

# **3 FAM 8100 Appendix A**

## **3 FAM 170 CONTRACTS WITH U.S. CITIZENS FOR PERSONAL SERVICE ABROAD**

*(TL:PER-309; 12-16-1995)*

### **3 FAM 170 CONTRACTS WITH U.S. CITIZENS FOR PERSONAL SERVICE ABROAD**

At this time the new material which would be contained in this subchapter have not been cleared for issuance. Accordingly the old 3 FAM version, which is the current version in force is issued as Appendix A to this chapter. It retains its original numbering. The most recent issuance of this material was done under TL:PER-75, dated 10-23-87.

**This appendix applies to contract U.S. citizen PSC personnel of the Department of State employed abroad.**

### **3 FAM 171 GENERAL PROVISIONS**

#### **3 FAM 171.1 Policy**

*(TL:PER-76; 10-23-87)*

*(State Only)*

Personnel appointments (PIT) are the preferred and customary method of employing U.S. citizens at overseas posts. On occasion a need for an American personal services contract (PSC) may arise at post, in which case the American PSC may be used, with limits on the range of tasks that may be performed. All jobs, however, may be filled by PIT appointment.

#### **3 FAM 171.2 General**

*(TL:PER-76; 10-23-87)*

*(State Only)*

a. A personal services contract may be used for certain work of a continuing nature as well as for temporary or intermittent services.

b. No individual who is a direct-hire employee of the U.S. Government may concurrently have a PSC contract with the U.S. Government unless A/OPE grants a special and specific exception. (See FAR 1.603)

(1) Services Which May Be Performed Under PSC

Services which require skilled or unskilled labor -- clerk, technical/professional, messenger, data processing, custodial (secure area). (See 3 FAM 170 Appendix A for examples of positions to be filled by PIT appointment, and 3 FAM 170 Appendix B for examples of jobs that may be performed by PSCs.)

(2) Services Which Must Be Performed By Personnel Appointment

Services which involve discretionary exercise of government authority, policy formulation, program planning, representation of the U.S. Government (or the Department of State to other agencies), control of money, property, or other valuable resources, or supervision of direct-hire employees of the U.S. Government.

### **3 FAM 171.3 Authority**

*(TL:PER-76; 10-23-87)*

*(State Only)*

Section 2(c) of the State Department Basic Authorities Act of 1956, as amended, (22 U.S.C. 2669 (c)), grants the authority for American personal service contracts overseas and provides that the Department may employ individuals or organizations, by contract, for services abroad. The Department's Procurement Executive (A/OPE) is the only official who can delegate PSC authority to posts. Individuals employed by contract to perform such services shall not by virtue of such employment be considered to be employees of the United States Government for purposes of any law administered by the Office of Personnel Management (except that the Secretary may determine the applicability to such individuals of subsection (f) and of any other law administered by the Secretary concerning the employment of such individuals abroad.)

Therefore, personal services contractors employed pursuant to 22 U.S.C. 2669(c) will not be considered Civil Service or Foreign Service employees, but may be deemed Federal employees for purposes of other Federal statutes; such as the tort claims settlement authority of 22 U.S.C. 2669(f).

#### **3 FAM 171.3-1 Other Department Offices/Programs with PSC Authority Include:**

*(TL:PER-76; 10-23-87)*

*(State Only)*

- a. RP pursuant to Section 5(a)(6) of the Migration and Refugee Assistance Act of 1962, as amended (22 U.S.C. 2605);
- b. INM pursuant to Section 636(a)(3) of the Foreign Assistance Act of 1961, as amended (22 U.S.C. 2396);
- c. M/FSI pursuant to Section 704(a)(4)(B) of the Foreign Service Act of 1980, as amended (22 U.S.C. 4024)(a)(4)(B);
- d. M/OFM pursuant to Section 208(d) of Title II of the State Department Basic Authorities Act of 1956, as amended (22 U.S.C. 4308);
- e. IO as provided in the Department of State appropriation acts; and
- f. A/FBO pursuant to Section 5 of the Foreign Service Building Act, 1926, as amended (22 U.S.C. 296).

Questions on the application of 3 FAM 170 regulations to the above listed offices and authorities should be referred to the specific office and coordinated through A/OPE.

### **3 FAM 171.3-2 Delegation of Authority**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

“Delegated authority” means one officer is authorized by another to act for him/her within the terms and conditions contained in the delegation. Section 3 FAM 172 prescribes the procedures for requesting PSC authority. A post may not use any of the above PSC authorities until it has received a formal delegation of authority from the Department’s Procurement Executive (A/OPE).

### **3 FAM 171.4 Basic Requirements for Employment**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

- a. Contractors must be U.S. citizens.
- b. The minimum age is 18, except for high school or equivalent secondary school graduates; then the minimum age is 16.
- c. Contractors are selected on the basis of their education, experience, and suitability for the particular contract to be filled.
- d. Contractors are subject to security investigations and clearance.

### **3 FAM 171.5 Application Requirement**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

Each contract applicant must complete an SF-171, Application for Federal Employment.

### **3 FAM 172 PROCEDURES TO REQUEST PSC AUTHORITY**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

Posts with activities which exceed a \$150,000 threshold (per each activity) must, (1) seek competitive commercial proposals, or bids, from as many sources as practicable; (2) prepare a proposal, or bid, in-house, to meet the requirements of the solicitation in accordance with OMB Circular A-76;\* or (3) certify, in writing, that qualified commercial contractors do not exist and the basis for such certification (how was it determined), or that the post is prohibited by local law from obtaining such services by commercial contract.

If the activity does not exceed \$150,000, then steps (1) or (3) above, must be accomplished and step (2) can be accomplished by a post estimate of in-house cost of operating the activity.\*\*

The results of the above efforts will be the basis for the post determination of whether or not to request PSC authority.

NOTE.--\*Step (2) above refers to the procedure in Circular A-76 which requires the government to prepare a complete technical and cost proposal, or bid, that responds to all specifications in the solicitation, such as: a management plan; a work statement; key personnel and experience; resources available; and, forecasting of expected accomplishments, among others and a full cost proposal with personnel benefits factored according to A-76.

\*\*Requires only the cost estimate to be prepared for comparative purposes.

a. Post cables request and provides justification for PSC authority to bureau executive director. Bureau reviews and recommends that PSC authority be granted; M/MO concurs and recommends that A/OPE delegate PSC authority to post. The Procurement Executive, A/OPE, is the only official who can delegate PSC authority to posts.

b. Contracts of PSCs hired at post may not exceed 1 year. A PSC contract may be renewed annually at post, but the total of the basic contract plus all renewals (options) may not exceed five years. After the maximum of 5 years, a break in service of three or more days is required. Review by the post to confirm a continuing need for the contractor's services will be made annually before renewal of the contract. After the five-year period of extending a PSC, only the Procurement Executive may authorize the post contracting officer to enter into a new personal services contract with the same American after the required break in service. Bureau executive directors must first determine that entering into a new PSC with the same individual is clearly essential to the achievement of the post's mission.

c. The post's personnel officer (if none, the administrative officer) will serve as the contracting officer's technical representative for matters concerning terms and conditions of employment and standards of performance. The contracting officer will designate an officer to be the PSC's supervisor for such matters as supervision of work, approval of leave requests, certification of time and attendance. Only the contracting officer's technical representative can change the terms and conditions of the contract.

d. Posts may not exercise PSC authority until receiving a written delegation of authority from A/OPE. A telegraphic message is sufficient for this purpose.

e. In unusual cases where a post will need to hire an American residing in the U.S. or third country to be sent to post, the same procedures for requesting authority are followed as in section 172a.\* Negotiations for the amount of salary, benefits and allowances for American PSCs to be hired from the U.S. will be conducted by A/OPR/STP/P in Washington.

NOTE.--\*It is the Department's policy, which differs from AID's policy, that U.S. resident aliens residing in the U.S. not be placed on an American personal services contract, except in exceptional cases. Any request to contract with an U.S. resident alien residing in the U.S. to be sent to post must be handled on a case-by-case basis.

### **3 FAM 173 COMPENSATION**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

a. The general guidelines on levels of work in the Work Evaluation Guidelines (3 FAM 170 Appendix D) will determine the compensation ranges for the contract activities to be performed. The levels of work are divided into the following five categories: (1) Procedural Clerical, (2) Substantive Clerical, (3) Technical Support, (4) Administrative/Professional, (5) Expert/Consultant. Each category has standard, intermediate and premium compensation ranges.

b. Compensation ranges for levels of work under PSCs are based upon comparable class levels of the Foreign Service pay schedule, including the Extended Foreign Service schedule AA through EE (see 3 FAM 170, Appendix D). Compensation paid under a PSC may not exceed the maximum payable rate of class FS-01 (step 14 or a salary cap which has been established for that class) or be below the minimum established for class EE of the Extended Foreign Service pay schedule. Within standard, intermediate and premium bands compensation ranges established for levels of work under PSC contracts, posts and their regional bureaus may establish policies specifying certain minimum and/or maximum pay levels for PSC work. A pay level contractually established for a PSC is not affected by comparability adjustments of the Foreign Service pay schedule unless otherwise specified in the provisions of the contract.

c. Within the appropriate standard, intermediate or premium compensation band for a specific category of work, the following should be taken into account in establishing and setting pay for the life of a PSC contract:

(1) Recruitment factors influencing availability of suitable candidates for PSC services;

(2) The qualifications of the individual who will perform the PSC contract services;

(3) The financial resources available for individual PSC contracts;

(4) The individual policies of posts and their regional bureaus; and

(5) Compensation practices established by U.S. private sector organizations for employing U.S. citizens in the particular host country.

d. There may exist circumstances unique to a post which warrant compensation at a higher or lower level than that indicated by the "WORK EVALUATION GUIDELINES" (3 FAM 170 Appendix D) for contracts. On a case-by-case basis, an exceptional level of compensation limited to the length of the contract may be authorized in advance by the bureau executive director.

e. Personal services contracts with U.S. citizens payable in local currency may be authorized under this subsection in exceptional cases, but generally only if: (1) the contractor is a permanent resident eligible to work in the host country; (2) the contractor is not the spouse or dependent of a U.S. citizen Foreign Service or Civil Service employee of the United States Government; and (3) the contractor will be paid in accordance with the local (FSN) compensation plan, subject to any specific approved exceptions. Justification for an exception must be submitted and approved in advance by the regional bureau.

f. Retired U.S. Government employees may be awarded personal services contracts without any reduction in or offset against their Government annuity since the time worked on a PSC is not recognized as creditable service.

