sciences. Such positions are classified in the [Social Science Series, GS-0101](#); [Economist Series, GS-0110](#); or [Economics Assistant Series, GS-0119](#).
6. Positions the duties of which primarily involve work concerned with furnishing all types of supplies, equipment, material, property, and certain services to components of the Federal Government, industrial, or other concerns under contract to the Government, or receiving supplies from the Federal Government. These positions require a knowledge of one or more elements or parts of a supply system, and/or supply methods, policies, or procedures. Such positions are classified in appropriate series in the [Supply Group, GS-2000](#).
7. Positions the duties of which are primarily to direct or perform analytical and evaluative work which requires knowledge of (1) credit risk factors and lending principles involved in loans of specialized types granted, insured or guaranteed by the Federal Government; (2) financial structures and practices of business organizations concerned with such loans; and (3) pertinent statutory, regulatory, and administrative provisions. Such positions are classified in the [Loan Specialist Series, GS-1165](#).

OCCUPATIONAL INFORMATION

This standard covers two broad areas of housing management work: (1) direct management of housing projects and facilities, and (2) housing management program evaluation and administration. All positions in this series require similar basic knowledge, skills and abilities (knowledge of housing management methods, practices, and operating techniques related to family-type housing, temporary quarters, and other accommodations; knowledge of building construction and maintenance requirements sufficient to provide a basis for sound management practices; knowledge of agency or departmental housing program, cost management, and financial planning requirements; and ability to meet successfully with tenants, civic organizations, and public or private agency officials). These knowledge, skills and abilities are directly related to the work processes that comprise housing management operations and increase proportionately as the difficulty and responsibility of positions increase.

The basic work processes involved in the housing project management and program evaluation specializations are:

-- Direct Management of Housing Projects and Facilities

This involves direct onsite responsibility for the management and administration of one or more permanent or transient housing projects, facilities, or complexes. The housing may consist of a number of military or public family dwelling units, individual rooming accommodations, billeting facilities, guest quarters, dormitories, special status residences (BOQ, BAQ, Senior Officers, etc.) or combinations of the above, including the surrounding grounds and service facilities. It may include new permanent construction or facilities leased or contracted by the agency or department as well as some former war emergency facilities transferred to the military departments as family dwelling units and individual accommodations for military and essential civilian personnel.

Specifically, the housing manager is responsible for the conduct of housing requirements surveys; identifying and reporting deficiencies requiring new construction, renovation, modernization or other corrections and improvements; planning for operation, maintenance, repairs, alterations, and improvements; translation of plans and programs into financial requirements; application of funds and staff resources to the operation and maintenance of housing facilities; control of issue and repair of furnishings and equipment; monitoring the assignment and use of housing units; rental and leasing of housing units and periodic adjustments of rates as required; habitability inspections; surveillance of staff, funds, and utility conservation programs; administration of local housing referral activities and services; community and tenant relations including the development of cooperative dealings and mutual interests between housing occupants and the neighboring communities and civic agencies, and the development and maintenance of harmonious relationships among the tenants and with housing project personnel; maintaining working relationships with other organizational entities which perform a function for, or a service to, the housing operation; monitoring contractual services performed; and liaison with municipal authorities, local officials, and community groups to promote and encourage the cooperative achievement of common goals.

Responsibility for the above functions does not necessarily require the direct supervision or performance of all assigned tasks by the housing manager. These positions usually involve centralized responsibility for insuring the good business management of agency or departmental housing assets. For example, housing managers normally will not directly supervise individuals performing maintenance and repair work, but are responsible for determining the extent of required repairs, developing plans and schedules to insure the completion of work, and selecting appropriate funding codes or accounts to facilitate the payment for such work. Similarly, housing managers are not normally directly involved in the accounting operation. However, they are usually responsible for reviewing all pertinent cost or financial reports and implementing appropriate management action as dictated by the housing program data.

The features outlined above reflect the nature and scope of the managerial and administrative responsibilities. At the lowest levels, the positions are primarily involved in performing a variety of related administrative tasks in support of specific technical requirements involved in operating and maintaining the physical housing assets.

At the higher levels, primary attention is given to policy development, broad management planning and effective cost management as a means of coordinating work forces and resources for the efficient, economical use of the housing assets.

-- Housing Management Program Evaluation and Administration

The duties involve analysis and review of housing programs and the development of administrative procedures and standards to guide local housing authorities in establishing and maintaining uniformity in project operations and management actions. These positions are usually located in a central or area office of a Federal department or agency having jurisdiction over a housing region, district, or zone of sufficient scope and complexity to warrant a distinct organization to perform various management functions and other regulatory phases of housing administration. As part of the Government housing programs, public housing projects are being made increasingly available to eligible families whose housing needs are not being met by private, residential housing. With few exceptions, these housing projects are owned, managed, and operated by local housing authorities under financial assistance contracts with the Federal Government.

Specifically, the Housing Management Specialist is responsible for conducting scheduled or periodic housing surveys, management studies, or project audits to evaluate the efficiency of housing programs, note program trends, and prepare regulations, procedures, and instructions for use in the onsite operations of housing projects. In addition, these positions require a broad knowledge of management processes and techniques to provide technical advice and assistance to onsite housing managers or local housing authorities regarding (a) the elimination of excess costs and the reduction of budgetary needs; (b) the improvement of livability features and maintenance of housing assets; (c) the more effective use of housing facilities and community services; and (d) the promotion of cooperative relationships among tenants, housing personnel, public officials, and private agencies. Included in the general scope of responsibility are: the analysis of and action on requests for exceptions or waivers to departmental or agency policies, standards, and procedures; consultative and advisory services to housing representatives in agency, public, or private groups with distinctive problems requiring major change and improvement in the administrative aspects of their housing program operations; and public contacts which seek to stimulate the efforts of regional, local, and private agencies in the housing field and to emphasize the housing needs of military personnel, low-income families, and other eligible groups.

HOUSING CHARACTERISTICS

Generally, the difficulty of assignments in either specialization can be affected by a number of factors related to the physical housing assets. For example, the variety of dwelling units and such other features as physical layout and dispersal, structural design, condition, and age of the housing facilities have an impact on management planning activities, create different administrative maintenance and cost control problems, and affect the kinds of services required. These characteristics provide a direct and readily apparent relationship to the difficulty present in housing management positions in this series. In addition, these characteristics frequently

condition the complexity of housing management inspections, audits, or operational surveys, and affect the variety and degree of complexity of consultative and advisory service activities.

The advanced age, structural design problems, or poor construction of the dwelling units increase the need for accurate financial planning and scheduled preventive maintenance programs, add to the administrative task of resolving tenant complaints, and require the establishment of procedures for providing emergency services and scheduling major alterations and repairs. The types and frequency of management decisions required as a result of these conditions, and the knowledge and skills required to resolve them, are significant considerations for evaluating positions covered by this standard.

Similarly, the continued existence of long applicant waiting lists, or a high monthly rate of tenant move-out over a prolonged period, increases the significance of the planning and management functions and increases the tenant or public relations responsibilities. For example, tenant turnover rates that exceed agency or locally established parameters may be significant in that they may create additional complexities in the work assignments. Other difficulties can arise because of the need to coordinate management actions with a variety of jurisdictions or management systems, policies, and methods which require the application of different operating procedures and practices. Problems of this nature frequently place special demands on the knowledge and skills which must be used in their resolution.

GRADE LEVEL COVERAGE

This standard provides factor-level and benchmark descriptions for nonsupervisory housing management positions. Inherent in most housing management positions is the responsibility for directing the work of others. The responsibility for management or direction of a project, facility, or program requires at all levels, but in varying degrees, the accomplishment of work through others. This responsibility may range from directing the work of clerical employees or a small maintenance force to the management of a housing program or operation which requires specialized organizations and subordinate housing management personnel. Except for housing program direction at very high levels, the general scope of such direct or indirect supervisory responsibility is directly associated with the scope of the management responsibility and, as a result, has not been described separately as a distinct factor in the standard. This responsibility was taken into consideration in the development of factor level descriptions and benchmarks for this series. Grades should not be modified for the presence of such requirements in the work assignments.

This standard does not provide grade-level criteria for classifying positions in which the supervisory qualifications and responsibilities are of greater weight in the evaluation of the position than are the housing operations responsibilities. In such cases, the positions should be evaluated by reference to the [General Schedule Supervisory Guide](#).

TITLES

The following titles are authorized for positions involved in the direct, onsite management and administration of housing projects, facilities, or complexes:

Housing Manager for all positions at grades GS-9 and above.

Housing Management Assistant for all positions below grade GS-9.

For positions involved in the evaluation of housing management programs and the development of administrative procedures, the following titles should be used:

Housing Management Specialist for all positions at grades GS-9 and above.

Housing Management Assistant for all positions below grade GS-9.

The title "Housing Manager" implies supervisory responsibilities; therefore, no modification of this title is necessary to identify supervisory housing manager positions. The total value of the top housing manager positions is usually determined more by the nature and scope of the housing operations responsibility than by the specific nature and extent of supervisory duties inherent in the assignment.

However, in some other positions in the occupation, the supervisory responsibilities are of greater weight in the evaluation of the position than are the housing operations responsibilities. Such positions should be evaluated by reference to the [General Schedule Supervisory Guide](#) and titles should be constructed by prefixing the word "Supervisory," e.g., "Supervisory Housing Management Specialist."

EVALUATION SYSTEM

This standard uses the Factor Evaluation System of job evaluation to make grade level determinations. Included in this standard are detailed factor level descriptions and benchmark descriptions which provide a means for the specific application, within the housing management occupation, of the concepts embodied in the [Primary Standard](#) of the Factor Evaluation System.

Factor levels and their point values are provided for all nonsupervisory levels typical of this occupation. Benchmark descriptions are also provided, with the factor levels and point values clearly identified, to portray the application of factor level definitions to specific jobs and to serve as occupational reference points. To assure correct position classification and uniform grading practices, this standard requires coordinated application of the factor-benchmark criteria contained herein. Each position must be compared and evaluated factor-by-factor using one or more factor-level descriptions or OPM benchmark descriptions. The fact that a benchmark description is not provided at a certain grade level does not prevent placing a position at that grade. When the benchmark descriptions are not adequate, positions are point-rated by use of the Factor Level Descriptions in this standard.

GRADE CONVERSION TABLE

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

GS Grade	Point Range
4	655-850
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

These factor level descriptions show the application of the Primary Standard to the Housing Management Series. They describe the levels within the various factors (and identify the corresponding point values) typically found in the Housing Management occupation.

FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

This factor identifies the nature and extent of housing management concepts, principles, policies, regulations, procedures, and processes the employee must know to do acceptable work, and the nature and extent of skills required to apply the knowledge.

*Level 1-3 -- 350 points****DIRECT HOUSING MANAGEMENT***

Assignments at this level include observing techniques and assisting higher level housing managers in the application of administrative methods and practices of government housing management operations.

Requires knowledge of standardized local housing practices and procedures concerning the eligibility, assignment, occupancy, maintenance, and use of the housing facilities to perform various routine inspections, interviews, data review, and other tasks, selected to orient the incumbent in the housing management program requirements.

Requires a knowledge of local housing reporting practices and procedures to prepare, assemble, coordinate, and process various housing activity reports on assigned topics.

This level also requires the ability to appraise a limited variety of housing information or data and periodically prepare summaries for use by higher level housing specialists.

OR***HOUSING PROGRAM EVALUATION***

Assignments at this level include observing and assisting higher level housing specialists in the administrative methods and practices of housing management activities.

Requires a knowledge of local housing management practices and procedures pertaining to the processing and disposition of information, reports, or data concerning such project activities as eligibility criteria, occupancy requirements, rental and income limitations, selection procedures, and various related functions performed by local housing authorities.

This level also requires a knowledge of local records management practices and procedures to select, assemble, and distribute reports concerning assigned topics of a technical or administrative nature, and the ability to appraise such information and periodically prepare summaries of documents for the use of higher level housing specialists.

Level 1-4 -- 550 points

Assignments at this level included administrative tasks related to the application of approved methods and techniques to the operation, use, or administration of housing facilities or program requirements.

DIRECT HOUSING MANAGEMENT

Requires a knowledge of extensive administrative methods and practices involved in the operation of Government housing assets to perform selected work assignments such as habitability inspections, processing of furnishings or equipment, handling tenant complaints, and providing general assistance to higher level housing managers.

This level also requires a knowledge of organizational procedures and workflow to counsel and assist tenants in matters pertaining to housing requirements, collect and credit rent or other charges to appropriate accounts or bookkeeping records, and perform other related tasks or assignments of housing management.

OR

HOUSING PROGRAM EVALUATION

Requires a knowledge of extensive administrative methods and practices involved in the implementation of housing management programs to perform selected work assignments such as participating in occupancy surveys and physical inspections; appraising local housing authority submissions for compliance with departmental policies; developing narrative reports concerning their content and applicability; processing vouchers, applications, and certifications concerning rent supplement, insured, or subsidized programs; and providing general assistance to higher level specialists.

This level also requires an extensive knowledge of organizational procedures and workflow to counsel and provide assistance to local housing managers or sponsors on routine matters pertaining to program requirements; review policy, procedural or regulatory releases and prepare narrative reports for higher level specialists; draft responses to inquiries from public housing applicants or interested public bodies; and perform similar tasks of like complexity, designed to provide progressive skills in the methodology and techniques of housing program management.

