



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
3280 RUSSELL ROAD  
QUANTICO, VA 22134-5001

IN REPLY REFER TO:

12430  
M&RA/MPC  
16 Sep 10

From: Deputy Commandant, Manpower & Reserve Affairs

Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

Ref: (a) DON Interim Performance Management System for  
non-Bargaining Unit Positions Transitioning from the  
National Security Personnel System (NSPS) to the GS -  
Updated of 13 September 2010  
(b) DOD 1400.25-M, SC 1940  
(c) USMC LOI on NSPS Performance Management of 5 Feb 2008  
(d) DOD Transition from NSPS to GS Guide, Chapter 5 of  
23 Jul 2010  
(e) SECNAV M5210.1, Records Management Manual Chg 1 of  
09SEP09

Encl: (1) Career Stage Decision Matrix

1. Purpose. To establish United States Marine Corps (USMC) interim policy and assign responsibility for implementing the Department of the Navy's (DON) Interim Performance Management System for commands covered as defined below. This guidance must be used in conjunction with reference (a).

2. Applicability. This interim system covers all non-bargaining unit appropriated fund civilian positions in the Marine Corps previously covered by the NSPS performance management system which are not otherwise covered by the Acquisition Demonstration Projects performance management systems. Employees hired into positions previously covered by NSPS, or into positions that would have been covered by NSPS, are likewise to be covered by this system. Organizations desiring to negotiate the inclusion of bargaining unit employees under this system must contact DC, M&RA, Labor and Employee Relations (MPC-40), (703) 784-9763 for guidance and approval before beginning any action. No part of the substance of the DON interim system and this Letter of Instruction are negotiable.

3. Background. The National Defense Authorization Act (NDAA) 2010 repealed the authority for the National Security Personnel System (NSPS) in October 2009. The law also required that the Department of Defense (DoD) submit to Congress a proposal for an enterprise-wide performance management system. For the period following transition from NSPS until the DoD-wide performance

Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

management system is implemented, the DON has developed an Interim Performance Management System (IPMS) for positions that transitioned from NSPS to GS. Reference (a) identifies two separate and distinct processes:

a. An Interim Performance Management System - a two-level performance rating system where a rating of record can only be "Acceptable" or "Unacceptable."

b. A Performance Recognition framework - a framework process that ensures employees are recognized and rewarded for their individual accomplishments and contributions.

#### 4. Performance Management

a. Performance management will be accomplished as directed by reference (a), Sections 1 through 11, and this letter.

(1) For employees under the IPMS prior to 3 July 2010, the IPMS appraisal period will end 30 September 2010. Supervisors were encouraged to carry forward job objectives from their approved NSPS performance plans when establishing critical elements for performance plans under the IPMS. As long as these objectives were not changed, commands may consider the performance under the previous system as part of the 90 day performance period requirement under the IPMS.

(2) For employees that transition 3 July 2010 to 30 September 2010, performance will be assessed and a rating of record approved under NSPS as detailed in references (b) through (d). Employees may then be recognized and rewarded using the procedures prescribed in this Letter of Instruction (LOI).

(3) Employees reporting on or after 3 July 2010 will have performance plans approved under the IPMS within 30 days of reporting. The appraisal period ending date will be 30 September 2011.

b. Per reference (a), employees will be assigned two to five critical elements that will be evaluated against performance standards defined for three different stages in the advancement pattern of a position or career - entry, journey and expert. These stages are known as "career stages." Career stages and their associated mandatory performance standards are provided in appendix C of reference (a). Performance standards are used to determine if an employee's performance on a critical element is acceptable or unacceptable. USMC commands will use the decision matrix provided in enclosure (1), which uses performance patterns

Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

based on series and grade, to determine career stages for positions. However, rating officials may determine that a particular position or particular employee is at a different career stage than that shown in the decision matrix. Only one career stage may be used to cover all critical elements on a performance plan. A performance plan approved prior to this letter does not require a change to the assigned career stage provided only one was used. The performance standards associated with the career stage contained in appendix C of reference (a) must be documented in the "Critical Element Performance Standards" section of the approved performance plan established for the employee. If a performance plan contains a supervisory critical element, then the supervisory performance standard must also be documented in the approved performance plan. From the date of this LOI forward, only the form found in Appendix B of reference (a), which is also available electronically, may be used for the creation of performance plans and the evaluation of performance.