## **3 FAM 174 BENEFITS**

### **3 FAM 174.1 Eligibility**

*(TL:PER-76; 10-23-87)*

*(State Only)*

a. The following lists the benefits that American personal services contractors hired at post are eligible/ineligible to receive. American PSCs hired from the U.S. or a third country and sent to post may be provided additional benefits/allowances, depending upon the duration of the contract (see section 3 FAM 174.2). American PSCs hired at post are ineligible to receive those additional benefits/allowances.

b. Where the contractor is hired from the host country and also has residency status in that country, that individual may accrue additional benefits under local labor laws. Posts are responsible for identifying such benefits in those situations.

c. While personal services contractors are ineligible to participate in the Federal life insurance and health benefits programs, PSCs may receive a contribution, with limitations, toward the actual costs of their health insurance and life insurance premiums. See section 3 FAM 174.1d(3) for specific provisions for eligibility of life insurance and health insurance contributions.

d. As provided under section 3 FAM 171.3-1, several Department offices/programs have PSC authority distinct from the Department's general PSC authority. Policies implementing those programmatic authorities may prescribe certain benefits for personal services contractors.

(1) American personal services contractors are eligible for:

(a) Annual/Sick Leave - authorized as in 3 FAM 430, 3 FAM 440, 3 FAM 460 and 3 FAM 470. Leave entitlements must be specifically provided for under the terms of the contract.

(b) Leave Without Pay (LWOP) - PSCs are eligible to request leave without pay. Careful consideration should be given to any request in excess of 80 hours. Posts must examine each request to assure the needs of the post are not jeopardized by granting an excessive amount of LWOP in relation to the anticipated length of the contract. Any request for LWOP in excess of 30 days must be approved by the bureau.

(c) Medical Program - only immunizations and use of post health unit facilities. Access to health unit must be specifically provided for under the terms of the contract.

(d) Social Security Coverage - required.

(e) Workmen's Compensation Eligibility (FECA) - subject to adjudication by Department of Labor of particular claims.

(f) Death Gratuity - must be specifically provided for under the terms of the contract.

(2) American personal services contractors are ineligible for:

(a) Foreign Service or Civil Service Disability and Retirement Systems, Federal Employee's Retirement System (FE RS)

(b) Federal Group Life Insurance (FEGLI) - Federal group life insurance is a law administered by the Office of Personnel Management. 22 U.S.C. 2669(c) specifically provides that personal services contractors employed under that authority are not employees of the USG for purposes of any law administered by OPM.

(c) Federal Employee Health Benefits Program (FEHBP) - Federal employee health coverage is a law administered by the Office of Personnel Management. 22 U.S.C. 2669(c) specifically provides that personal services contractors employed under that authority are not employees of the USG for purposes of any law administered by OPM.

(d) Incentive Awards - PSC's are not eligible to participate in any special awards programs established pursuant to chapters 45 and 54 of Title 5, U.S. Code, since these programs are administered by OPM. See 5 CFR Part 451 and Part 531, Subpart F.

(e) Labor Union Representation - Section 1002(8) of the Foreign Service Act of 1980, 22 U.S.C. 4102(8), defines "employee" for purposes of Foreign Service labor-management relations to include only members of the Foreign Service. A contractor is, therefore, not covered in the Foreign Service bargaining unit and may not be represented by a labor union or employee organization.

(f) Foreign Service Grievance System - not eligible.

(3) While all PSCs are ineligible to participate in the life insurance and health benefits programs, the following fringe benefits are provided as a matter of policy:

(a) The Contractor shall be provided a maximum contribution of up to 50% against the actual costs of contractor's annual health insurance costs, provided that such costs may not exceed the maximum U.S. Government contribution for direct-hire personnel as announced annually by the Office of Personnel Management.

(b) The contractor shall be provided a contribution of up to 50% against the actual costs of annual life insurance premiums not to exceed \$500.00 per year.

(c) A contractor who is a dependent of a current or retired Civil Service, Foreign Service, or Military Service member and who is covered by an employee's Government health or life insurance policy is ineligible for these contributions.

(d) Proof of health and life insurance coverage shall be submitted to the Contracting Officer before any contribution is paid.

### **3 FAM 174.2 PSCs Hired From U.S. or Third Countries and Sent to Post**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

a. In addition to eligibility for benefits listed in section 3 FAM 174.1d(1) and 3 FAM 174.1d(3), American personal services contractors hired from the U.S. or third countries and sent to post may be provided additional benefits/allowances comparable to those provided to members of the Foreign Service. Eligibility for additional benefits/allowances (such as educational allowance/travel, housing, post allowance, R&R, etc.) depends on the duration of the contract, one year or less, or more than one year.

b. Where a post will need to hire an American residing in the U.S. or third country, the same procedures for requesting authority are followed as in 3 FAM 172a. Negotiations for the amount of salary, benefits and allowances for American PSCs hired from the U.S. will be conducted by A/OPR/STP/P in Washington.

### **3 FAM 175 DUAL CITIZENSHIP**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

a. Any claim to U.S. citizenship by a foreign national must be determined before execution of a personal services contract. If it is determined that the individual is a U.S. citizen, the post will contract with the person under the rules applicable to American personal services contractors rather than the rules applicable to foreign national personal services contractors (See 3 FAM 926, EMPLOYMENT BY PERSONAL SERVICES CONTRACT OF FOREIGN NATIONALS (HOST OR THIRD COUNTRY)).

b. Resident foreign nationals who claim U.S. resident alien status shall be contracted under the regulations applicable to foreign national personal services contracts.

### **3 FAM 176 PERSONAL SERVICES CONTRACTOR RESPONSIBILITIES AND CONDUCT**

*(TL:PER-76; 10-23-87)*

*(State Only)*

The following regulations on employee responsibilities and conduct are applicable to all personal services contractors as for direct-hire appointments. These regulations or comparable contract clauses shall be included or incorporated by reference in the contract.

- a. Anti-nepotism regulations (3 FAM 122.7).
- b. Standards of conduct for members of the Foreign Service (3 FAM 620-629).
- c. Fiscal Irregularities Regulations (3 FAM 630) .
- d. Rules of ethics that apply specifically to members of the Foreign Service or military employees with Top Secret clearance or to all Federal Government employees.

### **3 FAM 177 TAX REQUIREMENTS**

*(TL:PER-76; 10-23-87)*

*(State Only)*

a. FICA contributions, U.S. federal income tax and state tax withholdings shall be deducted in accordance with regulations and rulings of the Social Security Administration and the U.S. Internal Revenue Service, respectively. The contractor may also be obligated to file state income tax returns and obligated to pay foreign taxes, depending upon residency status and the host government's taxation laws. All contractor tax liabilities arising from the contract are the contractor's responsibility whether or not taxes are withheld by the government.

b. A personal services contractor is not eligible for the foreign earned income" exclusion under the IRS regulations (see 26 CFR 1.911-3(c)(3)).

c. Regular deductions for Federal, state and FICA taxes will be made through the Consolidated American Payroll Processing System (CAPPS).

## **3 FAM 178 SECURITY CLEARANCE AND SUITABILITY REQUIREMENTS**

*(TL:PER-76; 10-23-87)*

*(State Only)*

a. Personal services contracts under this regulation do not automatically require a security clearance. Instead, the security clearance requirement is determined by a post review of the duties and nature of the contract, in accordance with the guidelines established by the Bureau of Diplomatic Security. Sensitive contracts are those which involve access to classified or other sensitive information or facilities and normally require the applicant to receive a full field background investigation prior to issuance of a security clearance. Nonsensitive contracts do not have access to classified or sensitive information or facilities and do not require a security clearance. Employees will be the subject of appropriate investigations to determine suitability for employment and security clearance eligibility for sensitive duties if applicable.

b. The responsible security officer must concur in writing in all position sensitivity designations. The Bureau of Diplomatic Security retains authority to override a post determination.

c. All PSCs, including those on nonsensitive contracts, must receive an appropriate security briefing as part of the initial employment orientation process.

d. PSCs who do not hold the appropriate security clearance level may not, under any circumstances, be placed on a sensitive contract. (See 3 FAM 170 Appendix C for Guidelines and Procedures for Requesting Security Clearances)

## **3 FAM 179 CREDITABLE SERVICE**

*(TL:PER-76; 10-23-87)*

*(State Only)*

Time worked on a personal services contract by an American PSC does not count as creditable service for either competitive or noncompetitive eligibility for direct appointment positions in the U.S., for Federal retirement purposes, for leave purposes or for reduction-in-force (RIF) purposes.

### **3 FAM 179.1 Performance Evaluation**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

Upon expiration of the contract, the post is required to complete a report on the contractor which specifies whether the terms of the contract were met. Subsequent renewal of the contract must be documented as cited above.

### **3 FAM 179.2 PSC Personnel Records**

*(TL:PER-76; 10-23-87)*  
*(State Only)*

Personnel records for each PSC should be established and maintained by posts. The record should include all relevant documents relating to the contractual employment of the PSC. Specific instructions on the retirement of the records will be issued. The procedures will be similar to those followed for retirement of Foreign National PSC records

# 3 FAM 170 Appendix A

## COMMON EXAMPLES OF JOBS TO BE FILLED BY PIT APPOINTMENT

(See criteria below for other potential coverage)

Accounting Clerk	Personnel Clerk
Administrative Assistant	Political/Economic Assistant
APO Mail Clerk	Pouch Clerk
B & F Clerk/Assistant	Property Control Clerk
Bio. Reporting Assistant	Publications Assistant
Cashier	Purchasing Clerk
Consular Clerk	Research Assistant
Courier Escort	Secretary
Federal Benefits Clerk	Supervisory Positions
Housing Clerk	Supply Clerk
Mail Clerk/File Clerk	Time & Attendance Clerk
Maintenance Clerk	Travel Clerk/Assistant
Messenger/Clerk Typist	Visa Clerk
ParaConsular Assistant	Warehouse Assistant
Payroll Liaison Clerk	Word Processing Clerk
Personnel Assistant	Work Order Control Clerk

### PITs APPROPRIATE FOR:

#### (Criteria)

- Work that is governmental in nature.
- Long-term or continuous activities requiring skilled or unskilled labor.
- Positions that involve control of federal money, property or other valuable resources.
- Services that involve representation of the U.S. Government.
- Duties that involve exercise of U.S. Government authority, policy planning or program planning.
- Positions that supervise USG direct-hire personnel.