Level 1-5 -- 750

Assignments at this level involve the performance of routine standardized housing management functions, and frequently comprise one or more segments of a broader project or program management assignment.

DIRECT HOUSING MANAGEMENT

In addition to knowledge described in Level 1-4:

Requires a knowledge of the basic principles, techniques, and methodology pertaining to the management planning, scheduling, coordinating and efficient use of Government-owned housing facilities. Assignments at this level are characterized by the performance of various standard housing management functions such as periodic housing requirement surveys, joint

tenant-management inspections, recommending improvement projects, determining authorized allowances, and reviewing or certifying payment claims for work or services provided. This level also requires a general knowledge of construction, maintenance, repair and improvement practices; and the methods and procedures involved in determining acceptable work performance in various trades or crafts associated with repairs, improvements or maintenance of dwelling units, buildings, structures, grounds, roads, streets and utility systems.

Requires the ability to evaluate the adequacy of such housing activities or characteristics as eligibility, assignment, termination, maintainability, habitability, and utility conservation.

OR

HOUSING PROGRAM EVALUATION

Requires a knowledge of the basic principles, techniques, and methodology pertaining to the efficient use and operational management of government assisted public housing projects. Assignments at this level are characterized by the performance of standard management functions in order to evaluate the performance of local housing authorities and determine their compliance with agency or departmental policies, procedures, and requirements.

This level also requires the ability to perform such tasks as periodic studies or reviews of local housing practices concerning eligibility, occupancy and termination activities, income recertifications and rent adjustments, leasing procedures, habitability standards, and a variety of related activities to determine the adequacy of such practices and develop recommendations for improvement or correction.

Level 1-6 -- 950 points

Assignments at this level involve responsibility for the housing project or projects assigned and the planning, organizing, and administration of housing program requirements.

DIRECT HOUSING MANAGEMENT

In addition to knowledge described in Level 1-5:

Requires a knowledge of agency management procedures and general business principles and practices related to the management of Government-owned, leased, rented, or privately-owned housing facilities that are used under a variety of rental or leasing agreements. Assignments at this level are characterized by direct responsibility for one or more housing projects, facilities, or complexes that usually consist of a number of family dwelling units, individual rooming accommodations, guest quarters, special status residences, or combinations of the above.

Requires skill in formulating local occupancy directives, instructions, and brochures; conducting technical audits or studies; determining feasibility of repairs or improvements within the

framework of established cost targets; and scheduling or coordinating repair, maintenance, or renovation activities as required.

This level also requires a knowledge of organizational funding procedures and skill in the control of allotment obligations and expenditures to ensure that housing fund limitations are observed. This includes knowledge and experience in the preparation of short range planning documents containing requests and justification for funds, personnel, or materials required to accomplish major housing activities.

OR

HOUSING PROGRAM EVALUATION

Requires a knowledge of agency management procedures and a knowledge of related general business principles and practices concerning the planning, organizing, and operational management of Government-owned, supported, leased, rented, or privately-owned housing facilities that are administered under separate rental, leasing, or contractual agreements.

Assignments at this level are characterized by direct responsibility for one or more housing projects, facilities, or complexes usually consisting of family dwelling units, individual rooming accommodations, special status (elderly, handicapped, etc.) residences, or combinations of the above.

Requires a knowledge of agency funding procedures and requirements and the ability to analyze proposed expenditures for management, maintenance, or modernization activities by local housing authorities; determine the feasibility of such projects within the framework of established financial constraints; and develop recommendations concerning the obligation of such funds for use by agency budget specialists.

This level also requires skill in performing regular or periodic management audits of local housing operations including administrative planning, fiscal management and reporting, project maintenance conditions, tenant occupancy and assignment procedures, supplies and equipment controls, community services and other major activity areas. This includes the ability to evaluate the adequacy of local activities and develop directives and instructions for the guidance of and application by the local housing authorities.

Level 1-7 -- 1250 points

Assignments at this level involve the planning, cost management, scheduling and coordinating of housing program requirements with housing residents, local authorities, regulatory agencies and others, and the development of administrative procedures related to the construction, maintenance, improvement, use, and management of housing projects and facilities.

DIRECT HOUSING MANAGEMENT

In addition to knowledge described in Level 1-6:

Requires a comprehensive knowledge of a wide range of Federal and agency housing policies, requirements, and procedures to perform broad management planning, budgeting, and coordinating of work forces and resources, for the effective implementation of housing program requirements and negotiating with management or tenants on broad programs and problems related to the operation and use of housing assets.

Requires a comprehensive knowledge and skill in the application of housing management principles, concepts, and methodology to a variety of difficult and complex work assignments involving the full range of housing activities including operations and maintenance, cost management and financial planning, assignments and use, annual inspections and special surveys, new construction and improvements, management-tenant relations, and referral services or furnishings management where applicable.

Requires a knowledge of appropriate laws, and regulations governing the construction, occupancy, eligibility, use, and operation of housing facilities to develop overall policies, plans or procedures for housing administration; coordinate the housing management program with other agencies and with the major functions and departments of regulatory agencies; and recommend changes or amendments that would improve housing administrative policies, practices, and methodology.

OR

HOUSING PROGRAM EVALUATION

Requires a knowledge of a wide range of Federal and agency housing policies and requirements to perform broad administrative planning, scheduling and coordinating of work forces and resources concerning the operational plans and housing management activities of the employing office, and the skill and ability to negotiate with local authorities, tenants, and other interested parties on broad programs and problems related to the operation and use of area public housing assets.

Requires a comprehensive knowledge of a wide range of housing ordinances, laws, and requirements governing the construction, occupancy, use and operation of housing facilities to develop area-wide administrative plans and procedures; coordinate the housing management program with major functions and departments of regulatory agencies; and recommend changes or amendments to improve management policies.

This level also requires knowledge and skill in the application of housing management principles, concepts, and methodology to a variety of difficult and complex work assignments involving the full range of local authority activities such as operations and maintenance, assignments and utilization, periodic and special surveys or inspections, new construction and

modernization, tenant-management relations, and related functional areas to assure the effective use of facilities, equipment, and community resources.

Level 1-8 -- 1550 points

In addition to knowledge described in Level 1-7:

Mastery in the housing management field and related expert knowledge of Federal, State, and regional housing policies, concepts, regulations, and laws including related legislative matters and legal precedents to provide expert advisory services to management, technical, and supervisory personnel in government, public or private institutions and agencies; to explore and develop new management techniques and methodology; and to effect solutions to unique or unusually complex problems regarding housing or community facilities, tenants, services, or equipment.

Requires expert knowledge and skill in the identification and application of the latest management concepts and techniques of housing programs to develop and appraise housing policies and procedures, research and analyze management concepts, extend existing principles to new and unusual applications, conduct novel and unprecedented studies o develop management criteria, and prepare advisory materials on matters of regional importance.

This level also requires an extensive knowledge of regional housing trends and market acceptability concerning such factors as design features, labor and material costs, availability and acceptability of sites, construction methods, esthetic requirements and supply-demand parameters to analyze and determine the feasibility of proposed projects, develop recommendations for changes or improvements for use of local authorities, and perform centralized consulting and advisory services for other agency specialists and local housing representatives.

FACTOR 2, SUPERVISORY CONTROLS

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility and the extent of review of completed work. Controls are exercised by the supervisor in the way assignments, instructions, priorities, deadlines, and objectives are provided and defined. Responsibility of the employee depends upon the extent to which the employee is expected to plan, schedule, and coordinate various aspects of the work; to modify or recommend modification of 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 assignment.

Level 2-1 -- 25 points

The housing supervisor makes assignments involving one-of-a-kind or repetitious housing functions. Assignments are usually accompanied by clear and concise instructions concerning

the manner in which the work is to be accomplished, and detailed information is provided by a supervisor or a senior staff member.

The work is performed as instructed, without deviation, and the supervisor or senior staff member is available for assistance or guidance on all matters not specifically covered by instructions or guidelines.

The work is closely controlled through in-progress checks and the limited and structured nature of assignments. Written work is checked at intervals by a senior staff member and, upon completion, work is systematically reviewed by the supervisor for adherence to instructions and procedures.

Level 2-2 -- 125 points

The housing supervisor or senior level staff member makes selected continuing or individual assignments by indicating generally what is to be done; the limitation, quantity, and level of housing functions expected; and the deadline or priority of assigned work tasks.

Recurring assignments are carried out independently without specific instructions. Situations involving housing damage disputes, challenged local submissions, or other unfamiliar problems not covered by instructions are referred to the supervisor or senior staff member for assistance or resolution.

Completed assignments are reviewed to assure that work practices, techniques, records, and other functions are technically accurate and in compliance with instructions or established housing procedures. Review of the work increases with more difficult assignments if the tasks have not been previously performed in similar assignments.

Level 2-3 -- 275 points

The housing supervisor or senior staff member makes housing assignments by defining objectives, priorities, and deadlines and assisting the incumbent with unusual situations which do not have clear precedents.

The incumbent plans and carries out the assignment while resolving problems and deviations in accordance with established local instructions, agency policies, or normally accepted housing practices.

Completed work is usually evaluated for technical soundness of conclusions or decisions, and conformity to policies and existing requirements. The methods and techniques used to conclude the assignments are not usually reviewed in detail.

Level 2-4 -- 450 points

The housing supervisor sets the overall objectives and establishes the resources available. The incumbent and housing supervisor, in consultation, develop the project deadlines, scope, and level of work to be accomplished.

At this level, having developed expertise in the application of housing management principles and practices in a variety of routine and unusually difficult assignments involving Government-owned, assisted, leased, rented, or privately-owned housing projects and facilities, the incumbent is responsible for planning and carrying out the assignment, resolving most of the conflicts which arise, coordinating the work with others as necessary; and interpreting policy on own initiative in terms of established objectives. In some assignments, the incumbent also determines the alternate approaches to be taken and the methodology to be used.

Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

Level 2-5 -- 650 points

The supervisor provides administrative directions with assignments in terms of broadly defined missions or functions.

The employee has responsibility for independently planning, designing, and carrying out programs, projects, studies, or other work.

Results of the work are considered as technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence of the overall program, or the contribution to the advancement of technology. Recommendations for new projects and alteration of objectives are usually evaluated for such considerations as availability of funds and other resources, broad program goals, or national priorities.

FACTOR 3, GUIDELINES

This factor covers the nature of guidelines and the judgment needed to apply these guidelines. Housing management functions and responsibilities vary in the specificity, applicability, and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed upon housing management positions also vary. For example, the existence of specific utilization instructions, management procedures, and agency policies may limit the opportunity of the employee to make or recommend decisions or actions. However, in the absence of such procedures or policies, or under broadly stated objectives, the housing employee may use considerable judgment in researching new housing concepts and developing unique management techniques and methodology.

Guidelines should not be confused with the knowledge described under Factor 1. For example, some positions require a knowledge of the full range of management techniques and methods related to the planning, scheduling, budgeting, and use of housing resources. However, at a given installation or project site, the policy may limit the application of management techniques or specifically identify under what conditions some or all techniques may be applied. Such a policy is a guideline that restricts the employee in the application of knowledge.

Level 3-1 -- 25 points

The incumbent is provided with a variety of specific, detailed instructions and procedures concerning such functional areas as housing eligibility, assignment, use, termination, reporting requirements, and other related directives that are clearly applicable to assigned tasks.

The work is performed in strict adherence to the guidelines. All deviations must be authorized by the supervisor or senior staff member.

Level 3-2 -- 125 points

The incumbent is provided with a variety of administrative instructions, management procedures, housing standards, and other established procedural guides that are usually directly applicable to the assigned work. In addition, specific operating guides concerning habitability, occupancy, maintenance, inspections, surveys, and other related requirements are also available for reference purposes.

At this level the incumbent must use judgment in locating and selecting the appropriate guidelines, references, or procedures applicable to the assigned functions. Established procedures for performing such functions as onsite inspections, processing of applications, requisitions, or complaints, and management reviews are to be used, but the incumbent may exercise some discretion in selection among alternative approaches. Situations where significant deviations are required will be referred to the housing supervisor.

Level 3-3 -- 275 points

The incumbent is provided a variety of agencywide regulations, standards, handbooks, and inspection or survey schedules and guides related to the major housing activity areas. They are usually not directly applicable to specific work assignments or lack sufficient detail regarding such factors as maintenance, cost control, turnover rates, or other elements on which to base management decisions or actions.

At this level the incumbent must use judgment and initiative in the selection, interpretation, and application of the guides, making compromises and adaptations, when necessary, within the framework of established housing objectives. The incumbent must also evaluate the impact or results of the application of standard agency practices, management criteria, or other parameters related to housing operations, and recommend changes or improvements to existing procedures to accommodate new or unique situations or eliminate deficiencies in current practices.

Level 3-4 -- 450 points

This level is characterized by the availability of agency policies, general program management guides, and legal opinions or precedents related to the management, use, and operation of housing projects, facilities, and other resources. These guides are usually inadequate for dealing with the unusually difficult problems associated with the broad management planning normally required in assignments typical of this level.

The incumbent is required to select, adapt, and apply housing policies and principles to assigned projects where precedents are not directly applicable to the coordination of work forces and resources or the negotiation of major issues and conflicts normally required at this level. In addition, the incumbent must develop new operating techniques and use experienced judgment in selecting approaches and evaluating management programs and related housing trends or developments.