(1) For those plans that were approved using an earlier version of the form prior to the issuance of reference (a), continued use of that form is authorized.

(2) Regardless which version of the form is used, ROs and SROs will not use any portion of the form for assigning numerical values to critical elements. Refer to paragraph 5 below.

c. Employees and Rating Officials (RO) are required to write assessments for each critical element. ROs will provide an individual rating level for each critical element and recommend an overall rating of record (Acceptable or Unacceptable) to the Senior Rating Officials (SRO). SROs will then approve or disapprove the rating of record. A rating of record is final once approved by a SRO and will be communicated to the employee at that time. Employees given an acceptable rating of record will be considered eligible for an award. Eligibility does not guarantee the employee will either be recommended for, or receive an award.

d. ROs and SROs will make a recommendation as to whether or not the employee is recommended for an award as follows:

(1) The RO will document an award recommendation in the "Command Use" block located below the "Rating of Record" section (or Annual Performance Rating Section in version 1) by entering; "(Employee name) is recommended/not recommended for an award. (RO name)."

(2) The SRO must state in the same block; "I concur/do not concur with the recommendation for an award. (SRO name)."



Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

The SRO must provide justification for not concurring with the award recommendation.

5. Performance Recognition

a. Reference (a) provides the DON recommended Performance Recognition framework. Recognizing commands may have unique requirements and organizational missions, the DON has authorized Marine Corps to develop and publish its own framework for rewarding performance. Accordingly, USMC has decided to adopt the framework described in the following paragraphs for our Commands. This framework will:

(1) Adhere to basic principles for recognition and reward of individual accomplishments and contributions per reference (a).

(2) Provide a straightforward method for workforce understanding, implementation, and execution in the time required.

(3) Require Performance Awards Review Boards (PARB) to be established at appropriate levels within commands where the performance and contribution of employees are known to the board members.

(4) Provide for streamlined training and an automated tool to support the PARB process and decisions.

b. There are two types of awards:

(1) Annual performance based cash awards - represented as a percentage of the employee's total adjusted salary. Used to acknowledge and motivate employees for their accomplishments and contribution to mission.

(2) Quality Step Increases (QSI) - the granting of faster than normal step increases to recognize demonstrated sustained superior performance.

6. Performance Award Review Board (PARB). PARBs are responsible for determining awards (types/percentages) based on the employee's overall accomplishments and contributions. Boards will be established within the command at a level where reviews can be accomplished based on knowledge of employee performance. This may require the establishment of more than one PARB. PARBs are required to ensure fairness, appropriateness and adhere to merit system principles. Where possible, boards should be established at no more than two levels above the first SRO in

Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

order to provide adequate diversity and a meaningful population  
in sufficient numbers.

a. Funding

(1) Each PARB will be provided its own funding based on  
the total adjusted salary of each employee assigned as of the end  
of the performance appraisal period (30 September).

(2) During the Transition year, PARBs will fund and  
execute a percentage of total adjusted salaries as cash awards to  
recognize and reward annual performance. This percentage will be  
provided when a final determination is made by DoD.

(3) After the Transition year, PARBs will fund and  
execute 1.25% of the total adjusted salaries as cash awards to  
recognize and reward annual performance. An additional 0.25% of  
the total adjusted salaries should be budgeted for cash awards to  
recognize performance throughout the year.

(4) PARBs may budget and execute a separate funding  
percentage to be used for awarding QSIs. Commands should  
determine this percentage prior to convening the PARB.

b. Membership and Roles

(1) Board Chair. The chair will be the senior  
representative, responsible for management of the board and  
approval of all board decisions.

(2) Board Members. It is inherent to the review process  
that members are knowledgeable of the employee performance that  
will be reviewed at the board. Board members will be able to  
brief employee performance, answer questions relative to  
performance assessments, and speak to accomplishments and  
contributions. During the review process, board members will be  
responsible for determining a reward level associated with the  
employee's overall performance.