# 3 FAM 170 Appendix B

## COMMON EXAMPLES OF JOBS TO BE FILLED BY PSC

**NOTE: ALL JOBS MAY, HOWEVER, BE FILLED BY PIT APPOINTMENT**

**(See criteria below for other potential coverage)**

Architectural Assistant	Landscaping/Gardening Positions
Building Guard	Language Instructor
Charforce (Secure Area)	Mechanic
Clerk*	Medical Receptionist
Clerk-Typist*	Newsletter/Magazine Editor
Computer Programmer	Nurse
Conference Assistant	Nurse Practitioner
Custodian	Nursing Assistant
Customs Expediter	ORE Clerk
Data Entry Clerk	Receptionist
Driver/Chauffeur/Motor Vehicle Operator	Recreation Specialist/Assistant
Exhibits Specialist	Safety Engineer Consultant
Fabric Furnishing Consultant	School Bus Monitor
Interior Designer	Telex Operator
Lab Assistant	Translator or Interpreter
Lab Technician	Messenger
	Word Processing Clerk

### **PSCs APPROPRIATE FOR:**

#### **(Criteria)**

—Work that is non-governmental in nature.

—Service activities requiring skilled or unskilled labor.

—Activities that do not involve control or accountability of federal money, property or other resources.

—Work that does not involve the supervision of USG direct hire personnel.

\*One-time work projects which produce an end product. For example, typing a post report or a special filing project (6 linear ft. of filing). Clerk and clerk-typist PSCs shall not be used to fill long-term or short-term staffing gaps caused by vacancies or approved leave for PIT incumbents.

# **3 FAM 170 Appendix C**

## **SECURITY CLEARANCE REQUESTS**

### **GUIDELINES AND PROCEDURES**

**The following procedures are intended to ensure eligibility for contract employment and preclude employment of persons who might constitute a threat to the security of U.S. facilities or personnel. In the event information is developed that raises a question of suitability, the agency suitability panel (DSIEV) will determine whether the contractor may continue or must be terminated immediately.**

#### **A. Types of Contracts Designated Sensitive and Nonsensitive**

As a general rule, contracts are critical-sensitive unless the post security officer determines that the work is legitimately nonsensitive.

The following guidelines will be used to determine whether a contract is sensitive or nonsensitive:

(1) Nonsensitive contracts are those which do not entail access to sensitive areas at posts which receive, process, discuss, or store classified or other foreign policy or operationally sensitive information or material. Nonsensitive contracts are normally performed physically apart from sensitive post facilities. Typical locations may include the warehouse or annexes.

(2) Sensitive contracts normally include clerks, technical workers, messengers, charforce for secure areas, language instructors, translators, and any positions with access to classified or sensitive data processing, communications systems, or offices where classified or other sensitive information is maintained, processed, or discussed.

PSCs must receive the appropriate security clearance prior to reporting for work in sensitive positions.

#### **B. Nonsensitive Contract**

Consistent with the nature of nonsensitive contracts, American PSCs employed on such contracts do not require access to classified information, or to areas where classified or other sensitive information is handled, stored, processed or discussed. Nonetheless, since all PSCs are subject to at least minimal security checks, posts must secure the approval of the responsible security officer before employment. PSCs on nonsensitive contracts shall not be allowed access to classified materials or information under any circumstances but, with the approval and authorization of the responsible security officer, may be granted access to nonclassified, but administratively controlled, LIMITED OFFICIAL USE (LOU) material.

Generally, American personal services contract applicants for nonsensitive contracts require no investigation or clearance other than embassy and local checks by the responsible security officer and certification of security suitability for such nonsensitive contracts. However, should the security officer deem further investigation advisable, a more extensive background investigation will be conducted. In this regard, less is known typically of U.S. citizen residents. Thus, the responsible security officer should conduct sufficient local background checks to ensure the contractor's integrity, reliability, and trustworthiness.

Additionally, as a standard procedure for U.S. citizen resident PSCs, while it is in no way a substitute for adequate local checks by the security officer, a National Agency Check with Written Inquiries (NACI) will be conducted after placement on a contract. The following completed forms must be in the pouch to the bureau prior to execution of the contract:

(1) Standard Form 171, Application for Federal Employment.

(2) Standard Form 85A, National Agency Check Data for Nonsensitive or Noncritical-Sensitive Position.

(3) Standard Form 87, Fingerprint Chart.

Upon receipt, the bureau will submit the forms directly to DS/I/EV for conduct of a post-contract NACI and determinations of security/suitability.

### **C. Sensitive Contract - Eligible for a Sponsor-based Clearance**

Dependents whose sponsor holds a TOP SECRET clearance based on a full field investigation may be granted a sponsor-based clearance up to the SECRET level for 180 days. Extensions may be requested as necessary. A sponsor-based clearance does not waive the requirement for a full field investigation, it merely allows the post to place the dependent on contract pending completion of the investigation.

The post must ensure that the security clearance request and all completed forms as indicated in paragraph D are pouched to the bureau prior to execution of the contract. The post may request the sponsor-based clearance and contracting authority from the bureau in the same cable. The bureau will forward the information to the Bureau of Diplomatic Security and notify the post if the clearance is authorized.

The post cable to the bureau requesting the sponsor-based clearance and contracting authorization must contain the following information and certify in paragraph C(9) that the security clearance request and required forms have been pouched:

- (1) Name (including maiden and all other names used).
- (2) Statement of Work
- (3) Date and place of birth.
- (4) Social Security number.
- (5) Naturalization date, place and number, if applicable.
- (6) Applicant's relationship to sponsor.
- (7) Sponsor's name, date and place of birth, Social Security number, and, if applicable, naturalization date, place and number.
- (8) Sponsor's employing agency and address of agency security office holding the sponsor's clearance and, if military, whether the sponsor is an officer or enlisted person.
- (9) Date the security clearance request and required forms were pouched to the bureau.

After the sponsor-based clearance is authorized, the contractor may be employed for an initial period of 180 days. All security forms as listed in section D. below must be received by the bureau within thirty days of execution of the contract.

If the TOP SECRET clearance is not issued within the 180-day period, the post may request extension of both the contract and the security clearance from the bureau. If either the contract or security clearance extension is not requested or not authorized, the contract must be terminated immediately.

#### **D. Sensitive Contract - Not Eligible for a Sponsor-based Clearance**

American family members and U.S. citizen residents who are not eligible for a sponsor-based security clearance and whom posts wish to place on a sensitive contract, must receive the appropriate security clearance prior to reporting for work. Clearance requests are processed in the following manner.

The post must submit the following completed forms to the bureau:

(1) Standard Form 171, Application for Federal Employment, four copies, each signed and dated by the contractor.

(2) Standard Form 86, Security Investigation Data for Sensitive Position, four copies, signed and dated by the contractor.

(3) Form FD-258, FBI Fingerprint Chart, three copies, each signed by contractor.

Each block on each form must be filled in either with the information requested or "no", "none" or "not applicable," etc. Failure to complete all blocks may cause return of the form. In some cases, this will create a significant delay in processing the contract. Falsification or omission of material facts may result in denial of the security clearance or termination of the contract.

The bureau will forward the information to the security office and notify the post if the clearance is authorized.

# **3 FAM 170 Appendix D**

## **WORK EVALUATION GUIDELINES FOR PERSONAL SERVICES CONTRACTS**

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# WORK EVALUATION GUIDELINES FOR PERSONAL SERVICES CONTRACTS

## PART A

### GENERAL GUIDELINES ON LEVELS OF WORK IN THE FEDERAL GOVERNMENT

#### I. INTRODUCTION

These guidelines are designed to serve as reference tools or resources for understanding how work is grouped into compensation levels in the Federal sector. In the Federal Government work (duties and responsibilities or what needs to be done) is organized into levels. Each level has varying degrees of difficulty in terms of:

- problems which may be encountered and must be resolved in the work processes;

- the skills and knowledges used to complete the work;

- how the work is controlled by those responsible for its completion;

- what tools or resources are used in completing the work;

- who has to be contacted during the work processes and why they are being contacted and;

- what is the impact of what has to be done and the completed work products.

As these levels of work progress from the more routine to the most complex, they reflect an ascending order of difficulty in a hierarchy of work. This “step-up” in difficulty from one level to its more demanding and complex neighbor is often referred to as the hierarchical work ladder. Just as each level of work has its difficulty characteristics it also has a corresponding broad pay band to compensate for what needs to be done and what it takes to do it. In the Federal Government these pay bands represent various stages (or classes and grades) of a salary schedule or perhaps more than one schedule.

**NOTE.** — The job examples cited in these Guidelines are used for illustrative purposes only. They are familiar occupations and are intended to show the difference in work characteristics (degree of complexity, responsibility, knowledge requirements, etc.) between the job bands or within a band. Their use as work illustrations does not mean that such jobs would automatically be appropriate for a PSC. Use 170 Appendix B for guidance on the type of jobs which may be filled by PSC.

The levels of work covered by these guides have a pay value or compensation worth comparable to salary classes in the Foreign Service and Extended Foreign Service Salary Schedules. They are also, through required salary linkages, illustrative of work at grades 1 through 15 in the General Schedule. Each level of work will have pay bands which correspond to two or more salary classes (and grades). The pay bands extend from standard rates at the lower ranges of a level of work through intermediate rates to the premium rates at the premium ranges. Three compensation rungs in a band are illustrated on the guidelines pay chart in Part C, they are: standard, intermediate and premium. Pay for a level of work may be set at one of these rungs or in a range between these rungs, depending upon its compensable worth. Please note on the pay chart that the ranges between the three designated rungs have subranges expressed in terms of dollars or a salary figure.