Level 3-5 -- 650 points

This level is characterized by the availability of Federal, State, and municipal policies, regulations, laws, ordinances, and legislative proposals concerning such factors as the purchase, design, development, construction, and effective use of nationwide housing resources.

The incumbent must exercise considerable judgment and ingenuity in interpreting and adapting available policies or regulations and in developing new, unique, or improved management criteria or methodology where existing guidelines are totally lacking in content or applicability. The incumbent is recognized as a technical authority in housing management and administration, with responsibility for developing policies, standards, procedures, and instructions for nationwide guidance of other housing personnel.

FACTOR 4, COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods involved in the management, operation, and use of housing assets and resources; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work. At the low end of the scale, the work involves a number of related tasks in support of specific management or technical operations required in the implementation of housing programs or the operation and maintenance of physical housing assets. At the high end of the scale, the work involves broad management planning and budgeting as a means of coordinating work forces and other resources, and consulting or negotiating with housing managers, tenants, and community representatives on broad programs or problems concerning the development, operation, maintenance, and utilization of housing assets.

Level 4-1 -- 25 points

At this level, the work consists of a limited variety of well defined and directly related administrative tasks. For example, promptly contacting next available applicant upon notification of vacancy; assigning vacant units by family size, unit size, or other clearly stated criteria; and reviewing termination documents to verify appropriate clearances or approvals that are indicated; or the preparation, assembly, and distribution of preliminary summaries pertaining to assigned topics of a technical or administrative nature are typical of the housing management functions performed at this level.

The work is performed as indicated by the supervisor, or as defined in local guidelines, or previously encountered instructions, with little or no choice in deciding what needs to be done.

The work consists of the application of specific criteria related to such factors as family size, status, location, and housing availability or the identification of factors which are readily discernible in agency releases concerning housing management activities.

Level 4-2 -- 75 points

At this level, the work usually consists of selected assignments which involve a number of related sequential steps, methods, and practices designed to orient the incumbent in the practical application of housing management principles and techniques. For example, the work may involve performing pre-assignment, termination, and final inspection of housing units to verify the condition, habitability, and other parameters of interest or searching technical reports, evaluating information, and drafting reports or replies to inquiries which can be used by senior staff members as the basis for recommendations or interpretations.

The work involves the consideration and selection of various methods or techniques which are usually defined in policies and instructions and are apparent, applicable, and readily verified to accomplish such functions as counseling tenants regarding government and private housing privileges, responsibilities, and availability; providing assistance to housing sponsors, project managers, and occupants in the preparation and processing of routine applications, vouchers, certifications, or complaints; and initiating corrective repair, maintenance, or other project activities as required.

Variations in the work usually stem from differences in such factors as the local occupancy or utilization procedures, in the condition of housing facilities, in the scope of inspections performed, or in the nature of inquiries received.

Level 4-3 -- 150 points

The work at this level consists of assignments involving the relatively independent performance of numerous standard housing management functions requiring different methods or techniques. Assigned tasks are conventional with clearly identified objectives. For example: serving as a member of periodic or special housing survey or audit teams to determine housing requirements;

inspecting project facilities, grounds, and utilities as a basis for developing recommendations for maintenance or improvement projects; establishing validity of payment claims; and performing other activities related to the use, operation, and management of housing assets are typical of the duties performed at this level.

Generally, the work to be performed at this level is prescribed in established schedules, procedures, or plans. However, issues concerning compliance or conformity with established housing parameters or criteria may often require such methods as reviewing case histories; examining management records, forms or practices; interviewing project personnel or tenants; or performing physical inspections to identify deficiencies, assess damages and determine the appropriate corrective measures required.

The work involves conditions and factors that must be identified and considered during completion of assigned tasks. For example, the type, age, size, and location of housing facilities may often affect problem solving methods or techniques. In addition, some assignments may require evaluation of drawings, plans, or work standards to ascertain the nature, extent, and acceptability of required maintenance or repair activities; or the identification of organizational over expenditures, duplications, or improper record keeping in order to develop recommendations for management action.

Level 4-4 -- 225 points

The work at this level consists of continuing assignments involving direct responsibility for the management control of one or more housing projects, facilities, or complexes. The work typically involves the application of the full range of methods and processes related to the planning, acquisition, construction, operation, occupancy, maintenance, improvement, and use of a variety of housing assets including Government-owned, assisted, leased, rented, or privately-owned facilities.

Decisions regarding what needs to be done require the assessment of such operations as project organization and fiscal management; reporting systems; furnishings, supplies and equipment; maintenance conditions and general housekeeping; occupancy and assignment activities; and tenant relations. Such operations vary among projects or facilities and often require additional review to resolve conflicting functions or erroneous data.

The work usually requires the assessment of such critical project activities as occupancy turnover rates, current and projected operating costs, utility conservation efforts and structural or physical condition of housing assets to formulate recommendations or directives governing housing operations and maintain control of allotment obligations and expenditures to ensure housing fund limitations are observed. The work also requires analysis of problem areas or deficiencies; determining the feasibility of improvements or repairs within the framework of established cost targets; and the development of recommendations and justification concerning funds, personnel, and materials to accomplish all housing activities.

Level 4-5 -- 325 points

The work at this level consists of assignments involving management planning, cost control and coordination of work forces and resources; negotiating with management and tenants on complex program matters and problems; and/or providing expert advisory services to management, technical, and supervisory personnel in the agency, in other government agencies, and in public or private institutions regarding housing management programs and the development, acquisition, operation and use of housing assets.

Decisions regarding what needs to be done include the identification and definition of the nature and scope of novel and obscure problems that often require analysis and evaluation of such factors as general housing trends, market conditions, construction methods, material costs, sources of supply or services, housing prices, and/or applicable area ordinances, regulations, or laws governing the occupancy and operation of housing projects. Such factors are subject to continuous change resulting from national or regional housing policies or priorities, construction industry developments, utility cost fluctuations, and various other general business activities.

The work requires the identification of the latest techniques, procedures, and concepts in the field of housing management to develop and appraise program policies and procedures; the research and analysis of altered management concepts or methodology and the extension of existing practices to new and unusual applications; and the conduct of novel and unprecedented studies to develop management criteria and prepare advisory materials on matters of regional or national importance.

FACTOR 5, SCOPE AND EFFECT

This factor covers the relationship between the nature of the work in terms of the purpose, breadth, and depth of housing assignments, and the effect of work products or services both within and outside the organization. At the lower end of the scale, the purpose is to perform specific routine administrative functions which have little impact beyond the housing office. At the high end of the scale, the purpose is to develop housing program policies that are essential to agency housing programs and affect large numbers of tenants housed by the agency or other instrumentalities on a continuing basis.

Only the effect of properly performed work is to be considered. No credit is given for the possible consequences of employee error.

Level 5-1 -- 25 points

The purpose of the assignment is to accomplish specific processing and disposition of a limited variety of activity reports, or to provide routine assignment, occupancy, and termination services to applicants and tenants. Work assignments are frequently for training purposes and designed to acquaint the employee with the technical methods and practices of housing management.

The work product or service is required to facilitate the work of senior staff members or the timely provision of limited service to applicants or tenants; however, it has little impact beyond the immediate organizational unit.

Level 5-2 -- 75 points

The purpose of the work is primarily to provide assistance to senior staff members by performing selected work assignments in accordance with basic procedures and instructions. The work, which might involve physical inspections, processing complaints, appraising local submissions, reviewing vouchers or certifications, and other similar tasks, usually composes a segment of an assignment or project of broader scope.

The work product or service affects the adequacy, responsiveness, and accuracy of projects and programs administered by senior staff members.

Level 5-3 -- 150 points

The purpose of the work is to plan, schedule, coordinate, and/or monitor the operational management and efficient use of housing projects, facilities and resources; analyze problem areas; and recommend or implement corrective measures within the framework of housing program requirements.

The work, which involves treating a variety of occupancy related problems, formulating directives, and evaluating the adequacy of services provided, affects the efficiency of housing program operations and living conditions of the persons or families housed.

Level 5-4 -- 225 points

The purpose of the work is to provide expertise as a specialist in housing management techniques and methodology by furnishing advisory services to other agency organizations on specific problems, projects, programs, and functions. The work involves the development of management plans and criteria related to the application of agency housing policies.

Work products affect major segments and activity areas of the agency's housing policies and programs.

Level 5-5 -- 325 points

The purpose of the work is to develop housing management program policies, resolve critical problems or issues related to policy application or conflict, and coordinate major program functions within the agency and among other agencies or departments.

The work affects the development of agency housing policies, the work of other housing advisors or program managers and the well being of substantial numbers of people.

FACTOR 6, PERSONAL CONTACTS

This factor includes face-to-face contacts, telephone, or other dialogue with persons not in the supervisory chain. 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.

The nature of contacts range from those with other housing personnel in the immediate work unit, to contacts with Federal, State, and local officials outside the agency. *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 between 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

Personal contacts are with other housing personnel, senior staff members, and specialists or technicians within the immediate office or related support units within the organization.

Level 6-2 -- 25 points

In addition to the office contacts described at Level 6-1, personal contacts include housing applicants, tenants, or dependents; housing personnel from various headquarters, regional, or field levels of the agency or local housing authority; and visitors from other operating offices at the installation. The contacts are usually established on a routine basis at the employee's workplace.

Level 6-3 -- 60 points

In addition to the agency contacts described at Level 6-2, personal contacts include a variety of management officials and representatives of public, private, and law enforcement agencies; housing committees; tenant action groups; contractor representatives; and officials of professional business organizations. On occasion, contacts are made with local groups and representatives of civic, welfare, or recreational organizations. The assignments or objectives dictate the frequency of personal contacts. They are held at the employee's workplace or at the workplaces, meeting halls, conference facilities, or other locations available to the persons contacted.

Level 6-4 -- 110 points

Personal contacts are with high-ranking officials from outside the agency including Members of Congress, nationally recognized housing officials, State governors, city mayors, and presidents of large national firms. In addition, the employee may participate, as a technical expert, in committees and seminars of national importance. These contacts are usually in highly unstructured settings, conducted under a variety of different ground rules, and may be established during routine or unscheduled problem related visits, or at special investigative hearings, task group discussions, or other proceedings initiated by the persons contacted.

FACTOR 7, PURPOSE OF CONTACTS

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 gathering or exchanging information or facts.

Level 7-2 -- 50 points

In addition to exchanging information, the purpose is to plan and/or coordinate management functions with other agency housing personnel; serve as the principle point of contact and discuss matters related to occupancy, maintenance, technical requirements, or other areas of interest with local project representatives; resolve or eliminate problems; reach general agreement on techniques; and clarify established goals, objectives, and responsibilities. The persons contacted are usually interested in seeking improvements and economies in the management and use of housing facilities.

Level 7-3 -- 120 points

The purpose is to influence or persuade agency or local housing specialists, tenants, and local special interest committees or groups to accept plans, schedules, technical or policy requirements, and methods that have elements of conflict; to negotiate or mediate agreement among conflicting parties; to cooperate with and coordinate law enforcement efforts; or to justify the feasibility or validity of proposals concerning housing facilities or resources to agency officials or committees that are composed of housing specialists and others authorized to grant approvals. The persons or groups contacted may be skeptical or uncooperative, and such contacts may require skill in approach or methodology to obtain the desired effect.

Level 7-4 -- 220 points

The purpose is to justify, defend, negotiate, or settle significant or highly controversial matters pertaining to housing policies or programs. The work often involves presenting agency goals and objectives at professional conferences or committees convened to plan long range housing programs and develop standards and guides for broad activities. The work involves meeting with other experts having a variety of viewpoints or objectives on issues of considerable consequence or importance; presenting the agency's rationale or position on specific problems; and participating in the problem solving process by negotiation, compromise, or developing suitable alternatives.

FACTOR 8, PHYSICAL DEMANDS

This factor covers the requirements and physical demands placed on housing managers, specialists and assistants by the work assignments. This includes physical characteristics and abilities and the physical exertion involved in the work (e.g., walking, standing, bending, climbing, or kneeling). To some extent the frequency or intensity of physical exertion must also be considered, e.g., a job requiring frequent and prolonged standing involves more physical exertion than a job requiring intermittent standing.

Level 8-1 -- 5 points

The work is principally sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking, standing, bending, carrying light books, or driving an automobile. No special physical demands are required.

Level 8-2 -- 20 points

The work requires some physical exertion involved in frequent onsite visits to project locations to conduct inspections of housing facilities, buildings, or grounds. The work involves long periods of standing, walking over sometimes uneven surfaces, climbing stairs, and bending, reaching, or similar activities.

FACTOR 9, WORK ENVIRONMENT

This factor covers the risks, discomforts, or unpleasantness that may be imposed upon employees by various physical surroundings, environmental conditions, or job situations including the use or wearing of safety equipment or devices associated with such conditions.

Level 9-1 -- 5 points

The work involves normal risks or discomforts associated with an office environment. The work area is usually adequately lighted, heated, and ventilated. There may be occasional exposure to dusty or dirty conditions while visiting housing units or facilities undergoing repair, maintenance, or renovation.