Each level of work described in the guidelines is presented in two formats. These are:

a. Summary chart, which introduces a work level through brief illustrations of the pay ranges, work characteristics, and typical examples of the types of work at the level which are performed in Federal Government jobs, and a

b. Narrative description, which is a more detailed explanation of the criteria of the work level. Both the standard and premium ranges of the level are described, with illustrative examples and explanations of Federal work activities which are typical of those ranges.

Both formats should be used to gain an understanding of a level of work and the corresponding pay values of the ranges within the level. The summary chart will provide an oversight perspective for digesting the more detailed narrative criteria and applying it in actual assessment situations.

Contracts with U.S. citizens for personal services abroad (PSCs) are paid according to rates in the Foreign Service salary schedule (which are linked to the GS pay schedule). The compensation value of these PSCs may be determined by applying the criteria in these general guidelines and the pay setting provisions of regulations covering PSCs abroad with U.S. citizens found in 3 FAM 170. These general guidelines may also be useful for determining other types of compensable work in the Federal sector.

## **II. DEFINITIONS**

Use of these general guidelines will require a working knowledge of a few important terms which are used repeatedly throughout the document. In work analysis certain words or terms which are heard in ordinary conversations have a very particular meaning for work analysts. In the assessment of bodies or levels of work, the analyst will repeatedly use these words or terms to clarify the level of supervision or expand upon his/her findings as to compensation

value of the work performed by a person on contract with a Federal agency. What is second nature to the analyst is often, however, confusing to the layperson who may use the word in daily conversation but find it totally foreign in a work analysis context. The following is an explanation of the terms most commonly used to explain the hierarchy of work.

a. Breadth: In work analysis this term is used with the term depth to describe the dimension or size of:

Organizations where work activities are being carried out (are they uncomplicated and one-dimensional, or complicated in structure, design and depth of knowledges required to execute various functions and how does this affect their work?)

The magnitude or proportions of the work processes and volume of knowledges or skills used to carry out the work of a section, bureau or post. Again, are they simple or complex, do they cut across levels of activities and impact upon or interrelate with other work, or are they peculiar to a segment of a program, an office or a region?

Also, the magnitude or size of the problems encountered in carrying out what needs to be done to get the work accomplished (this will affect the ease or difficulty in resolving the problems and also the measures, skills or techniques which will have to be applied in problem solving).

And, it will also illustrate the extent, coverage or impact of the recommendations, corrective measures or solutions which are developed and applied to overcome work problems (are they limited to the work of an immediate unit or activity or do they have wider impact?)

Breadth also corresponds to another term commonly used in analyzing the worth of a type or level of work, scope. The scope of a program, its work and work-related problems or solutions may be very broad in terms of impact or it may be very localized and have little impact on the program or a major/small segment of a program.

b. Program Significance: Also has a relation to size, but more particularly it pertains to such factors as:

In the total make-up of a program or organization, how profound or what is the importance of the work of a unit and the unit itself (how much do either matter in reaching program/organizational goals and objectives, and carrying out missions -- do they have program/organizational depth (or are they merely ancillary support functions?) For example, Consular, Economic and Political programs have basic relationships to the Department's mission, while budget and personnel programs exist to support the mission.

To what extent are work-related problems deep-rooted in either: the legislation or policies which mandated the activity and its work, the various levels of management and supervision, the quality of the workforce or ability to obtain and keep quality employees, operating work procedures and internal administrative regulations, or a combination of all of these?

Correspondingly, are the work-related problems solvable or to what depth will study recommendations or report findings go in solving operational problems or reaching desired policy goals?

All of the above will involve degrees of such work factors as: complexity and difficulty, knowledge and skills required to carry out work of a profound or deep-seated nature (or work that does not have that degree of depth), scope and effect, guidelines, and contacts necessary to obtain information to carry out the work requirements.

c. Guidelines: Guides mirror the hierarchical work ladder in ascending order from the routine to the most complex.

They may be instructions, policies and procedures, manuals, legal rulings or administrative decisions, or accepted work practices of a profession, administrative occupation, a Federal service, or scientific/technical profession.

They are either very specific to a work task, cover every possible work situation; require ever-increasing degrees of judgment and skill to apply to work assignments; they are outdated and make the work more complicated, or they simply do not exist. In the latter, employees may have to develop the guides based upon their own work knowledges and expertise.

How employees use guidelines in work processes, with ease or a great deal of difficulty, directly affects the complexity and compensation worth of the work.

d. Decision-Making: In work processes decision-making relates to the degrees to which employees or superiors are required to make distinctions between courses of action.

What needs to be done or doesn't need to be done; or the steps which must be taken to complete a task (several routine steps, many routine or complex steps which are interrelated).

It also relates to selectivity: which guide to use, how to interpret its instructions (what do they cover), and how to apply the guide in the work assignment (partially, in sequential steps, or totally). Selectivity in decision-making may also relate to such factors as: determining what reports or recommendations submitted by more junior levels should be approved. This type of selectivity is generally accompanied by various degrees of incoming influence on decision-making.

Decision-making also relates to analytical ability or skills, making an assessment and deciding if regular job procedures will complete assignments or studying problems which have arisen in the course of trying to complete work and finding or developing solutions (problem solving). Analytical ability is gained through experience in performing the work (or like work), on-the-job training or formal training/education.

Decision-making also involves tact and sensitivity, recognizing when certain work has been given a very high priority, when it involves dealing with an individual's rights or personal lives, to what degrees work activities should be discussed with others, when carrying out certain aspects of work requirements might compromise or embarrass higher work priorities.

Every range of a level on the hierarchy of work requires different degrees of decision-making in completing tasks. The extent to which judgment is called for and the independence delegated to exercising judgment in the work processes has a corresponding compensation worth.

## **PART B**

### **GUIDELINES ON LEVELS OF WORK FOR PERSONAL SERVICES CONTRACTS**

#### **I. PROCEDURAL CLERICAL**

In terms of duties performed, responsibilities assigned, and compensation ranges, this level of work is comparable to Foreign Service grades DD, CC and BB on the Extended Foreign Service Schedule and the equivalent Civil Service grades GS-01, GS-02 and GS-03 on the General Schedule.

	JOB
	<u>BAND 1</u>
P —	\$15,339 .....GS-03, Step 10
A	PREMIUM
Y	—
—	\$13,433
B	INTER-M
A —	\$11,526
N	—
D	STANDARD
S —	<u>\$9,619</u> .....FS-DD, Step 1
	FS
	DD - BB
	<u>Equiv.</u>
	<u>PROCEDURAL</u>
	<u>CLERICAL</u>

Standard Ranges: Very routine clerical functions are performed. They involve relatively uncomplicated office or technical practices and procedures

which require practically no latitude for exercising independent judgment and the work is carried out according to very specific guidance under very close direction. These ranges illustrate the first or most elementary rungs on the hierarchical work ladder. Specific examples would include:

a. File clerks who are required to follow very specific work procedures, involving a few uncomplicated file steps in order to complete tasks. There are practically no opportunities for independent judgment (decisions) in determining what needs to be done, how the files should be organized, or how they relate to other work activities of a bureau, organization or other sections of a post overseas. Because of the basic routine nature of the majority of assignments and the specific guidance provided, little or no supervision is required while work is in progress. However, final work products are regularly reviewed for accuracy upon completion.

b. Mail clerks, who make preliminary break-down of incoming mail based upon detailed instructions and also make deliveries using well-defined distribution routes. Both guidelines (instructions) are so complete they cover almost every conceivable work situation. These mail clerks are not required to open and read mail addressed only to the Department, embassy, or a bureau and then make further break-downs based upon knowledge of the functions and staffs of the organizations they service. This type of mail analysis would be performed by clerks operating at the upper ranges of this level or the lower ranges of the Substantive Clerical level. Premium Ranges: Work practices and procedures are characterized by moderate degrees of difficulty and responsibility requiring:

a. Some levels of training or experience,

b. Minimum use of independent judgment in applying well-defined work policies, procedures, and techniques, or

c. Comparable work experience in the private sectors which is of equal importance in terms of difficulty, responsibility, and knowledges and skills required (this would also apply to the standard ranges of this level).

Examples at these ranges would include:

(1) Customs Expeditors perform work which is typical of these ranges. The work involves very specific assignments made by a supervisor, and guidelines (instructions) are clear and complete on steps necessary to finish assignments. These clerks would contact the supervisor for additional guidance when a work situation is not covered by assignment instructions. Work may be reviewed before completion for accuracy and ability to follow instructions, or when the assignment is finished.

(2) Another example at this range would be Clerk-Typists, GS-3 or FP-BB who are required to know the clerical practices of the office or sections where

assigned. Typing work would include narrative and tabular materials (memos, cables, reports, etc.), of a non-technical nature, although words or phrases of a foreign language might be used. The work may also require the use of a word processor which uses standard texts and formats or stored documents for modification. Other clerical work is of a routine and repetitive nature, and may involve providing very general information to the public on what the organization or section does or who should be seen for more detailed explanations. Generally, routine assignments are carried out free of precise instructions and in-progress supervision. Unusual work requirements, however, would be accompanied by closer guidance and review.

## II. SUBSTANTIVE CLERICAL

In terms of duties performed, responsibilities assigned, and compensation ranges, this level of work is comparable to Foreign Service grade AA on the Extended Foreign Service Schedule, class FP-09 on the Foreign Service Schedule and the equivalent Civil Service grades GS-04 and GS-05 on the General Schedule.

	JOB
	<u>BAND 2</u>
	\$21,767 .....FS-09, Step 14
P —	PREMIUM
A	—
Y —	\$18,928
	—
	INTER-M
B —	\$16,088
A	—
N —	STANDARD
D	—
S —	<u>\$13,248</u> .....FS-AA, Step 1
	FS
	AA - 09
	<u>Equiv.</u>
	SUBST
	<u>CLERICAL</u>

Work at this level involves the performance of moderately difficult to substantive clerical functions.

Standard Ranges: This level of work activity is characterized by increasingly difficult policies, procedures, techniques, and specialized knowledges, requiring:

- a. Moderate amounts of training and experience,
- b. Good working knowledges of policies, procedures, or special subject matter, and

c. Greater exercise of independent judgment in applying well-defined bodies of clerical guidelines and techniques.

Specific examples would include:

(1) Data Transcribers who perform duties on keyboard controlled computer equipment, entering and verifying data in forms appropriate to either automated data processing or information systems. Data inputs are mainly of established codes and entries, which might require any number of steps in a sequential order and involve a check for quality control once entries are completed. At these ranges it is not necessary for transcribers to be involved with program manipulation or to understand data programming or data transmission processes. Supervisors explain assignments in terms of quantity and quality of the work needed, deadlines and priorities. Transcribers complete assignments on their own, but obtain supervisory guidance when unusual work situations occur. Completed assignments are still subject to rather close review for accuracy, timeliness, and proper use of established instructions and procedures (guidelines).

(2) Another example would be Receptionists, who could be located in lobbies or central reception areas of a building or compounds at posts. These receptionists would receive and direct visitors or workers from other buildings. Work activities involve providing information, in person or by phone, in response to inquiries which range from requests for basic directions to a section/office to more detailed questions about the functions or services of organizations housed in the building. Receptionists could also confirm appointments, determine which officers or staff members in the building are available to provide technical responses to visitor inquiries, or distribute information and reference materials to visitors. While this type of work is still of a general routine nature, it involves more related steps and processes than clerical activities at the previous work level. An illustration of this is found in the knowledge requirements of the jobs. Receptionists are not merely required to know a few procedural steps in order to execute their work activities. They must: (a) have a thorough knowledge of the post functions, office locations and key officials/staff members in the building or compound; (b) be able to use directories, guides or reference materials which are available as either guidelines on how to do something or for distribution; (c) possess the ability to effectively communicate orally and exercise tact in responding to inquiries; and (d) be constantly alert to post security regulations in carrying out all phases of receptionist work. A further illustration of the changing nature of this type of work, as opposed to the procedural clerical levels, is found in the degree of selectivity or choices Receptionists use. In responding to the wide variety of inquiries directed to them, they must use their substantive knowledges of functions carried out in the building to select the proper response, refer the visitor to an appropriate office, or decide which of the available resource/information materials would provide assistance. In other words, these Receptionists must know more and use their increased work knowledges in a wider variety of situations. The work processes have evolved

from a few elementary steps to an increased number with a corresponding increase in requirements for recognizing what needs to be done and the steps necessary to do it.

Premium Ranges: Activities which involve difficult and responsible clerical work of a substantive nature. It requires:

- a. Considerable training or comparable work experience,
- b. In-depth knowledge of special subject matter, or office practices and procedures,
- c. Exercise of limited independent judgment under the immediate direction of a superior, or
- d. Comparable work experience in the private sectors which is of equal importance in terms of difficulty, responsibility and knowledges and skills required (this would also apply to the standard ranges of this level).

An example of work activities at the premium ranges of this level would be the functions of a Safety Clerk who would provide support to a Safety Engineer consultant. The support provided would be in areas beyond routine processing, general maintenance of data or similar office duties. The Safety Clerk would be actively involved in substantive functions, such as accident prevention; the inspection of safety conditions and the collection and collation of data on accidents or hazardous working conditions for the consultant's analyses and use; as well as providing information on essential safety standards and techniques to post management, staff and the community.

Specifically, the clerk might accompany the consultant on investigations of potentially unsafe working conditions, including the operation of construction machinery or automotive vehicles, to both observe and collect data for reports or development of preventive systems. In other instances, the clerk might individually conduct the more routine phases of investigations, utilizing experience and standardize techniques or those refined by the consultant for a particular phase of a safety study. The work activities require a practical knowledge of safety processes and standards, accident prevention techniques, and protective equipment. This knowledge may be gained through practical work experience or vocational training, or both. At these ranges, the clerical duties have become more difficult because:

- (1) There are greater varieties of work processes and more sequences to follow in order to complete assignments;
- (2) The guides (instructions, policies and procedures) which are available are not as detailed and specific for the majority of work situations; and

(3) More detailed knowledges of related safety processes and standards are required. In addition, clerks at these ranges are not merely providing general information, but are sources of substantive information on safety programs in the work place. They operate with only general instructions on repetitive tasks and in those areas where guidelines generally apply. Supervisors or others who guide the clerk's work spot check completed work for accuracy and proper application of guidelines. The clerical work has, as its level-title indicates, become more "substantive" in nature. A definite specialty character and knowledge requirements have evolved in terms of the depth and breadth of the processes and sequences involved with carrying-out responsibilities and completing assignments. Also, a more detailed knowledge of guidelines and their application has become increasingly important, and the guides themselves less specific to each and every task. We are still dealing with clerical work, but at its highest level of complexity and impact on the work processes.

### III. TECHNICAL SUPPORT

In terms of duties performed, responsibilities assigned, and compensation ranges, this level of work is comparable to the Foreign Service classes FP-09, FP-08 and FP-07 and the equivalent Civil Service grades GS-05, GS-06 and GS-07.

	JOB	
	<u>BAND 3</u>	
	\$27,237	.....FS-07, Step 14
P —	PREMIUM	
A	—	
Y	\$23,099	
—	—	
B	—	
A —	INTER-M	
N	—	
D	\$18,960	
S —	—	
	STANDARD	
	<u>\$14,822</u>	.....FS-09, Step 1
	FS	
	09 - 07	
	<u>Equiv.</u>	
	<u>TECHNICAL</u>	
	<u>SUPPORT</u>	

Work at this level involves the performance of very high-level clerical/assistant or para-professional support functions. Duties and responsibilities characteristic of positions will show a noticeable transition from purely clerical functions to those of a semi-professional or para-professional nature. The latter is often referred to as "technical work" and the individuals who occupy such positions as "Assistants" or "Technicians."

In the lower ranges of this level the high-level clerical duties are still present and are essential parts of jobs. However, they are being grouped or “mixed” with technical support activities which are the next step up in the hierarchical ladder of work, and require more experience, higher skills and knowledges, more independence of operation, and exert a more profound impact on the work processes of a section or office. The work evolution from clerical to the administrative/professional level is not complete, but a “bridge” or transition-level has been reached. This “bridge” in the evolutionary process does, however, create situations which need clarification. For example: it is often difficult to distinguish between work which is peaking (at its highest stage of development) and other work (of a developmental or training nature) which is passing through the level on its way to ultimate ranges in a higher level. This is true of the Technical Support Level, where the assignments of Assistants/Technicians appear to merge with those of junior-level specialists. This is because of the similarities (and often, the sameness) of tasks performed. However, there is perhaps no greater delineation in the entire work hierarchy than between the types of work which reach a zenith at the premium ranges of the Technical Support level and are then succeeded by the work activities of the Administrative/Professional level. Additionally, there is perhaps no place on the work ladder where there are greater distinctions in qualification elements as reflected in the roles of knowledge, experience and training.

Standard Ranges: The clerical/assistant or technical work is of a difficult and responsible nature, requiring:

- a. Considerable formalized training, on-the-job experience, or a combination of both,
- b. Broad working knowledge of complex and specialized subject matter, and
- c. Considerable exercise of independent judgment within the boundaries of the work activities.

Examples of work performed at these ranges would be Assistants, FP-09 and FP-08 who are performing individual assignments, each with very precise task requirements of one or more high-level clerical or technical processes, whose end products are interrelated in the work and mission of a section of a post overseas. The work activities of Visa Assistants, FP-09 would be a representative example. Their assignments require an in-depth knowledge of segments or parts of very substantive visa clerical and technical processing. They are frequently required to perform closely related segments of visa work at the same time, mastering the details of each segment but equally aware of how they fit into completing the overall visa process.

Premium Ranges: The work is characterized by considerable difficulty and responsibility in terms of technical support functions performed. It requires:

- a. Considerable specialized training, on-the-job experience, or both,
- b. A comprehensive knowledge of complex and special subject matter, applicable procedures, practices and principles to not only perform the work but function as a substantive resource on the work activities,
- c. Exercise of considerable independent judgment, or
- d. Work experience in the private sectors which is of equal importance in terms of difficulty, responsibility, and knowledges and skills required (this also applies to the standard ranges of this level).

In positions at these ranges clerical activities, per se, have been phased-out or overtaken by technical work. Work areas are broader in scope, which means they stretch or reach across and also impact upon larger segments of the total work process of an organization (or several organizations). The details of the policies and procedures which must be mastered and applied to assignments are more complex than those utilized at even the highest clerical levels. Experience, practical on-the-job training (combined with supplementary formal training), and the corresponding knowledges and skills which accompany each are essential requirements of this work level and exceed any requirements found at the Substantive Clerical level. Employees who perform work at the premium ranges of the Technical Support level, become, by the very nature of the work required, important sources of information on the technical processes of the duties they are engaged in. Even higher-level officers or specialist will frequently consult them regarding the specific details of various processing procedures, forms, or reports.

Specific examples for PSCs would be:

Contract work performed by an experienced Warehouse and Property Assistant, who would provide technical assistance to a GSO officer or an expert/consultant on a one-time project to develop and implement an automated inventory system to control stock in a large warehouse facility which will be engaged in off-shore support for various missions in a geographic region. The assistant would be involved in special projects and problem-solving work in such areas as:

(1) Determining the need for new forms or revision of existing documents to obtain, record or extract information necessary for issuing stock to posts, conduct property inventories and reconcile stock records via an automated system.

(2) Gathering data in usable formats and establishing procedural steps for completing inspection reports or reports for procurement made by the post, or identifying problems with existing reports (if any) of such data bases or sequencing of reporting formats.

(3) Training PIT or foreign national employees on the documentation, procedures and methodologies which operational assistants must use to support an automated inventory system, as well as the procedures and techniques which should be used in conducting important segments of physical inventories of equipment, furnishings, and supplies at the various posts. Training would be in both the development of guides which would be used by operational assistants, on-the-job instruction at the off-shore site, and during the course of physical inventories.