Level 9-2 -- 20 points

The work involves frequent exposure to moderate discomforts, risks, or unpleasantness such as high level noises and vibrations, dust and grease, irritant fluids or fumes, moving parts of machines, and external weather conditions. The work may require the use of protective garments or devices such as hats, masks, boots, goggles, or shields when visiting construction sites.

OPM BENCHMARK DESCRIPTIONS

HOUSING MANAGEMENT ASSISTANT, GS-1173-05, BMK #1

This position is located in the housing office at a military installation. The incumbent receives a variety of developmental assignments selected to provide progressive skills in the methodology and techniques of operating and utilizing government housing. The work is normally performed under the close guidance of a higher level housing manager.

Duties

- Performs pre-vacating, vacating, and assignment inspections; prepares deficiency reports including rough sketches of conditions; and prepares reimbursement vouchers where tenant responsibility for damages are apparent.
- Receives and processes routine tenant complaints or requests for repair or maintenance of inoperative, damaged, or broken fixtures, furnishings, equipment, or structures.
- Maintains eligibility lists and assigns quarters in accordance with established procedures or instructions. Prepares regular reports or other submissions concerning housing occupancy, vacancy, placement and other related activities.
- Counsels prospective and current tenants with regard to rights, privileges, and responsibilities of occupancy in the project.
- Coordinates the storage, handling, inventory, and movement of furniture, furnishings, or equipment between warehouse and tenant quarters; obtains custody receipts; and maintains records concerning inventory, placement, and condition.

Factor 1, Knowledge Required by the Position -- Level 1-4 -- 550 points

Knowledge of a broad range of administrative practices and methods related to the inspection of housing facilities; processing of tenant complaints; preparation of housing reports; control of furniture, furnishings, or equipment; and a variety of similar tasks which includes providing general assistance to higher level housing managers.

Knowledge of the housing organization and work flow procedures to counsel tenants; provide general assistance to other housing personnel; collect, credit, or otherwise process rent or charges to appropriate accounts; and perform related functions or tasks selected to develop progressive skills in the management of government housing facilities.

Factor 2, Supervisory Controls -- Level 2-2 -- 125 points

The housing supervisor or higher level housing manager makes selected, individual, or continuing assignments by indicating the work to be performed, summaries or reports required, and the limitations, priorities, or deadlines of the assigned tasks. The higher level housing manager is usually available to provide assistance or guidance for new, difficult, or unusual situations.

Recurring assignments involving inspections, collections, or processing of tenant complaints or maintenance requests are accomplished independently. However, situations involving conflict or disagreement among tenants or with management actions are referred to the supervisor or housing manager for resolution.

Completed work products in the form of reports, summaries, or records and the methods used to do the work are reviewed for technical accuracy, adherence to instructions, and compliance with established procedures.

Factor 3, Guidelines -- Level 3-1 -- 25 points

The housing assistant is provided with a variety of specific, detailed instructions and procedures related to assignment, use, termination, and reporting requirements that are applicable to most major aspects of the assigned work.

The work is performed in accordance with the guidelines provided. All deviations must be approved or authorized by the supervisor.

Factor 4, Complexity -- Level 4-2 -- 75 points

Most assignments consist of selected functions to orient the incumbent in the application of housing management methods and practices. The work usually involves steps or work practices that are sequential in nature and duties that are normally related. For example, the types of inspections performed are related to the status of the housing unit, (pre-vacating, vacating or pre-assignment) and the condition of the unit during previous inspections.

The decisions regarding what needs to be done involve the selection from among methods or practices that are clearly defined in available housing procedures and are easily verified.

Actions to be taken or variations in the work differ in terms of the subject matter of the inquiries received, the types of units inspected, the nature of deficiencies found, or similar elements of a factual nature.

Factor 5, Scope and Effect -- Level 5-1 -- 25 points

The work involves the performance of specific, routine assignment, occupancy, and termination functions as a service to housing applicants or tenants and involves a limited variety of tasks selected for training purposes.

The work occasionally serves to facilitate the work of higher level housing managers. However, most assignments are designed to provide a limited variety of services to the persons or families housed, with little impact beyond the immediate organization.

Factor 6, Personal Contacts -- Level 6-2 -- 25 points

In addition to contacts within the immediate office, personal contacts include housing applicants, tenants and dependents, housing personnel from various levels within the agency, and maintenance personnel from other organizations at the installation or contractor personnel, usually in fairly structured situations.

Factor 7, Purpose of Contacts -- Level 7-1 -- 20 points

Contacts are usually for the purpose of gathering or exchanging factual or technical information.

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

The work involves frequent inspection of housing units and facilities, and requires prolonged periods of standing, bending, walking, reaching, and similar activities.

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

The work involves normal risks or discomforts. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 870

HOUSING MANAGEMENT ASSISTANT, GS-1173-05, BMK #2

This position is located in an agency area office. The incumbent receives a variety of developmental assignments and usually works under the guidance of a higher level staff

member. Assignments normally involve matters related to standard occupancy requirements and assisting local housing officials.

Duties

-- Reviews routine housing program documents such as vouchers, applications, or certificates for accuracy and conformance with agency requirements and processes in accordance with established guides.

-- Provides advice and assistance to local housing managers or sponsors on routine occupancy matters concerning the preparation and distribution of vouchers, applications, and other local submissions.

-- Attends meetings or conferences with higher level staff members and assists in the preparation of related reports.

-- Reviews incoming inquiries or correspondence, secures information from various reports, guides, or other sources, and prepares tentative replies or summaries for use by higher level staff members.

-- Accompanies higher level staff members on occupancy audits or surveys to observe techniques and provides technical assistance as required.

Factor 1, Knowledge Required by the Position -- Level 1-4 -- 550 points

Knowledge of administrative methods and practices related to the implementation of agency housing management programs to perform a variety of selected developmental assignments. Skill in participation on occupancy survey and/or inspection teams; appraising local applications, requests, or other submissions for adequacy; developing narrative reports; and providing general assistance to higher level staff members.

Knowledge of area office organizational procedures and work flow to provide general assistance to local housing personnel; process routine inquiries from applicants or other interested persons; review procedural releases for content and applicability to assigned projects and prepare summaries for higher level staff members; and perform similar related tasks.

Factor 2, Supervisory Controls -- Level 2-2 -- 125 points

The housing supervisor or higher level staff member makes selected assignments by indicating what is to be done and the level, quantity, or priority of assigned housing functions.

Recurring assignments are accomplished independently without specific instructions. However, situations that require deviation from standard methods or practices are referred to the supervisor or higher level staff member for assistance or resolution.

The work is subject to review upon completion. Completed assignments and related records, reports, and practices are evaluated for technical accuracy and compliance with established procedures.

Factor 3, Guidelines -- Level 3-2 -- 125 points

Administrative instructions, operating procedures, housing standards, and other procedural guides are available and usually directly applicable to the work assigned. Specific operating guides concerning occupancy surveys, maintenance, habitability, and other requirements are also available for use by the incumbent.

The incumbent must locate and select guides appropriate for the assigned tasks. Some assignments such as onsite occupancy surveys and providing assistance to local housing personnel may require minor changes in approach within the framework of established guidelines. However, all major deviations from established procedures are referred to the supervisor or higher level housing specialist.

Factor 4, Complexity -- Level 4-2 -- 75 points

Most assignments consist of selected tasks designed to orient the incumbent in the practical application of housing management principles and techniques.

Decisions regarding what needs to be done involve selection among methods or practices that are usually defined in basic instructions and are apparent, applicable, and easily verified. Counseling project residents or local housing representatives on routine matters related to occupancy requirements and processing routine housing documentation are typical of the functions performed by the incumbent.

The work performed or responses prepared are usually directly related to local occupancy requirements, the scope of inspection or survey functions performed, the nature of inquiries received, or other clear-cut and definitive factors.

Factor 5, Scope and Effect -- Level 5-2 -- 75 points

The work involves performing assigned tasks in accordance with instructions or procedures in support of a housing project or program of broader scope.

Completed work products or services in the form of oral or written reports or summaries, processed documents, and the exchange of information related to occupancy requirements affects the adequacy and responsiveness of projects administered by higher level staff members.

Factor 6, Personal Contacts -- Level 6-2 -- 25 points

Personal contacts include other agency housing specialists and housing applicants or residents. In addition, such contacts include local housing officials and representatives of other public or private agencies. Frequently, these contacts are established at the workplace on a routine basis.

Factor 7, Purpose of Contacts -- Level 7-1 -- 20 points

Contacts are for the purpose of gathering and exchanging a variety of routine and technical information concerning the assigned work.

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

The work is principally sedentary. Some walking, standing, carrying light books, or driving an automobile may be required. However, no special physical demands are required.

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

The work involves normal discomforts associated with an office environment. There may be occasional exposure to dusty or dirty conditions during project visits. However, the work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 1005

HOUSING MANAGEMENT ASSISTANT, GS-1173-07, BMK #1

This position is located in the housing management office at a military installation. The incumbent receives a variety of assignments usually related to occupancy, maintenance, and termination activities and works under the guidance of a higher level housing specialist. The work normally involves the performance of standard housing management functions that compose several segments of a broader project or program assignment.

Duties

- Processes applicants for permanent and temporary quarters. Reviews applications for accuracy and completeness of data. Counsels applicants regarding the availability, type, size, and location of quarters.
- Monitors the assignment of tenants to available quarters and schedules pre-occupancy, pre-termination, and termination inspections. Determines authorized allowances and issues nonavailability certificates as required.
- Conducts joint tenant-management inspections of quarters to evaluate the cleanliness, maintenance, and habitability of the unit, furnishings, equipment, and facilities. Schedules and coordinates the maintenance, repair, or other work required and conducts follow-up inspections to verify that discrepancies are corrected.
- Participates in regular or periodic surveys or audits to identify housing requirements or deficiencies, prepares draft survey reports of the activities assigned, coordinates findings with

other survey team members, and develops recommendations for improvement or correction of reported conditions.

-- Conducts special studies or reviews as assigned. For example, collects and assembles statistical data regarding past and current operations and maintenance expenditures. Reviews data and prepares short range estimates of projected costs for use by other installation personnel in the preparation of financial reports or budgetary requests.

-- Participates in resolving a variety of housing problems by assembling facts, evaluating information, and drafting reports and answers to correspondence which can be used as the basis for recommendations, interpretations, and decisions by a higher level housing specialist.

Factor 1, Knowledge Required by the Position -- Level 1-5 -- 750 points

Knowledge of the fundamental principles, techniques, and methodology related to the scheduling, coordinating, operation, and efficient utilization of government quarters and facilities.

General knowledge of acceptable work standards associated with the repair, maintenance, or improvement of facilities, equipment, furnishings, and other housing assets.

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

The supervisor or higher level housing manager makes assignments by defining project requirements, work priorities, and task deadlines and assisting the incumbent with extreme situations or unique problems.

The incumbent exercises resourcefulness and initiative while completing assignments in accordance with established housing policies, instructions, prior training, and directives.

Completed work in the form of narrative recommendations, technical reports, inspection findings, and other work products are reviewed for conformance with established policies and requirements.

Factor 3, Guidelines -- Level 3-2 -- 125 points

The incumbent is provided with a variety of agency directives, administrative instructions, management procedures, housing habitability standards, and other procedural guidelines that are usually applicable to the work or tasks assigned. Specific guides concerning such functions as assignments, occupancy, inspections, maintenance, and other requirements are available for use.

The incumbent must use judgment in selecting the appropriate procedure, schedule, or criteria for specific work assignments and may select from among several methods defined within the scope of the guidance materials.

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

Assignments are conventional in nature and involve functions and duties related to a number of different aspects of broader project assignments. The incumbent conducts special studies or audits to support budgetary, maintenance, improvement, or occupancy activities at the project and develops data, evaluates findings, and prepares recommendations for improvement or correction of deficiencies.

Decisions regarding what needs to be done usually depend upon the evaluation of information, data, or facts developed during inspections, surveys, or interviews. The corrective actions, proposed or implemented, are typically selected on the basis of specific objectives and requirements of the project.

The work involves elements such as the physical condition of structure which have an impact on such activities as the maintainability of housing units, tenant relations, housing improvements, and other factors that must be considered in determining the level and extent of corrective actions required.

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

The purpose of the work is to schedule, coordinate, and monitor activities related to the operational management and utilization of a government housing project; analyze problem areas; and recommend or implement a variety of conventional corrective measures within the framework of housing program requirements.

In addition to facilitating the work of higher level housing managers, the work affects the efficiency and adequacy of the housing program; the quality and quantity of services provided; and the socioeconomic conditions of the families or persons housed.

Factor 6, Personal Contacts -- Level 6-2 -- 25 points

Personal contacts include applicants, tenants, maintenance personnel, and housing specialists from various levels within the agency. The contacts are usually established on a scheduled or routine basis at the employee's workplace or the tenant's living quarters.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

The purpose is to coordinate the work, exchange information, and resolve operating problems with persons seeking similar goals. This includes informing tenants of housing requirements or non-compliance concerning maintenance, cleanliness or habitability and issuing repair or compliance orders.

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

The work, which involves frequent travel and inspections in and about project facilities, requires some physical exertion while standing for long periods, walking on uneven surfaces, and bending, reaching, or stretching.

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

The work involves everyday risks or discomforts. The work area is usually adequately lighted, heated, and ventilated. There are scheduled visits to housing units or facilities where there may be occasional exposure to dirt, dust or other irritants caused by repair or maintenance activities.

TOTAL POINTS -- 1550

HOUSING MANAGEMENT ASSISTANT, GS-1173-07, BMK #2

This position is located in an agency area office. The incumbent receives a variety of selected assignments and usually works under the guidance of a higher level staff member. The work normally involves the performance of standard housing management functions that compose a segment of a broader project assignment.

Duties

- Reviews assigned local housing policy, procedural, or administrative releases, applications, plans, contracts, or project status reports for content, applicability, and conformance with agency policies and regulations. Prepares narrative reports and recommendations for improvement or correction of deficiencies noted.
- Participates as a member of agency housing survey teams to evaluate local project activities concerning occupancy practices, maintenance conditions, modernization projects, or other assigned activity areas. Performs inspections, observes negotiations, and provides general assistance to higher level team members, as required.
- Develops survey reports, coordinates findings with other team members, and prepares recommendations for correction of observed deficiencies.
- Conducts review and evaluation of assigned topics of a technical, administrative, or program nature and drafts statistical or narrative reports for use as reference material by higher level staff members at meetings or conferences.
- Provides advice and assistance to local housing officials or residents on routine matters pertaining to housing admissions, income limits, rent ranges, grievance procedures, and other related topics.

Factor 1, Knowledge Required by the Position -- Level 1-5 -- 750 points

Knowledge of the fundamental principles, methodology, and techniques involved in the operational management and utilization of government-supported public housing projects, facilities, or complexes.

Knowledge of and skill in performing regular or periodic reviews or inspections of local housing practices concerning a variety of major activities. Ability to evaluate the adequacy of such practices and prepare reports and recommendations concerning the improvement or correction of deficient project activities.

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

The housing supervisor or higher level staff member makes assignments by defining project requirements, work priorities, and deadlines and assisting the incumbent with situations not covered by established precedents or guides.

The incumbent completes the work and resolves most problems in accordance with established housing policies, instructions, or previous training.

Technical reports, reference materials, inspection findings and other work products are reviewed for technical adequacy and compliance with agency policies and requirements.

Factor 3, Guidelines -- Level 3-2 -- 125 points

The incumbent is provided with a number of regional and area office instructions, procedures, and housing standards that are usually applicable to the work assignments. Specific survey guides, occupancy requirements, inspection instructions, and related materials are also available for reference use.

The incumbent must select the appropriate management guide for the tasks assigned. Established procedures must be applied. However, the incumbent may select from among alternative methods within the framework of the established guidelines. Unusual problems are referred to the supervisor or higher level staff member for resolution.

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

Assignments involve the review and evaluation of local housing project activities related to occupancy, utilization, maintenance, modernization, and other activity areas assigned.

Decisions regarding what needs to be done usually require review of historical project data, evaluation of local housing reports, onsite interviews or inspections, or similar functions to select or recommend the appropriate corrective measures.

The work involves a number of routine factors or conditions, usually related to the age, cost, and maintainability of the housing facilities or project that must be considered to determine the nature or extent of recommendations or corrective actions required.

Factor 5, Scope and Effect -- Level 5-2 -- 75 points

The work involves the execution of assigned tasks in accordance with specific housing management procedures and instructions. The work typically composes a complete segment of an assignment or project of broader scope.

The work affects the adequacy and efficiency of projects administered by higher level staff members.

Factor 6, Personal Contacts -- Level 6-2 -- 25 points

Personal contacts usually include other housing specialists within the agency and representatives of the local housing authority. Occasionally, contacts are established with project residents or applicants. The contacts are frequently planned in advance and are usually held at the employee's workplace.

Factor 7, Purpose of Contacts -- Level 7-1 -- 20 points

The purpose is to obtain, clarify or exchange information related to agency housing requirements, local housing practices, and other general, technical, and administrative facts or data.

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

The work is principally sedentary. Some walking, standing, carrying books or files, or driving an automobile to and from project sites may be required. However, no special physical demands are involved.

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

The work involves normal discomforts associated with an office environment. There may be occasional exposure to noisy, dusty, or dirty conditions during project site visits. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 1430

HOUSING MANAGER, GS-1173-09, BMK #1

This position is located in the housing office at a military installation. The incumbent is responsible for administering the housing program at the installation and managing the operation and utilization of family housing facilities and other assets.

Duties

- Formulates tenant directives and instructions within the framework of installation housing requirements, concerning assignments, terminations, inspections, maintenance, cleanliness, conservation of utilities, and other housing activities.
- Conducts inspections, audits, and management reviews of onsite activities; identifies problems or deficiencies related to the major activity areas; recommends or implements appropriate corrective measures in such areas as maintenance, repairs, assignments, or furnishings and equipment; and follows up on findings to assure deficiencies are corrected.
- Conducts technical studies of family housing demands, turnover rates, and physical requirements and develops recommendations for changes or improvements.
- Reviews current expenditures for housing operations and maintenance activities; estimates projected costs; and develops recommendations for resources to accomplish housing operations.
- Maintains liaison with local police and fire protection authorities and school boards to assure adequate levels of service.
- Coordinates the operation, maintenance, and utilization of family housing assets with other installation organizations in order to assure timely maintenance, alteration, minor construction, painting, repairs, and inspections.
- Provides assistance to the housing referral function. Participates in the processing of complaints and related investigations concerning community housing facilities and practices.

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

Knowledge of agency management procedures and general business practices related to the management and utilization of government housing facilities and quarters.

Skills in developing tenant directives, instructions, and procedures concerning the occupancy and utilization of housing facilities; conducting inspections and audits to identify project deficiencies; determining the impact of repairs, improvements, or other corrective measures; and coordinating and scheduling or implementing the work with other organizational activities.

Knowledge of agency cost and funding control procedures and skill in the maintenance and control of expenditures to assure limitations are observed. Knowledge of project planning

requirements and skill in developing recommendations and justification for major housing activities.

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

The housing supervisor makes assignments by defining functional responsibility and housing program and management objectives. The supervisor provides advice, assistance, and support in unusual, controversial situations.

The incumbent plans and carries out assignments to completion in accordance with agency management procedures, local instructions, and accepted practices.

The supervisor appraises performance by evaluation of family housing operations through occasional review of records and reports, results of higher headquarters inspections, and complaints or other comments offered by housing tenants.

Factor 3, Guidelines -- Level 3-3 -- 275 points

The incumbent is provided with agencywide housing regulations, standards, handbooks, schedules, and other procedures that are generally applicable to the work, but lack sufficient detail for specific decisions or actions.

The work requires judgment and initiative in the selection, interpretation, and application of occupancy, maintenance, funding, and other guides; and originality in adapting such guides for specific work situations or special projects within the framework of established objectives. The incumbent must also review and evaluate housing procedures, workflow, and methods as they affect the cost of maintenance and the adequacy and availability of housing facilities and recommend changes or adjustments conducive to increased efficiency and economy of operations.

Factor 4, Complexity -- Level 4-4 -- 225 points

The work includes continuing assignments with direct responsibility for operation and efficient utilization of family housing facilities. The incumbent must apply the full range of methods and processes related to the planning, scheduling, and coordinating of management activities to the available housing assets.

Decisions regarding what needs to be done include the assessment of occupancy standards; cost targets; housing adequacy standards; and required changes, waivers, or exceptions to housing policies. Similarly, the incumbent must evaluate the effectiveness of contracted functions such as maintenance, alterations, minor construction, and modifications, and determine tenant responsibility for damages to buildings, grounds, or structures considered beyond reasonable wear and tear conditions.

The work requires making decisions regarding the interpretation of data related to turnover rates; current and projected operating, maintenance, and utility costs; furnishings and equipment inventories;

and community housing referrals. The work also requires technical studies of family housing demands or deficiencies and the development of recommendations to accomplish major housing activities.

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

The work involves treating a variety of conventional occupancy related problems by planning, scheduling, and coordinating the operational management and efficient utilization of housing facilities, analyzing problem areas, and implementing appropriate corrective measures within the framework of established program requirements.

The work affects the efficiency of the installation's housing program and the habitability of the families housed.

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

Personal contacts include housing tenants and tenant organizations, housing representatives from other agencies, maintenance contractor personnel, State and municipal housing officials, vendor representatives, and other persons or groups from outside the agency. These contacts are established usually in an unstructured setting at a variety of locations.

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

The purpose is frequently to influence or persuade the persons contacted to accept or agree with changes in plans, schedules, and policies or recommendations and proposals submitted for approvals. The persons or groups contacted may be anxious, skeptical, uncooperative, or in a position to make judgments on current or proposed activities and must be approached in a manner conducive to obtaining desired results.

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

The work is principally sedentary. No special physical demands are involved.

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

The work involves normal risks or discomforts associated with an office environment. The work

TOTAL POINTS -- 2065

HOUSING MANAGEMENT SPECIALIST, GS-1173-09, BMK #2

This position is located in the housing management organization of an agency area office. The incumbent is responsible for one or more housing projects or facilities and is the principle point of contact with public and private local agencies and sponsors for housing management activities concerning the projects assigned.

Duties

- Participates in the review of local project management plans and makes recommendations as to the overall management feasibility of locally proposed housing activities.
- Advises and assists local program participants on organization and staffing, administrative practices including employment, salaries, travel, employee and health benefits, insurance and bonding matters, budgeting, accounting, resident relations, occupancy, maintenance and other management matters. Working with other specialists, serves as a team member for any special evaluations of local project management.
- Evaluates, through field study, overall management performance of all local housing operations and compliance with agency regulations and requirements. Recommends to housing supervisor actions necessary for improvement or correction of any deficiencies.
- Assists and advises local program participants in preparing budgets and required reports.
- Reviews and evaluates reports and other data received from local program participants.
- Assists in the preparation of internal area office reports and studies.
- Coordinates activities with other area office staff in assuring local project compliance with agency regulations and requirements. Recommends to housing supervisor where coordination with other area office branches is required to assure compliance with agency regulations and requirements.
- Prepares correspondence in draft form in response to inquiries received concerning housing management.

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

Knowledge of agency management procedures and related business practices concerning the planning, operational management, and utilization of a variety of agency insured or financially supported housing projects or facilities.

Knowledge of agency funding procedures and skill in evaluating local housing authority proposals for expenditure of funds. Requires skill in preparing recommendations concerning the obligation of such funds (usually within the framework of established budgetary guides) for consideration by agency financial specialists or higher level staff members.

Knowledge of agency housing audit or survey requirements and procedures and skill in performing regular or periodic reviews of local housing management operations. Ability to evaluate local activities and prepare instructions for guidance of local housing authorities.

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

The housing supervisor or higher level staff member makes assignments by defining program objectives, deadlines, and priorities. The incumbent receives assistance with unusual situations or as workload and assignment dictate.

The incumbent carries out the assignment to completion on a timely basis in accordance with regional and area office procedures and policies.

Completed work on continuing project management activities are usually evaluated for technical adequacy and conformance with existing policies and requirements.

Factor 3, Guidelines -- Level 3-2 -- 125 points

The incumbent is provided with a variety of administrative procedures, management guides, housing standards, and other materials that are intended for wide application, and are usually related to the work assignment. More specific guides concerning technical housing requirements are also available for use.

The incumbent must select the appropriate guideline or procedure for application and may be required to adapt the guides for specific situations or select from among several methods defined in the guide materials. However, major conflicts, conditions, or questions not covered by the guides are referred to the housing supervisor or higher level staff member.

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

Assignments involve the relatively independent performance of a broad range of standard housing management functions including scheduled or periodic surveys, audits, or management reviews of all major activity areas of the local housing projects assigned; and verification or evaluation of local housing proposals, vouchers, claims and other requests.

Decisions regarding what needs to be done depend upon the review and analysis of information or data normally found in historical project files, management records, activity status reports, or other related documents. In addition, the incumbent may be required to interview local project personnel or perform physical inspections in order to identify deficiencies and determine the appropriate corrective measures required.

Assignments usually involve projects that require a limited range of problem solving methods or practices related to such factors as age, maintainability, and location of project facilities.

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

Assignments involve scheduling, coordinating, and monitoring the management and utilization of housing projects or facilities, and recommending or implementing corrective measures within the framework of established housing program requirements.

The work affects the efficiency of area office housing programs and the occupancy of the persons or families housed.

Factor 6, Personal Contact -- Level 6-3 -- 60 points

Personal contacts include other specialists within the agency and management officials or representatives of local housing authorities. On occasion, contacts are made with representatives of local government's utilities, police or fire departments, NTS, and housing committees, tenant groups, or other civic organizations. Most contacts are established when required to resolve problems and may be held inside or outside the area office.

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

In addition to coordinating the management functions with other agency housing specialists, the purpose is to influence local housing representatives, tenants, or special action groups to resolve conflicts or accept changes in housing policies or requirements. Occasionally the assignment may involve justifying recommendations to agency officials authorized to grant approvals.

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

The work requires frequent onsite visits to project areas where regular and recurring physical exertion is involved in long periods of standing, walking over uneven terrain, bending, and similar activities.

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

The work environment involves normal risks or discomforts associated with such locations as offices, meeting rooms, and motor vehicles. The work area is usually well lighted, heated, and ventilated.

TOTAL POINTS -- 1855

HOUSING MANAGER, GS-1173-09, BMK #3

This position is located at a military training installation, transportation port, or other facility providing housing to transient or unaccompanied personnel. The incumbent is responsible for the billeting management of a variety of temporary guest accommodations; permanent or visiting officer, student, or other personnel quarters; dormitory facilities; and adjacent service buildings and surrounding grounds.