These types of experienced assistants are authoritative sources of information on the procedures, documentation, practices and methodologies of the work they are engaged in because they have performed the work repeatedly and know by experience and training its character and the steps necessary to solve a procedural problem or complete the many work sequences which will result in a finished job. They will require few, if any, preliminary work instructions since they have in-depth experience with the tasks and measures of the work. As important sources of information on the technical processes or documentation of the duties expected, their final work products would only be reviewed in progress when it involves deviations or departures from established methods or procedures. While the example cited deals with a PSC on a one-time project, the same characteristics are true for assistants performing operating work at this level.

Finally, it is important to further clarify the point made in the opening remarks on this work level. At these premium ranges the clerical process has waned and is being absorbed by more complex technical work. Qualification requirements, such as knowledges and increasingly complex work experience plays a very large role in the technical work of positions. Yet it is crucial to understanding this level of work to note that the increased role of qualifications is based upon practical knowledges of the organization where tasks are being performed, and practical knowledges of the methods and techniques necessary to complete the work. These practical knowledges have been obtained through a combination of experience in performing the more difficult work and formal training in the required procedures and techniques. Once mastered, the assistants or technicians have their knowledges and skills honed through repeated application to work assignments. Assistants rarely, if ever, go beyond their complex but practical work level. Like the Lab Technician who is highly skilled at a series of tests for a disease or several tests for a medical research project, they keep repeating their expertise on work which, by its very nature, stops at this level. It does not require the analytical capabilities and more thorough or complete knowledges and skills of administrative/professional work ranges which are characteristic of the next level of the work hierarchy.

#### **IV. ADMINISTRATIVE/PROFESSIONAL**

In terms of duties performed, responsibilities assigned, and compensation ranges, this level of work is comparable to Foreign Service classes FP-05, FP-04 and FP-03 and the equivalent Civil Service grades GS-09, GS-10, GS-11 and GS-12 on the General Schedule.

JOB  
BAND 4  
 \$51,904 .....FS-03, Step 14

P — ———  
 A — ———  
 Y — PREMIUM  
 ———

B — ———  
 A S42,338  
 N — ———  
 D ———  
 S — INTER-M  
 ———  
 ———  
 \$32,773  
 ———  
 ———

STANDARD  
 ———  
 ———  
\$23,207 .....FS-05, Step 1  
 FS  
 05 - 03  
Equiv.  
 ADMIN  
PROFESS

Work at this level involves the independent performance of difficult and responsible functions in an area of specialty.

Standard Ranges: The content of analytical, fiscal, business, or specialized professional activities are of a very difficult and responsible nature, requiring:

a. Specialized professional, academic, scientific, or technical training, or comparable administrative, supervisory/managerial, or specialized experience which has demonstrated a capacity for independently performing this level of work.

b. Thorough and fundamental knowledge of complex subject matter in one of the specialized fields of the work level, and

c. Considerable latitude for exercising independent judgment under general supervision.

Typical examples of work at these ranges would be:

(1) Assignments performed by nonsupervisory Consular Officers, FO-05 at a post where there are more senior Consular Officers present. Responsibilities may be centered on a single consular function or there may be a program of rotation among various consular activities to provide more comprehensive orientation and training. The officers would receive guidance from a more senior officer, who would make assignments and provide advice on sensitive matters, unusual cases and complex situations.

(2) Assignments of Political Officers, FO-05 and Economic Officers, FO-05. They would be serving in respective sections where more senior officers are present and act as supervisors and function as authoritative sources of information and guidance on the work requirements of the sections. Both types of junior officers would operate in a training mode, performing reporting work on specifically assigned subjects. Draft reports are prepared for review and critiqued by the senior officers, who would provide ongoing guidance on developing contacts, analyzing specialty data and reaching conclusion, as well as techniques for planning and drafting reports.

In the Civil Service, examples of work at the standard ranges of this level would be the duties performed by Computer Programmers, GS-9 and Management Analysts, GS-9. Analysts at these grades are at the first independent level of operation in a typical GS-5 through GS-12 career ladder. They would no longer be considered trainees and supervision would not be as close or constant.

Assignments would cover routine programming or management functions, such as:

a. As part of a one-time work project, the contract programmer might determine the extent of change in computer programs required by external developments such as changes in work processes. This could involve analysis of segments of a current system in terms of the types of program(s) assigned, with collection of data on current program structure and the development of recommendations which consider performance/cost options;

b. Designing modifications of program structures of files and records and determining a sequence of actions to reflect the modifications;

c. Developing computer operator instruction guides for one or more programs;

d. Conducting management evaluation studies of routine clerical activities of an agency's typing pools or similar activities which are primarily concerned with performing repetitive tasks;

e. Or conducting studies on individual work units to determine why they are having problems reaching goals and objectives and developing suggestions on measures which will solve specific problems.

The assignments of both occupations are focused on rather narrow administrative or management work processes. Analyses and recommendations will typically have limited impact outside areas studied and are based upon well established and accepted computer programming or management principles and practices. Reports and other study findings are generally reviewed by supervisors for adequacy, the judgment used in reaching conclusions, timeliness, and compliance with well-defined policies and objectives.

These examples of work performed by junior officers and analysts at the lower ranges of this level illustrate some very clear distinctions in this work and that of the Technical Support level. A chief difference lies in the knowledge qualifications. As opposed to the assistants and technicians who perform work based upon practical knowledge of the purpose, operation, and methodologies of particular functions, the junior officers and analysts are required to have a thorough knowledge of the functions, processes, and principles of their specialties. Academic training (education) and formal training and experience in administrative/professional specialties play a larger role in providing the thorough knowledges work at this level requires, as opposed to the practical knowledges required at the previous level. While the junior officers and analysts at the standard ranges might perform some work which is similar to assignments of technicians at the previous level, they are doing it for entirely different reasons -- not as an end in itself, but as trainees passing through a work process and moving on to broader and higher ranges in the hierarchy of work.

Premium Ranges: Work is of a very high order of difficulty and responsibility in areas of specialty, requiring:

a. Extended specialized training and experience which has demonstrated technical expertise and ability to apply complex regulations, laws, policies and precedents, as well as leadership potential,

b. An intimate understanding of complex and specialized subject matter in an area of specialty,

c. Extensive application of analytical and problem-solving skills and a wide latitude for exercising independent judgment under general administrative supervision, or

d. Work experience in the private sectors which is of equal importance in terms of difficulty, responsibility, and knowledges, skills and training required and attainments achieved (this is also applicable for the standard ranges of this level).

Work examples at these premium ranges would be found in:

(1) Assignments performed by Economic Analysts, FO-03, who would be responsible for the full range of economic studies in one or more subject fields in a country with a complex economic structure or program. While these analysts would have broad areas of responsibility, they would receive guidance from superiors prior to having discussions with officials of a host government.

(2) Another example would be Refugee Specialists, FO-03, who serve at posts where caseload, complexity, scope and importance of the refugee program requires someone with an extensive background in law, immigration policy and host country issues.

In the Civil Service, work at these ranges is typical of the full-journeyman level positions in career ladders which peak at grade, GS-12.

Example would be:

The work performed by Management Analysts and Program Analysts, GS-12. Analytical studies conducted by these types of analysts are centered on management processes or program areas where the problems and their organizational settings have depth of complexity beyond those normally encountered at the lower ranges of this work level. For example, the management processes or programs (or important segments of very large and highly visible programs) studied are no longer rather limited in scope or are of a single entity nature, but are interrelated and multi-organizational in structure. Therefore, the findings and recommendations of studies conducted by these analysts have a much wider impact than those performed at the lower ranges. They frequently call for substantial changes in management practices or program procedures and encounter considerable opposition. The essential point to what has been said in this example up to this point is: this type of work is of greater difficulty than previous levels because of its breadth, depth and scope (cross-check with the definitions in Part A of the guidelines). It is of greater magnitude and, therefore, will have greater impact on a wider range of work processes, policies and procedures. Work assignments of these analysts are made in the form of general outlines of the problems to be studied and the general end products expected. Direction or supervision is very general and final work products are typically reviewed for soundness of analytical approaches and application of generally accepted policies/procedures and work practices.

## **V. EXPERT AND CONSULTANT**

In terms of duties performed, responsibilities assigned, and compensation ranges, this level of work is comparable to Foreign Service classes FP-02 and FP-01 and the equivalent Civil Service grades GS-13, GS-14 and GS-15 of the General Schedule.)

	JOB	
	<u>BAND 5</u>	
	\$69,976 .....	FS-01, Step 14
P —	PREMIUM	——
A —	——	
Y —	\$61,190	
—	——	
B —	INTER-M	
A —	——	
N —	\$52,405	
D —	——	
S —	STANDARD	
	<u>\$43,619</u> .....	FS-02, Step 1
	FS	
	02 - 01	
	<u>Equiv.</u>	
	EXPERT	
	<u>CONSULTANT</u>	

This is work which involves the performance of functions in an area of specialty which is at the highest echelons of difficulty and responsibility. It represents the pinnacle in the ever-ascending hierarchy of work.

Standard Ranges: Work activities are of an unusually difficult and responsible nature, addressing problems and situations which require:

- a. Extended specialized supervisory/managerial, or administrative experience, or advanced academic or specialized training;
- b. Recognition as an authoritative expert or consultant in an area of specialty through mastery of the state-of-the-art in the field and demonstrated leadership in the specialty; and
- c. Wide latitude for exercising independent judgment in the formulation of ideas, recommendations, options and/or findings free from any direct supervision.

The latter is one of the chief differentiating characteristics of work at these ranges and work at the previous level (Administrative/Professional). Here, the attainments of an expert have emerged and are apparent in both assignments, independence of action and expected accomplishments. Operating technical skills and knowledges have been refined to a point where a basic requirement in work activities is substantial latitude and judgment in planning work, carrying out assignments, and reporting accomplishments or making recommendations. Authoritative (expert) study findings or reports are accepted components of work assignments, which are very difficult and complex. They are difficult and complex because the work areas studied and reports developed involve:

— Intricate policy and technical relationships in a host country's institutions and government structures; and

— Study projects which cover areas where there are many different types of programs/management activities/scientific/or technical processes with a corresponding variety of work systems, policies and procedures.