Duties

- Develops local instructions and directives concerning normal and priority assignment of quarters, maintenance and repair reporting procedures, resident responsibilities, nonavailability of quarters procedures, and a variety of related facility requirements.
- Conducts technical audits or studies to evaluate such factors as current or future operating costs, rental rates, maintenance or repair requirements, utility conservation measures, availability of services (laundry, maid, etc.), and other areas of interest. Determines the extent of changes or improvements within the framework of current or proposed facility income levels and recommends or implements required activities.
- As a member of the installation level facility improvement committee, develops recommendations to improve the living conditions of residents, and proposals or planning documents containing requests and justification for funds, personnel, or materials required to accomplish major housing facility activities.
- Coordinates the operation and utilization of housing facilities with other organizations at the installation and develops reports concerning the availability of quarters for distribution to other agencies to assure adequate facilities and services are available upon request.
- Arranges temporary lodging of visitors or guests in commercial facilities (hotels, motels, etc.) during unusual peak occupancy periods.

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

Knowledge of agency billeting management procedures and general business practices related to the management of government-owned housing facilities composed of a variety of accommodations or quarters and utilized under different rental schedules or agreements.

Skill in developing and implementing a variety of directives and instructions concerning the full range of billeting activities for application by residents and lower level housing personnel.

Knowledge of agency technical audit requirements and skill in conducting regular or periodic audits or studies, evaluating the results, determining the feasibility of necessary repairs or improvements, and scheduling and coordinating the corrective actions.

Knowledge of agency funding policies and procedures and skill in the control of housing expenditures to assure funds are spent for authorized uses. Skill in developing recommendations and planning documents containing justification for housing resources.

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

The supervisor makes assignments by defining organizational responsibilities and billeting program and management objectives. The supervisor provides advice, assistance, and support in unusual or controversial situations.

The incumbent plans and carries out assignments while resolving most occupancy related problems in accordance with agency management procedures and billeting instructions.

The supervisor usually reviews billeting records and reports for technical soundness of decisions. Daily operations and activities of the incumbent are seldom reviewed in detail.

Factor 3, Guidelines -- Level 3-3 -- 275 points

The incumbent is provided a variety of agencywide regulations and manuals applicable to the billeting of eligible personnel, and other directives concerning the functions of housing service organizations. However, these guides frequently lack sufficient detail upon which to base management decisions.

The incumbent uses experienced judgment in the selection, interpretation, and application of available guidelines and must often make compromises and adaptations within the framework of established objectives.

Factor 4, Complexity -- Level 4-4 -- 225 points

The work consists of continuing assignments involving a wide variety of different and unrelated methods and processes related to the direct onsite management of one or more billeting facilities including bachelor officer quarters, dormitories and transient family units. Typically, the assignments concern the planning, operation, occupancy, maintenance, improvement, utilization and occasionally the acquisition or construction of government housing assets.

Decisions regarding what needs to be done including the evaluation of housing factors or conditions subject to gross variations or unusual circumstances such as, required maintenance or services; control of housing funds; harmonious management-tenant relationships; regular and priority assignment and occupancy activities; and other related activities.

The work requires review and analysis of data concerning occupancy turnover and vacancy rates, costs related to current or projected utility usage, rental rates, and other related housing elements to maintain control of expenditures.

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

The purpose of the work is to plan and coordinate the operations and utilization of the facilities assigned; review and evaluate conventional problem areas; and implement corrective actions.

The work affects the efficiency and economy of the agency housing program and the living conditions of the persons housed.

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

Personal contacts are with individuals or groups inside or outside the agency. The contacts include permanent and temporary installation personnel and their dependent families, temporary students, visiting personnel from other departments or agencies, and other accompanied or unaccompanied transient personnel. In addition, contacts include local business representatives and owners or managers of housing facilities (hotels, motels, etc.) outside the installation. Periodically, the housing specialist meets with officials of public or law enforcement agencies as assignments require.

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

In addition to planning, scheduling, and coordinating the operation and utilization of housing facilities and resources with other individuals or groups, the purpose of contacts includes serving on housing committees which propose and justify ways and means of improving living conditions of housing residents; cooperating with law enforcement, fire, and other agency officials; mediating agreement among tenants, management, and other conflicting parties; persuading acceptance of proposals among agency committee members; and advising on the feasibility or legality of the actions planned.

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

The work is principally sedentary. No special physical demands are involved.

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

The work involves normal risks or discomforts associated with an office environment. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 2065.

HOUSING MANAGEMENT SPECIALIST, GS-1173-09, BMK #4

The position is located in the Housing Programs Management Branch of an area office. The incumbent specializes in matters related to occupancy requirements for the projects assigned.

Duties

- Reviews occupancy policies of local agencies and housing sponsors and recommends actions for improvement or correction of deficiencies.
- Reviews rent schedules for compliance with agency requirements.
- Advises and assists local agencies and housing sponsors on occupancy matters including admissions, income limits, rent ranges, family income certification, resident grievance procedures and other related matters.
- Participates and conducts training programs to assist local agencies in implementing requirements related to occupancy matters.
- Performs independent field audits or reviews, or participates as a member of a survey team to evaluate local project activities concerning occupancy, maintenance, modernization, or other assigned activity areas.
- Develops survey reports, coordinates findings with other housing specialists, and prepares recommendations for improvement or correction of deficient project activities.

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

- Knowledge of agency management procedures and general practices for the planning, management and occupancy of the projects assigned.
- Knowledge of agency funding requirements and skill in evaluating local funding proposals, determining their adequacy and recommending action by appropriate budgetary approval authority.
- Knowledge of agency audit procedures and skill in performing regular or special audits or surveys of local housing operations and providing guidance or instructions for local housing personnel.

Factor 2, Supervisory Control -- Level 2-3 -- 275 points

The incumbent receives assignments from the housing supervisor in the form of objectives, priorities, and deadlines. On complex work assignments, the incumbent receives guidance or assistance from the housing supervisor or a senior staff member.

The incumbent performs all assigned duties on a timely basis in accordance with central, regional, and area office procedures and policies.

Completed work is usually evaluated for technical soundness of conclusions or recommendations and for conformity to existing policies and requirements.

Factor 3, Guidelines -- Level 3-2 -- 125 points

The housing specialist is provided a variety of central, regional, or area office procedures, instructions, or standards that are usually applicable to the work assignment. In addition, guides relating to occupancy, maintenance, modernization, and other survey areas are also available for reference purposes.

The incumbent uses judgment in selecting the appropriate procedures or references for the assignment. However, the established procedures must be used. Situations where significant deviations are required will be referred to the housing supervisor or senior staff member.

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

The work involves the performance of a variety of standard housing management functions related to the review and evaluation of local project occupancy, maintenance, modernization, and utilization practices within the areas assigned. The incumbent participates in team audits or reviews, inspects project facilities, and develops recommendations for maintenance or improvement actions.

The housing specialist must review case histories, examine management records and practices, interview local project personnel or tenants, and perform physical inspections to ascertain what needs to be done or evaluate conformance with established parameters.

Assignments frequently involve elements such as the type, age, size, or location of housing facilities; or the nature and frequency of expenditures for such activities as maintenance, repairs, or modernization that must be analyzed to determine the extent of management action required. However, the incumbent is not expected to resolve unusually complex problems or conditions.

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

The purpose of the work is to coordinate and monitor the operational management and utilization of local housing projects, assist local program participants in conforming with agency requirements, evaluate the adequacy of local activities, and recommend or initiate corrective actions as required.

The work involves treating a variety of conventional occupancy related problems and affects the efficiency of housing program operations and the habitability conditions by the families housed.

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

Contacts include local project management officials or representatives; project residents; and civic, welfare, or other service organizations. The contacts are usually related to problem solving efforts, and thus, are not established on a routine basis.

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

The purpose of contacts is to obtain compliance with agency housing requirements and settle issues of conflict among the persons or groups contacted. This often requires efforts to influence or persuade local project representatives that are skeptical and residents or their group leaders with special interest objectives.

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

The work involves frequent onsite visits to project locations. This often requires long periods of standing and walking over uneven surfaces, and bending, reaching, or similar activities.

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

The work involves normal risks or discomforts associated with offices, meeting rooms, residences, or motor vehicles. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 1855

HOUSING MANAGER, GS-1173-11, BMK #1

This position is located within the housing branch at a military installation. The incumbent is responsible for the accomplishment of broad management functions associated with the operation and utilization of family housing or billeting facilities and housing referral services at the installation. The incumbent also provides technical guidance to lower level housing management personnel involved in performing routine segments of the assigned work.

Duties

-- Develops overall installation plans and procedures for housing administration, tenant relations, assignment procedures, eligibility requirements, occupancy practices, maintenance conditions, and related housing activities.

-- Develops procedures and instructions concerning housing referral activities to obtain adequate private housing in the local community. Directs the processing of eligible personnel.

-- Evaluates management, maintenance, and operating costs; prepares statistical data; develops information that includes current and past expenditures and estimates of future costs by type of housing and functional budget code; and develops rationale for justification of line items or areas of housing budget proposals.

-- Makes studies and surveys of area ordinances and regulations governing community life and recommends such new ordinances, regulations, or amendments as would improve housing administrative policies.

-- Coordinates the housing management program with the major functions and departments of other agencies for whom housing is provided, and/or regulatory agencies to assure adequate services and facilities are provided.

-- Represents the installation at various conferences, civil hearings or negotiations with other Federal, State or municipal organizations concerning current and future housing programs, practices and trends.

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

Knowledge of Federal and agency housing policies, regulations, administrative practices and procedures related to management planning, budgeting, scheduling, and coordinating of the operation and utilization of housing assets assigned.

Knowledge of and skill in the application of a wide range of housing management principles, concepts, and methodology to a variety of complex work assignments involving the full range of housing activities including operations and maintenance, financial management, assignment utilization, construction and improvements, management-tenant relations, referral services, and furnishing and equipment management.

Knowledge of area ordinances, laws, and codes governing the use and operation of housing facilities and skill in developing plans and directives for housing administration.

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

The supervisor defines housing program objectives and budget limitations. The incumbent and supervisor, in consultation, establish deadlines, scope and other program requirements.

The incumbent plans and carries out the assignment; coordinates with other organizations or persons as required; determines the methods and techniques required; and advises supervisor of progress and the potential for critical problems related to vacancies, turnover, over expenditures, or other areas of interest.

Typically, completed work is not immediately reviewed, but is subject to administrative control in which review is made of program accomplishments, compatibility with other work, and effectiveness in meeting housing program requirements.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Written guides include agency-wide housing regulations, directives, and handbooks including survey schedules and inspection guides. Such materials are usually rather general in their content and applicability and frequently lack sufficient detail on which to base day-to-day management actions.

The incumbent must select, interpret, and adapt the guidelines in the performance of studies, analyses, reviews, and evaluations. The incumbent must frequently assess the adequacy of current housing practices, methodology, and techniques regarding new construction, unusual housing requirements, or revised cost limitations and develop recommendations for changes, improvements, or more efficient operations.

Factor 4, Complexity -- Level 4-4 -- 225 points

The work includes the application of the full range of methods and processes related to management planning, operation, occupancy, maintenance, and utilization of assigned housing facilities and other assets. Occasionally, the work also includes participation in the planning stages for acquisition or construction of additional housing facilities.

Decisions regarding what needs to be done include the assessment of problems encountered which can pertain to any or all phases of project management, such as in areas of occupancy and assignment, project maintenance, and aggravated tenant relations. Critical assignment problems can occur because of heavy influx of transferred personnel or long waiting lists of housing applicants. Similarly, problems arise in the accomplishment of recurring maintenance work. The incumbent must be alert for possible trouble areas to avoid discontent among tenants or local area residents and continually evaluate housing functions or data to identify variations or conflicts.

The work requires making many decisions concerning such factors as maintaining optimum occupancy levels; evaluating operating and maintenance costs; planning, scheduling, and coordinating recurring maintenance work; analysis of current and projected utility costs or consumption and establishment of conservation methods; and monitoring or controlling expenditures to assure limits are observed. The work also requires the development of proposals and justification for additional funds or materials to facilitate corrective measures deemed appropriate.

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

The work involves treating a variety of housing problems by planning, scheduling, and coordinating the operation and utilization of the facilities assigned.

The work affects the installation housing program and the habitability by the persons or families housed.

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

Personal contacts are with individuals and groups from inside and outside the agency and installation. The contacts include lower level housing personnel, other installation program specialists, tenants, community groups, public officials, contractor personnel, and private individuals. The contacts are not established on a routine basis.

Factor 7, Purposes of Contacts -- Level 7-3 -- 120 points

In addition to coordinating the work with other installation personnel, the necessity for integrating tenants of assigned housing facilities into the surrounding community makes the public relations and liaison work important. The incumbent must exercise tact, diplomacy, ingenuity, and skill in gaining acceptance and compliance with established housing policies, and to overcome resistance and resolve controversial issues arising within the scope of the assignment.

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

The work is principally sedentary. No special physical demands are required to perform the work.

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

The work environment involves everyday risks which require normal safety precautions associated with offices, meeting rooms, commercial vehicles, etc. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 2540

HOUSING MANAGEMENT SPECIALIST, GS-1173-11, BMK #2

The incumbent works in an area office of the agency that provides management assistance with respect to all agency-assisted or insured multifamily housing. The incumbent serves as the senior agency specialist on housing projects assigned and is the principle point of contact with public and private local agencies and sponsors on housing management activities.

Duties

-- Plans, schedules, and coordinates management activities including onsite field studies and reviews designed to evaluate overall performance of public or private housing agencies regarding such activities as occupancy requirements, maintenance, budget and financial controls, administrative practices, resident relations, and other related local practices.

-- Evaluates local housing plans concerning the rental, leasing, or construction of proposed additional housing facilities and develops recommendations concerning the adequacy of overall management feasibility, anticipated operating costs, location and size of buildings, habitability concepts, type and cost of utilities, and a variety of other factors.

-- Monitors area office activities pertaining to the projects assigned, including special projects and modernization programs. Reviews project activity reports and audit summaries prepared by lower level staff members and develops instructions, procedures, or guides related to improved management performance or correction of identified deficiencies.

-- Develops training requirements and guide materials for public housing agencies and sponsors relating to housing management policy matters.

-- Represents area office at meetings and conferences with local management representatives, regulatory agency officials, and tenant organizations, on matters related to the management and utilization of agency assisted or insured housing assets.

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

Knowledge of agency housing policies and requirements concerning housing costs and financial requirements, habitability, maintenance, utilization, community services, tenant-community relationships, exceptions or waivers, and knowledge of practices and techniques related to planning, scheduling, and coordinating management activities. Skill in negotiating with tenants, local housing officials, and others on programs and problems related to operation and utilization of housing assets.

Knowledge of area ordinances, laws, and requirements governing the occupancy, construction, use, and operation of assigned housing facilities or projects.

Knowledge and skill in the application of the full range of housing management principles and methodology to a variety of difficult and complex assignments.

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

The housing supervisor sets the overall objectives and the resources available. The incumbent and housing supervisor, in consultation, establish project deadlines, scope, and work to be accomplished.

The incumbent as the senior housing specialist, plans, schedules, and coordinates the work among other area office specialists; resolves most conflicts; interprets policy; and determines methodology in completing assignments.

Completed work is reviewed for compatibility with other program activities.

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

Agency housing policies, in the form of handbooks and program management guides, are usually available. Contractual agreements and related legal interpretations are also available for use. However, such guides are usually intended for general application and frequently are of limited use or are inadequate for dealing with program management, project utilization, and related management-tenant difficulties normally present in assignments at this level.

The incumbent must frequently deviate from established methods and practices to resolve major issues and conflicts among local housing participants, sponsors, residents, and public action groups. In addition, the incumbent must evaluate the effectiveness of agency management programs concerning the projects assigned, analyze resulting trends or patterns, and develop new management procedures, criteria, and directives for application by other agency specialists and local housing authorities.

Factor 4, Complexity -- Level 4-4 -- 225 points

The work consists of continuing and direct responsibilities for the management control of one or more housing projects or facilities. It requires the application of the full range of housing management processes and methods related to ensuring the adequacy and effectiveness of local housing activities.

The work requires the review and evaluation of such local activities as project organization, fiscal management, occupancy and assignment practices, maintenance condition, and a variety of related operations. Frequently, the reported status of local operations contain conflicting or incomplete information or data, which requires additional reviews by the incumbent to isolate and resolve the deficiency.

The work requires the interpretation and analysis of data related to a variety of critical local housing factors such as occupancy turnover, vacancy rates, and operating costs in order to plan management actions and develop instructions or directives concerning local housing operations. The work also requires the incumbent to determine the feasibility of proposed repairs, improvements, or other major project work and formulate recommendations concerning funds, personnel, or materials to accomplish such activities.

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

The purpose of the work is to plan, schedule, coordinate, assist, and monitor the local management and utilization of housing projects or facilities.

The work involves resolving a variety of conventional problems by evaluating the level of services provided and developing corrective instructions or procedures. The assignments affect the adequacy and effectiveness of project operations and the well being of the families housed.

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

Personal contacts include agency housing, financial, and contractual specialists, and local housing officials or representatives. In addition, the incumbent makes contacts with representatives of public or private agencies and tenant, civic, or welfare representatives. Such contacts are usually established on an "as needed" basis in a variety of locations.

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

In addition to exchanging information and coordinating area office management functions concerning the projects assigned, the incumbent is frequently required to influence or persuade local housing officials to accept revised or modified schedules and plans or policy and technical requirements which may form the basis of conflict. Assignments also require meeting with agency or area office committees to review the feasibility of local housing proposals and justify decisions or actions related to such proposals or other areas of interest.

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

The work is usually sedentary and involves sitting comfortably to accomplish most tasks. However, there may be some walking, carrying of light items, standing, or driving an automobile involved while visiting local project facilities. No special physical demands are required.

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

The work area is usually adequately lit, heated, and ventilated. There may be occasional exposure to dusty or dirty conditions while conducting onsite visits to local housing projects.

TOTAL POINTS -- 2715

HOUSING MANAGER, GS-1173-12, BMK #1

This position is located at a centralized housing office on a military installation. The incumbent is the senior housing manager and is responsible for developing management plans and directives concerning the operation and utilization of housing assets, and planning, scheduling, and coordinating all major activities for housing projects and facilities associated with the installation. In addition, directs the housing referral activities, and serves as technical advisor to other installation personnel and lower grade housing specialists on matters related to housing problems or procedures.

Duties

-- Performs or directs periodic or scheduled surveys, audits, reviews, and inspections to determine housing conditions or requirements.

-- Evaluates audit results, coordinates findings with other agency and organizational specialists, and formulates plans or organizes and schedules major renovations, facility improvements, construction, or other measures to accomplish housing requirements.

-- Develops guides, procedures, and instructions, within the framework of agency policies, governing the management functions related to facility engineering, utility operations, services, maintenance, and repair of dwelling units or related equipment, cost reporting, and other major activities.

-- Develops installation housing cost reduction procedures and techniques. Monitors cost reduction and self-help maintenance efforts, and prepares reports for higher authority.

-- Formulates current and long range plans and justification for new housing construction in conjunction with installation budgeting, engineering, and other specialists, using statistical and narrative information from housing survey reports.

-- Formulates current and long range housing improvement plans, in conjunction with other installation specialists, within the framework of established agency objectives, policies, and standards.

-- Performs or directs tenant selection and assignment, conducts local rental and utility rate surveys, collects rents or charges, and prepares budget estimates and controls of disbursement of funds, and maintains harmonious relationships among tenants, management personnel, and the surrounding community.

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

Knowledge of Federal and agency housing policies, requirements, administrative practices, and procedures related to the planning, budgeting, scheduling, and coordinating of management resources for efficient operation and utilization of agency housing projects or facilities. Skill in negotiating major program issues and operational requirements with other agencies, community organizations, and tenants.

Knowledge and skill in directing the application of housing management principles, concepts, and methodology to a variety of conventional and unusually difficult assignments, involving the full range of housing activities including referral, furnishing, and equipment management.

Knowledge of applicable laws, ordinances, and codes (municipal, county, State, etc.) governing the construction, leasing, renting, location, operation, and utilization of housing projects or facilities and skill in developing related plans, directives, and other administrative guides.

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

The housing supervisor establishes the overall objectives and identifies the resources available. The housing manager in consultation with the supervisor develops priorities, deadlines, and project assignments.

The housing manager is responsible for allocating resources and determining necessary expenditures, planning management activities, directing or carrying out the assignments, resolving most conflicts through negotiation and coordinating the work with other agency specialists, and independently accomplishing objectives within the framework of agency policies.

The work is usually reviewed overall in terms of accomplishing established goals and objectives.

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

The housing manager is usually provided with general policy or program guides and legal interpretations or precedents related to the management and operation of government housing projects or facilities. Specific guides concerning the broad responsibilities for planning and coordinating management activities are not available.

The housing manager must use initiative and experienced judgment in the interpretation of broad agency policy and the application of management principles and concepts to the efficient utilization of work forces, housing facilities, and other resources. The incumbent must also formulate management techniques or practices to accommodate unique or special problems related to such factors as the proximity of projects and surrounding community; relationships between project and regulatory agencies; and special security arrangements. Similarly, the work requires the development of procedural guides to supplement higher agency level issuances.

Factor 4, Complexity -- Level 4-4 -- 225 points

The work consists of continuing assignments involving direct responsibility for the operational and management control of a number of government housing projects and facilities. The work typically involves accomplishing project operations within established policy and program plans, obligating allotted funds, determining expenditures necessary for efficient operations, and maintaining cooperative relationships with tenants and organizations.

Decisions regarding what needs to be done include daily assessment of project operations to identify problems related to housing occupancy, tenant or community relations, property damage, and other conventional or unusual site conditions. In addition, the incumbent must analyze current housing data and calculate long range occupancy requirements, utility costs, maintenance and improvement considerations, and a variety of related activities.

The work requires daily interpretation of management data regarding current housing operations, planning, scheduling, and coordinating all major housing activities, and developing procedures,

instructions, and other guides to resolve continuing problems or deficiencies not susceptible to standard corrective measures. The work also requires formulating proposals concerning funds, personnel, and materials to accomplish housing activities.

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

The work involves developing management plans and criteria related to the application of agency housing policy, serving in an advisory capacity for all matters relating to the management, operation, and utilization of housing assets, and treating a variety of unique or unconventional problems or difficulties. The work affects agency policies regarding housing program effectiveness and may often impact on other installations and projects.

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

Personal contacts include lower grade housing managers, other installation and agency specialists, tenants, community groups or officials, realty agents, property owners, security police, contractor personnel and others. The contacts are not established on a routine basis.

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

The purpose of contacts is usually related to gaining acceptance of housing projects by local communities, influencing cooperative attitudes and compliance with housing policies or directives; and mediating or negotiating conflicts among tenants, regulatory agencies, business agents, security personnel, housing management personnel, and others. The incumbent must frequently develop rationales and justify proposed housing expenditures to agency officials authorized to grant approvals.

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

The work is principally sedentary. No special physical demands are required.

Factor 9, Work Environment -- Level 9-5 points

The work involves normal risks and discomforts, associated with an office environment. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 2790

HOUSING MANAGEMENT SPECIALIST, GS-1173-12, BMK #2

This position is located at the agency area or regional level. The incumbent has broad responsibilities for developing housing program management plans and criteria, and resolving unusually complex program management problems related to area or regional housing

responsibilities. The incumbent also serves in an advisory capacity to other agency organizations and lower grade housing specialists.

Duties

-- Performs or directs surveys and studies at housing project sites to determine condition or construction of housing facilities and to collect data prior to developing agency management plans. Evaluates the data obtained and incorporates appropriate factors into management planning documents.

-- Coordinates with other area or regional housing specialists in the development of management plans to ensure all technical areas are covered; areas of overlapping responsibilities such as financial management, rental and occupancy, maintenance and utilities, and other program elements are properly considered; and that total housing program goals, objectives, and schedules are met.

-- Evaluates agency housing management objectives, performs technical calculations, identifies most economical and efficient management practices and procedures, and prepares directives, guides, instructions, and other procedural releases for application by lower graded housing specialists.

-- Prepares detailed cost estimates for use in obtaining housing project funding.

-- Prepares correspondence, technical reports, status reports, and schedules as required to implement and complete project assignments.

-- Consults with local project officials, contractor personnel, regulatory agencies, and others to resolve difficult and complex unforeseen problems of utilization or latent conditions developed during construction or modernization. Determines corrective measures required, and incorporates changes into local project directives or contractual documents.

-- Furnishes technical advice to lower grade housing specialists on possible approaches to the solution of specific housing management problems related to local project operations.

-- Assists in training agency housing specialists and local project representatives by developing or collecting training materials or subject matter and serving as course instructor.

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

Knowledge of agency housing policies and requirements related to the broad administrative planning and coordinating of housing management activities of the agency or employing office. Skill in negotiating critical issues related to local housing projects with local project representatives, tenants, and other interested parties.

Knowledge of appropriate area ordinances, laws, and technical requirements governing the construction and utilization of housing facilities to develop management plans, coordinate

housing activities with appropriate agencies or organizations, and develop improvements to existing management practices and methodology.

Knowledge and skill in the application of the full range of housing management principles, concepts, and methodology to unusually difficult and complex assignments involved in ensuring the efficient and effective utilization of housing projects and community resources.

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

The supervisor gives assignments in general items by indicating overall goals and resources. The housing specialist usually develops housing program deadlines and project requirements through discussions with the supervisor and other technical specialists in the agency.

The incumbent is considered a specialist in housing matters and is expected to provide advisory assistance, exercise judgment in developing plans and solutions to management or housing activities, coordinate efforts with other organizations or regulatory agencies, and translate policy within the framework of overall program objectives.

Completed work is reviewed overall for compatibility with these objectives.

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

Guidelines include agencywide policy statements, program management guides, agency contractual terms and related legal opinions, or other precedents.

The housing specialist must use judgment and initiative in developing new methods where radical departures from established practices and methodology are required resulting from such factors as unusually difficult local conditions or increased emphasis on selected housing program or project activities.

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

Assignments are diverse in nature and cover a number of housing programs or projects for which a variety of different planning, budgeting, coordinating, negotiating, and advisory functions are required to ensure the efficient and economical development, acquisition, construction, operation, and management of local housing resources.