Typical of work at these ranges would be assignments of an International Economist. Generally, work activities would involve concentrated research probes into economic areas of considerable depth and complexity. This would require a variety of related studies of a sophisticated nature to isolate, define, and thoroughly analyze problems until solutions or alternative approaches emerge and can be fully developed. The unique feature of the work is the focus on problems, rather than studies or reports of established economic objectives. This problem-oriented work demands the skills and solution-capabilities of an expert and consultant. Specific examples might include:

(1) Economist, whose special emphasis might be centered on the European Common Market. Assignments would be concentrated on complex economic problems and phenomena related to the structure and policies of the Common Market. Reports and special papers would analyze the impact of the Market-related (or generated) problems on existing U.S. policies and make recommendations or offer alternative courses of action.

(2) A Political Policy Analyst, who is an expert on bilateral treaties. The analyst would function at a large post with a very large number of treaties with the host country. This is work of an expert nature and the expertise is reflected in: the experience, knowledges and skills attained; the technical guidance provided to chiefs of sections for resolving unusually difficult problems; and the impact on the overall program of individual resolutions of problems which require the services of a state-of-the-art expert.

In the Civil Service, examples would be the work of specialists who are experts in one or more areas of an administrative/professional/technical specialty. Specialty expertise is based upon considerable operating experience on assignments covering increasingly complex work in combination with high levels of academic and other formal training. Regular work might include:

(1) Comprehensive studies of a full range of budget and financial programs;

(2) Analyses of major segments of a Department's personnel programs and development of solutions to correct problems which are adversely impacting on the delivery of essential services; or

(3) Functioning as Chemical Engineers, GS/GM-I3, who act as expert advisors on industrial waste and pollution problems in large industrial program areas, such as petroleum, heavy chemicals or pulp and paper. All assignments undertaken by the engineers (and the above) would encounter complexities of unusual depth and breadth, as well as wide varieties of operations and work processes.

Premium Ranges: Activities in areas of specialty which address work of outstanding difficulty and responsibility and develop final products which demonstrate exceptional mastery and attainments. There is also a very wide impact of study findings, recommendations or reports. These ranges in the highest level of work require:

a. Extended training, education and experience which has demonstrated unusual recognition and accomplishment in a specialty, or

b. Successful experience in directing major organizational components (posts, missions, offices), including planning and directing work activities which match those typical of the standard ranges of this level;

c. Demonstrated ability to plan, direct, or individually execute specialized work of this nature, exercising a very wide latitude of independent judgment under the most general administrative supervision; or

d. Work experience in the private sectors which is of equal importance in terms of difficulty, responsibility, knowledges and skills required and attainments achieved (this is also applicable to the standard ranges of this level).

Work performed by experts and consultants at these premium ranges illustrate two primary differentiating characteristics (as opposed to lower levels):

(1) The work represents high state-of-the-art achievement and production in one or more specialties.

(2) Work assignments are broader in scope and have wider impact than any previous activities on the hierarchical work ladder.

A general illustration of work at these ranges would be an expert functioning as a staff consultant on nuclear energy policy for a broad program which has corresponding impact on political and economic strategies in a major region or worldwide. Responsibilities would include:

(1) Coordinating policy analysis efforts which monitor trends and variations in the specialty area(s), as well as individually defining technical issues/problems which could adversely impact on current policies and developing corrective actions or alternatives for implementing adjustments to policies.

(2) Overall coordination of revisions and interpretation of a policy manual, position papers and other instructional guidelines which connect nuclear energy policy to program goals and objectives. As the principal technical expert, reviews and edits all inputs to the guides and makes final decisions on the technical accuracy of the contributions and any required modifications. Also personally develops those segments of the guides which involve policy sensitivity or highly unusual technical issues.

(3) Provides technical policy guidance to immediate superiors, the program director, senior officers in political and economic organizations whose activities and operations may be impacted by nuclear energy policy, regional officers, as well as top level agency officials.

(4) Prepares technical policy advisory reports evaluating current nuclear energy policy. Functions as the lead spokesperson in presenting report conclusions and recommendations to program officials, high level officials of other agencies, and as required representatives of other governments.

(5) Accompanies superiors to interagency, regional and international meetings/conferences in the role of an authoritative advisor on nuclear energy policy.

At this level a specialist would not only be required to possess a thorough understanding of the various nuances of nuclear energy policy, as it affects both parent program goals/ objectives and related activities in a region/department/ worldwide, but also a very detailed knowledge of the policy's application, including circumstances or situations which necessitate revisions or major adjustments in the policy. In addition the specialist must have the ability to serve as a recognized consultant and authoritative expert in the specialty. Naturally, the supervision of this type of state-of-the-art expert would primarily be in the form of very general policy directives and constraints on expenditures of fiscal and human resources. Individual assignments, as well as the work of junior staff members (under the expert's direction or guidance) would be independently planned, initiated, and executed. Review of final work would generally be confined to adherence to current policy and for assurance that broad program objectives are fulfilled.

Specific examples in the Foreign Service would be duties and responsibilities typically performed by Political Officers, FO-01. They are frequently chiefs of important units in large political sections at posts where political problems and objectives are important to the United States. As state-of-the-art experts, the officers' regular work activities are not subject to close review (except where novel policy situations may develop) and recommendations and reports are accepted as authoritative. The same range of expertise and scope of assignments would be exhibited in the work of Economic Officers, FO-01, who head up units of economic sections in host countries which are leading export and import nations, have highly developed financial and corporate enterprises, and play major roles in world trade. They

would operate with the same degree of independence and recognized expertise in broad specialty matters as their counterparts in political sections.

In the Civil Service, work of Program Directors, GS/GM-I5, who function at the Office levels of Executive departments, is typical of the premium ranges of this work level. They would operate as program managers in the departments and perform some unique individual assignments, or they could function as nonsupervisory expert and consultant advisors to a senior-level official in a very large program. These expert specialists have responsibility for very broad management functions or major programs which cut across or influence several bureaus or other agencies. This range of work is illustrated in the types and varieties of analytical problems which will be encountered (unusually complex and of very significant depth), the scope of assignments (very broad, covering wide varieties of work systems/management activities/program areas), and the potential impact and controversial nature of recommendations (findings could be applied over many program areas, involve significant changes in policies and procedures, or require realignments and be viewed as threats or impediments to organizations and staffs). These specialists' expert guidance and informational studies are made available to top-levels of their agencies and outside organizations. Both guidance provided and study findings are considered and accepted as state-of-the-art.

# PART C

## PERSONAL SERVICES CONTRACT COMPENSATION SCALES

		<b>JOB</b>		
		<b>BAND 5</b>		<b>SCALE</b>
<b><u>PROCEDURES:</u></b>				
			\$69,976	\$69,000
**			—	\$68,000
(A)	Determine Job Band		—	\$67,000
	1. Procedural Clerical		—	\$66,000
	2. Substantive Clerical	—	PREMIUM	\$65,000
	3. Technical Support		—	\$64,000
	4. Administrative Professional		—	\$63,000
	5. Expert Consultant		—	\$62,000
			\$61,191	\$61,000
(B)	Determine the Pay Band		—	\$60,000
	1. Premium		—	\$59,000
	2. Intermediate		—	\$58,000
	3. Standard	INTER-M		\$57,000
			—	\$56,000
(C)	Determine the Rate of Pay		—	\$55,000
	within a Pay Band Considering		—	\$54,000
	the Total Compensation of the	JOB —		\$53,000
	Individual	<b><u>BAND 4</u></b>		\$52,000
		\$52,405		\$52,000
		\$51,904	—	\$51,000
(D)	Evaluate for Overall Fairness — —			
	\$50,000			
	and Set Pay	—		\$49,00
		—	—	\$48,000
		PREMIUM	STANDARD	\$47,000
		—		\$46,000
		—		\$45,000
		—		\$44,000
		—		\$43,000
		— <u>\$43,619</u>		\$42,000
		\$42,339 —		\$41,000
		— —		\$40,000
		— —		\$39,000
		— —		\$38,000
		INTER-M —		\$37,000
		— —		\$36,000
		— —		\$35,000
		— —		\$34,000
		— —		\$33,000
		\$32,773	—	\$32,000
		— —		\$31,000
		— —		\$30,000

			<b>JOB</b>	—	—	\$29,000
			<b>BAND 3</b>	STANDARD	—	\$28,000
			<u>\$27,237</u>	—	—	\$27,000
			—	—	—	\$26,000
			PREMIUM	—	—	\$25,000
						<b><u>SCALE</u></b>
			—	—	—	\$24,000
			<b>JOB</b>	\$23,098	<u>\$23,207</u>	—
			<b>BAND 2</b>	—	—	—
			\$21,767	—	—	—
			PREMIUM	INTER-M	—	—
			—	—	—	—
	<b>JOB</b>	—	—	—	—	\$19,000
	<b>BAND 1</b>	\$18,928	\$18,960	—	—	\$18,000
P	—	\$15,339	—	—	—	\$17,000
A	PREMIUM	—	—	—	—	\$16,000
Y	—	\$16,088	—	—	—	\$15,000
	—	\$13,433	—	<u>\$14,822</u>	—	—
B	INTER-M	—	—	—	—	\$14,000
A	—	\$11,526	—	—	—	\$13,000
N	—	—	<u>\$13,248</u>	—	—	\$12,000
D	STANDARD	—	—	—	—	\$11,000
S	—	\$9,619	—	—	—	\$10,000
	—	—	—	—	—	\$9,000
	—	—	—	—	—	\$8,000
	—	—	—	—	—	\$7,000
	—	—	—	—	—	\$6,000
	—	—	—	—	—	\$5,000
	—	—	—	—	—	\$4,000
	—	—	—	—	—	\$3,000
	—	—	—	—	—	\$2,000
	—	—	—	—	—	\$1,000
	FS	FS	FS	FS	FS	
	DD - BB	AA - 09	09 - 07	05 - 03	02 - 01	
	Equiv.	Equiv.	Equiv.	Equiv.	Equiv.	
	PROCEDURAL	SUBST	TECHNICAL	ADMIN	EXPERT	
	CLERICAL	CLERICAL	SUPPORT	PROFESS	CONSULTANT	

Transmittal Letter: PER-71  
Date: September 1, 1987

**Contracts With U. S. Citizens for Personal Services Abroad**  
**(State Only)**

This is a new regulation which authorizes posts which require skilled or unskilled labor of a clerical, technical, professional, messenger, data processing, or custodial nature to obtain the services of U.S. citizens under a personal services contract (PSC). This regulation is issued in connection with the conversion of commissary/association contracts to PIT or PSC which must be accomplished by September 30, 1987 (subchapter 3 FAM 170).

**Filing Instructions**

Remove 3 FAM 170-190 (Pg.1) and Insert the attached new Subchapter 3 FAM 170 and 3 FAM 180-190 (Pg. 1) (Unassigned).

(PER/MGT)

## PART D

### OVERSEAS PERSONAL SERVICES CONTRACT (U.S. Citizens Hired at Post)

#### COMPENSATION WORKSHEET GUIDE

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Please enter the following identifying information.

- (1) NAME \_\_\_\_\_
- (2) SOCIAL SECURITY \_\_\_\_\_
- (3) DEPENDENT OF U.S. GOV'T EMPLOYEE (Yes) (No)
- (4) CONTRACT BEGIN DATE \_\_\_\_\_
- (5) CONTRACT END DATE \_\_\_\_\_
- (6) NO. HOURS PER WEEK \_\_\_\_\_
- (7) POST \_\_\_\_\_

Please list the three or four most important functions or responsibilities of the personal services contract. Use short descriptive sentences in the active voice. Refer to "Work Evaluation Guidelines for Personal Service Contracts" for examples and descriptions of levels of work. Be as concise and specific as possible.

- (8)(a) TITLE: \_\_\_\_\_
- (8)(b) WORK STATEMENT SUMMARY:

1.

Refer to "Work Evaluation Guidelines for Personal Service Contracts" for guidance to select one of the five categories below that best categorizes the kind of contract work. Each category, which is called a job band, describes ranges of work in a particular job family.

- (9) JOB BAND: \_\_\_\_\_ 1. Procedural Clerical  
\_\_\_\_\_ 2. Substantive Clerical  
\_\_\_\_\_ 3. Technical Support  
\_\_\_\_\_ 4. Administrative/Professional  
\_\_\_\_\_ 5. Expert/Consultant

Refer to "Work Evaluation Guidelines for Personal Service Contracts." After review of the levels of work described for the job band selected in section 10 above. Determine if the contract work more closely fits the standard range or premium range of work described for the job band. In some cases, the contract work may fall in between these two ranges (i.e., intermediate). Each range of work - standard, intermediate and premium - equates to a separate pay band. Thus, each of the five job bands is divided into three pay bands. Select the appropriate pay band for the contract work.

(10) PAY BAND:     \_\_\_\_\_ Standard                             Exception Rate  
                           \_\_\_\_\_ Intermediate                     [See 3 FAM 172(3)(d)]  
                           \_\_\_\_\_ Premium

Each of the five job bands has three pay bands. Each of the three pay bands has its own range of pay beginning with a minimum rate of pay and ending with a maximum rate of pay. There are no steps rates within each pay range. Ultimately, any rate of pay between the minimum and maximum of a pay band may be used for a personal services contract. Thus, each PSCs rate of pay will be set at a rate of pay **within** the pay band selected in section 11 above.

The first step in setting pay is to refer to the current "Personal Services Contract Compensation Scales" and select the minimum rate of pay shown for the pay band (standard, intermediate or premium) that was selected in section 11 above. Enter that rate in section 12 below.

(11) PAY BAND   EXCEPTION  
       MIN. RATE: \$ \_\_\_\_\_ or                     RATE \$ \_  
    [See 3 FAM 172(3)(d)]

(12) OPTIONAL BASE-RATE ADJUSTMENTS:

**GENERAL STATEMENT. NOTE:** The adjustments below are OPTIONAL depending on the nature of the contract and work to be performed. The optional adjustments, if any, are negotiated by the responsible officer and depend upon many factors, including the conditions at post, qualifications and experience of the applicant, bona fide requirements of the job and the available financial resources of the post/bureau/Department. Each regional bureau and individual post may establish certain written guidelines which may vary with those described below. However, bureaus and posts should assure equitable application of base-rate adjustment criteria.

(12)(a) RECRUITMENT/RETENTION INCENTIVE

A recruitment and retention incentive may be used for personal services contracts for two reasons. First, PSCs are not Federal employees and are therefore not entitled to job protections, creditable service benefits (e.g., retirement, step increases), noncompetitive appointment to domestic Civil Service positions, etc. Second, certain jobs at certain posts may be hard to fill (e.g., computer operation specialists at small posts). A recruitment/retention incentive may help overcome both of these problems.

AMOUNT OF INCENTIVE  
   0%                No problems encountered in recruiting and retaining PSCs.  
   1% - 3%         Moderate problems encountered in recruiting and retaining PSCs.  
   4% - 6%         Severe problems encountered in recruiting and retaining PSCs.

(12)(a) \_\_\_\_\_% (Recruitment/Retention Incentive)

(12)(b) EXPERIENCE/QUALIFICATIONS ADJUSTMENT

Additional pay to recognize past job experience or special qualifications is not always needed and is never automatically granted. Instead, an additional pay adjustment should be granted only when the PSC work will actually be performed at a higher level due to the experience and/or special qualifications of the individual. The experience and qualifications must "directly relate" to the PSC work requirements. "Directly relate" means the experience and/or qualifications are basic elements of the work that need to be done (i.e., the work cannot be completed without the basic elements). In the final analysis, although the post will pay more for the services of a particular individual, it will receive more in return from that individual based on their relevant experience.

The hiring official should examine the individual's past work experience, education, training and other work-related qualifications. If the hiring official judges that the experience and/or special qualifications present are of such **quality** and **duration** that the individual's total job performance is likely to be enhanced, a pay adjustment should be made.

AMOUNT OF ADJUSTMENT

- 0% No experience/qualifications of significant quality and duration.
- 1% - 3% Has performed similar work or received training in the past that is directly related to the current work requirements. The past experience will greatly reduce training requirements.
- 4% - 6% Has performed identical work in the past for at least two years; or, has performed work of a professional nature in the same occupational field; or has an advanced degree in the same or similar occupational field.

(12)(b) \_\_\_\_\_% (Experience/Qualifications Adjustment)

(12)(c) ADJUSTMENT FOR LANGUAGE FLUENCY REQUIRED BY JOB

If the performance of the personal services contract work **REQUIRES** the use of a foreign language, an additional adjustment may be made to compensate for the language skill brought to the job. The percentage adjustment is made based upon the language requirement of the work. The PSC employee must function at that level or higher but does not receive additional compensation for skills that exceed the requirements of the work. Language proficiency levels will be determined by testing at the Foreign Service Institute (M/FSI) or if not possible, by a designated Foreign Service member overseas who is proficient in the applicable foreign language.

AMOUNT OF

<u>ADJUSTMENT</u>	<u>LANGUAGE LEVEL</u>	
0%	No language fluency required for job	
1% - 3%	Hard Languages	Other Languages
	1/1, 2/2	1/1, 2/2, 3/3
4% - 6%	Hard Languages	Other Languages
	3/3	4/4, 5/5
7% - 9%	Hard Languages	Other Languages
	4/4	NA
10%-12%	Hard Languages	Other Languages
	5/5	NA

(12)(c) \_\_\_\_\_ % (Adjustment for Language Fluency Required for Job)

(12)(d) SUMMARY OF BASE RATE ADJUSTMENTS

\$ \_\_\_\_\_ Pay Band Min. Rate (sec. 12)

None, some or all of the following may apply:

+ \$ \_\_\_\_\_ Rec./Ret. Inc. (sec. 12a)

+ \$ \_\_\_\_\_ Exp./Qual. Adj. (sec. 12b)

+ \$ \_\_\_\_\_ Lang. Flue. Adj. (sec. 12c)

\$ \_\_\_\_\_ Total Base-Rate Pay (12)(d)

\$ \_\_\_\_\_ Hourly Rate of Pay (12)(e)\*

**\*NOTE:** The total base-rate pay calculated in section (12)(d) is an annual rate of pay. Divide this amount by 2087 to determine the hourly rate of pay for section (12)(e).

The hourly rate of pay is used to calculate the value of certain benefits such as premium compensation and leave.

(13) PREMIUM COMPENSATION. Check which apply:

**NOTE:** If applicable, payment will be made under same rules and conditions as described in 3 FAM 230, unless otherwise modified in advance by post.

\_\_\_\_ Overtime Pay

\_\_\_\_ 1.5 times hourly rate of pay (with limitations)

\_\_\_\_ for over 8 hours per day

\_\_\_\_ for over 40 hours per week

\_\_\_\_ Compensatory Time off for irregular overtime work

\_\_\_\_ Night Shift Differential (10% for regular hours between 6 p.m. and 6 a.m.)

\_\_\_\_ Sunday Pay Differential (25% for nonovertime regular Sunday work)

\_\_\_\_ Holiday Pay Differential (100% premium for nonovertime work during regularly scheduled hours on an American holiday)

(14) BENEFIT PAYMENTS

PSC individuals are not eligible for certain important Federal employment benefits, including life insurance and health insurance. Although many PSC individuals, as U.S. Government dependents, may have such coverage, others may not. If individuals without coverage obtain life insurance and health insurance, posts may reimburse them, as part of the PSC contract, for part of their expense. (See 3 FAM 174(3) for eligibility.)

**NOTE:** Paid only in reimbursement for health insurance coverage and life insurance coverage actually obtained and for which a voucher is submitted.

(14)(a) + \$ \_\_\_\_\_ Health Benefits (Up to 50% of premium, not to exceed maximum Government contribution)

(14)(b) + \$ \_\_\_\_\_ Life Insurance (Up to 50% of premium, not to exceed \$500 per year)

(15) OTHER INFORMATION (Local Use)

(16) AUTHORIZING OFFICIAL:

DATE