Decisions regarding what needs to be done include the exercise of experienced judgment in adapting conventional methods or techniques to resolve obscure or unique housing problems. Similarly, the work often requires analysis and evaluation of factors that directly affect agency housing policies, concepts, and programs such as housing market trends or conditions, material costs, laws or pending legislation, and a variety of other elements related to technological developments or national housing priorities.

The work requires recognition of the relationship of problems and practices of related housing specialties to resolve problems or coordinate them with appropriate sources, and identification of

improved or new housing concepts in order to develop program policies and techniques. The work frequently involves the development of advisory materials and management criteria for which unique studies or research into unconventional methods or techniques is required.

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

The work involves the development of management plans and criteria related to the application of agency housing policies, and furnishing advisory services for complex housing problems, programs, or projects. The work affects a wide range of agency housing programs and projects.

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

Personal contacts include other housing specialists within the agency; local housing officials; representatives of public or private agencies; contractor representatives; business agents; tenant housing, civic, or welfare committees; and other contacts within the housing community. Such contacts are usually established on an irregular basis, inside or outside the agency.

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

The purpose is frequently to influence the persons contacted to accept new, revised, or modified plans, methods, or techniques; to negotiate agreement among conflicting parties concerning such issues as contractual terms, management practices, and project feasibility; and to justify proposed plans, criteria, or resources to other agency officials or committees.

Factor 8, Physical Demands -- Levels 8-1 -- 5 points

The work is principally sedentary. No special physical demands are required.

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

The work involves normal risks or discomforts associated with an office environment. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 2890

HOUSING MANAGEMENT SPECIALIST, GS-1173-12, BMK #3

This position is located at a military area, region or command headquarters. The incumbent serves as the technical expert on housing or billeting matters, and is responsible for developing directives and guidance materials and for the surveillance and administration of housing management activities for all Government-owned, leased, rented or privately-owned housing facilities under the jurisdiction of the organization. The incumbent is also responsible for developing directives concerning the procurement, use and disposal of housing furnishings and

equipment; and for identifying housing funding requirements and recommending the distribution of available funds for all installations within the area, region or command.

Duties

-- Reviews and analyzes departmental housing program policy or regulatory issuances for applicability and develops management directives, standards and supplements containing interpretive and guidance information for application by housing personnel at subordinate installations. Prepares correspondence to lateral organizations, other governmental agencies, and appropriate community housing representatives concerning housing policy developments.

-- Reviews and investigates congressional inquiries relative to area housing to insure corrective actions are taken. Reviews audit reports of each installation's housing management function. Reviews auditors' findings and recommendations and reclaims submitted by installation commanders; as necessary, prepares responses to commanders indicating corrective actions needed.

-- Conducts or reviews management studies to determine funding, personnel or material requirements for the management and utilization of housing assets within the organizational jurisdiction. Develops recommendations to improve the efficiency of installation-level housing management and utilization operations.

-- Incumbent interprets agency policies and formulates and distributes management plans, and procedures relative to assignment, occupancy, termination of, and eligibility for, all family housing, unaccompanied personnel housing and temporary lodging facilities.

-- Develops and prepares directives and letters relative to adequacy of quarters, occupancy standards, furniture/equipment standards, procurement of furniture/equipment, services to be provided occupants, and quality control of furnishings and services.

-- Visits installations to assess administrative management and operation of housing facilities.

-- Monitors expenditures of all installations to insure proper allocation of appropriated or nonappropriated funds, as directed, for procurement of family, unaccompanied personnel or temporary lodging furnishings and equipment.

-- Is responsible for initiating, monitoring, and completing the annual housing surveys. Issues/implements appropriate guidance and instructions to all affected installations. Reviews, analyzes, and corrects the survey reports received from installations and insures that they have complied with departmental instructions.

-- Functionally reviews proposed construction projects which involve modifications, alterations, and improvements of family, unaccompanied personnel or temporary housing facilities.

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

Knowledge of Federal housing policies and codes and a knowledge of agency housing management policies and regulations pertaining to the planning, funding, construction, maintenance and utilization of Government-owned, leased, rented or contracted housing projects, facilities or quarters and related furnishings and equipment.

Skill in administering and coordinating the application of available resources to appropriate housing activities at the installations concerned; and in acquiring compliance or approval of policies or regulations among agency housing personnel, other governmental agencies, community housing representatives and tenants.

Skill in the application of management principles and methodology through the development of management plans and procedures covering the full range of housing activities, for implementation at all installations within the area, region or command.

Knowledge of ordinances, laws and codes applicable to the housing area or region concerned and skill in developing management plans or procedures for conformance. Skill in coordinating the organization's housing program with a variety of regulatory, enforcement, utility, and other agencies and developing recommendations or guide materials to increase the effectiveness and efficiency of housing program policies.

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

The supervisor gives assignments in general terms by indicating overall goals and resources. The incumbent develops housing or billeting program deadlines and project requirements in consultation with the supervisor and other technical specialists in the organization.

The incumbent is considered an expert in housing or billeting and furnishing matters and is expected to provide advisory assistance, exercise judgment in developing plans and solutions to management activities, coordinate efforts with other organizations or regulatory agencies, and translate policy within the framework of overall program objectives.

Completed work is reviewed overall for compatibility with other programs and the feasibility of management actions.

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

Guidelines include agencywide policy statements, program management guides, area or regional contractual instruments and related legal opinions.

Must use judgment and initiative in developing new methods where radical departures from established practices and methodology are required resulting from such factors as unusually difficult local conditions or increased emphasis on selected housing program or project activities.

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

Assignments are diverse in nature and cover a number of housing or billeting and furnishing programs or projects for which a variety of different planning, budgeting, coordinating, negotiating, and advisory functions are required to ensure the efficient and economical development, acquisition, construction, operation, and management of local housing, billeting and/or furnishing resources.

Decisions regarding what needs to be done include the exercise of experienced judgment in adapting conventional management techniques to resolve obscure or unique housing or billeting and furnishings problems. Similarly, the work often requires analysis and evaluation of factors that directly affect management policies, concepts, and programs such as national or regional housing trends, material costs, laws or pending legislation, and a variety of other elements related to general business developments or national priorities.

Assignments result in the development of management plans or procedures or the modification of administrative techniques to meet new or unprecedented housing requirements and the development of advisory or guide materials concerning regional housing matters.

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

The work involves the development of management plans and criteria related to the application of regional housing or billeting policies, and furnishing advisory services for problems, programs, or projects.

The work affects a region or several areas of housing programs and projects of the agency.

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

Personal contacts include other housing specialists within the command headquarters; installation housing; billeting, and furnishing officials; representatives of public or private agencies; contractor representatives; business agents; civic or welfare committees; and other contacts within the housing community. Such contacts are usually established on an irregular basis, inside or outside the agency.

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

The purpose is frequently to influence the persons contacted to accept new, revised, or modified plans, methods, or techniques; to negotiate agreement among conflicting parties concerning such issues as contractual terms, management practices, and project feasibility; and to justify proposed plans, criteria, or resources to other agency officials or committees.

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

The work is principally sedentary. No special physical demands are required.

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

The work involves normal risks or discomforts associated with an office environment. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 2890

HOUSING MANAGEMENT SPECIALIST, GS-1173-13, BMK #1

This position is located in a policy development organization of a military agency or department. The incumbent is responsible for developing and implementing housing management program policies and procedures, and resolving management problems related to the use and operation of housing facilities and assets provided for military families and unaccompanied personnel. The incumbent has wide latitude for independent actions in providing decisions, recommendations, and guidance on matters that affect public relations, have a bearing on major funds allocations, and involve management program issues.

Duties

- Serves as principal advisor and agency program manager for housing, and/or billeting and furnishings policy; responsible for formulation of plans, policies, and procedures for the operation and management of agency personnel housing and furnishings programs.
- Formulates plans and policies for general DOD guidelines and provides advice and assistance to major area commands. Coordinates major policy changes with major commands and other agencies and analyzes any problem areas resulting from such changes. Develops solutions to problems in procedure, application of policy and conflicts in areas of responsibility.
- Develops, prepares, reviews, monitors, and implements as appropriate, all agency actions and programs pertaining to the Department of Defense program for housing or billeting of military personnel and families. Coordinates with the other agencies, DOD, and the other Services on the aforementioned functions.
- Responsible for the development of housing management training/teaching blocks and presentation of the blocks to the agency training centers. Also responsible for preparation and presentation of inputs for workshops, seminars, meetings, etc., as required.
- Initiates, drafts, and revises regulations relating to the management operations and procedures of housing and/or billeting and furnishings operations. Serves as the focal point for coordination and correlation of housing management programs with DOD and other governmental agencies. Incumbent must take continuous actions to remain current in the ever changing housing industry and disseminate updated information to the major commands.

- Reviews detailed cost estimates and proposals submitted by major agency commands for use in obtaining agency funding for construction, alterations and improvements of housing facilities and related assets. Approves or modifies proposals or justifications for personnel, materials or other resources and submits completed funding requests to appropriate DOD officials.
- Represents the agency or department in coordinating housing program activities among agencies (e.g. Army, Navy, Air Force) and in negotiating housing service agreements for agency personnel and families on other agency installations.
- Prepares correspondence, technical reports, status reports, schedules and other documentation pertaining to agency housing management programs and activities for distribution to major command headquarters of the agency; to other agencies; and to national, State or local housing officials.
- Conducts staff visits to major commands and installations to review housing and furnishings management policy application and the effectiveness of the programs in those areas. Ensures that appropriate action is taken to correct inadequacies.
- Provides charts, graphs, and other media for depicting personnel-oriented housing data for use in meetings, Congressional hearings and seminars. Develops information summaries and compiles backup material for briefing agency management staff and DOD officials. Answers Congressional and other inquiries relating to housing policies, as well as GAO reports, IG inquiries, etc.

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

Knowledge of a wide range of Federal housing statutes or codes and major agency housing and/or billeting and furnishing policies and requirements to perform broad administrative planning, scheduling and coordinating of work forces and resources; negotiate with agency and other management officials on housing policies and programs, and resolve problems related to the use and operation of agency housing assets. Knowledge of appropriate laws, regulations, and technical requirements governing the construction and utilization of housing facilities to develop management policies and plans, coordinate activities with appropriate agencies or organizations, and develop improvements to existing management practices and methodology.

Knowledge and skill in the application of the full range of housing management principles, concepts, and methodology to unusually difficult and complex assignments involved in ensuring the efficient and effective utilization of agency housing assets and resources.

Factor 2, Supervisory Controls -- Level 2-5 -- 650 points

The supervisor provides broad administrative direction with assignments in terms of agency housing mission requirements.

The incumbent has responsibility for independently planning and designing housing management programs and policies.

Results of the work are considered as technically authoritative. Review is limited to the fulfillment of agency housing management program objectives. Recommendations for new projects or objectives are evaluated for available funds and other resources.

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

Policy guidance developed is impacted by the availability of Federal, state, and municipal policies, regulations, laws, ordinances, and legislative proposals concerning such factors as the purchase, design, development, construction, and effective use of nationwide housing resources.

The incumbent must exercise considerable judgment and ingenuity in interpreting, adapting, and improving available policies or regulations, and in developing new, unique, or improved management criteria or methodology where existing guidelines are lacking in content or applicability. The incumbent is recognized as a technical authority in housing and furnishings management administration, with responsibility for developing policies, standards, procedures, and instructions for worldwide guidance.

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

Assignments are diverse in nature and cover a number of housing and furnishing management programs or projects for which a variety of different planning, budgeting, coordinating, negotiating, and advisory functions are required to ensure the efficient and economical development, acquisition, construction, operation, and management of agency housing assets.

Decisions regarding what needs to be done include the exercise of experienced judgment in adapting conventional methods or techniques to resolve obscure or unique management problems. Similarly, the work often requires analysis and evaluation of factors that directly affect related policies, concepts, and programs such as national housing trends, material costs, laws or pending legislation, and a variety of other elements.

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

The work involves the development of management policies related to the use and operation of agency housing facilities, resolving critical problems, and to serve as the principal expert on housing matters.

Work products affect major aspects of the agency's housing policies and programs.

Factor 6, Personal Contacts -- Level 6-4 -- 110 points

Personal contacts are with high-ranking officials inside and outside the agency, national, State and local housing or governing officials and members of national housing committees, including

members of Congress. The contacts may be highly unstructured and conducted under a variety of ground rules (special investigations, congressional hearings, committee meetings, etc.).

Factor 7, Purpose of Contacts -- Level 7-4 -- 220 points

The purpose is frequently to justify, defend, negotiate, or settle significant or highly controversial matters pertaining to agency housing policies or programs. The work often involves presenting agency goals and objectives at professional conferences or committees convened to plan long-range programs and develop standards and guides for broad activities. The work involves meeting with other experts having a variety of viewpoints or objectives on issues of considerable consequence or importance; presenting the agency's rationale or position on specific problems, and participating in the problem solving process by negotiation, compromise, or developing suitable alternatives.

Factor 8, Physical Demands -- Level 8-2 -- 5 points

The work is principally sedentary. No special physical demands are required.

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

The work involves normal risks or discomforts associated with an office environment. The work area is usually adequately lighted, heated, and ventilated.

TOTAL POINTS -- 3540