(3) Board Administrator. This role provides  
administrative processing that makes the board run smoothly. The  
administrator will compile all the data elements and material  
required for the board review process. Additionally, the  
administrator will run all necessary reports, track decisions and  
monitor board funding during the proceedings.

c. Business Rules. Each board will establish business rules  
to assist in operationalizing the review process. Business rules  
must be written and maintained as a record with the results of



Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

the PARB. At a minimum, the following business rules will be adopted by each PARB.

(1) To ensure equity and consistency, PARBs will review employees by career stages when discussing contribution levels and award percentages.

(2) Where practical, SROs should be members of the PARB reviewing the performance of their employees.

(3) SROs may not participate in their own appraisal review; therefore, SROs must exit the PARB meeting while their appraisal is being discussed.

(4) To ensure fairness, PARBs will review employees by career stages when considering the award of a QSI to assess appropriate and relative levels of contribution.

d. PARBs will meet no later than 45 days after the end of the performance appraisal period.

## 7. PARB Deliberations

a. Contribution Levels. PARBs will review each employee's overall performance and assign an appropriate contribution level (CL) using the following standard criteria:

(1) CL-1; Met expectations. Attained each critical element on time, requiring little supervision or rework. Achieved requirements and ensured the continuation of the goals and mission of the commands/unit/office.

(2) CL-2; Exceeded expectations. Accomplished more than required in advance of timelines with limited supervision. Took initiative and recommended solutions and improvements. Contributions significantly enhanced the goals and mission of the command/unit/office.

(3) CL-3; Greatly exceeded expectations. Accomplished more than required to a superior level without supervision. Recognized by senior and peers for outstanding performance. Contributed to the efficiency of the agency. Contributions had great impact on the success of the goals and mission of the command/unit/office.

b. Award Percentages. After CLs are assigned, PARBS will then assign a starting award percentage to employees based on award funding and the number of employees in each CL (Higher CLs will receive a starting percentage above that of lower CLs).

Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

PARBs may then review employees by CLs and make decisions/changes to the starting award percentages to further distinguish an employee's accomplishment and contribution to mission. Care should be taken to ensure that similarly situated employees with like performance and contribution to mission are rewarded in a consistent manner. Assignment of a particular CL does not guarantee an award. MPC-20 has developed an automated tool that can be used to support the PARB process and will assign recommended starting percentages. The tool will be distributed separately.

c. Quality Step Increases. After CLs and award percentages have been assigned, the PARB will review all employees assigned a CL-3, who have met all the requirements of reference (a), Section 12.b. and authorize a QSI if justified. If the RO determines an employee should be considered for a QSI, the written assessment must clearly reflect justification to the PARB that the employee performed at a truly exceptional level, above that ordinarily found in the type of position concerned. An employee cannot receive both a cash performance award and a QSI. PARBs are responsible for ensuring QSI approvals are within allocated funding constraints and recognizes the highest quality performance above that ordinarily found in the type of positions concerned.

8. Notification of Results. Employees must be notified of the PARB's results not later than 75 days after the end of the performance appraisal period. At a minimum, the following results will be communicated back to the employee:

- a. Overall Contribution Level.
- b. Award amount.
- c. Authorization for a QSI (if applicable).

9. Grievances. Determinations concerning awards or QSIs are not grievable. Refer to reference (a), section 8 for grievance and appeal guidance on issues related to the performance appraisal/rating process.

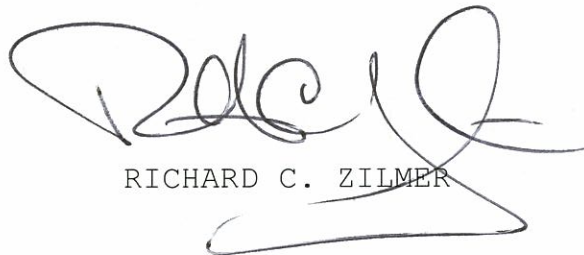
10. Commands/HROs will:

- a. Ensure employee performance rating data is recorded in the Defense Civilian Personnel Data System (DCPDS).
- b. Process awards and QSIs accurately and in a timely manner.

Subj: LETTER OF INSTRUCTION FOR IMPLEMENTING DEPARTMENT OF THE  
NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

11. Records Management. Final performance appraisal forms and PARB results will be maintained in accordance with the command's established records management plans per reference (e), Standard Subject Identification Code (SSIC) 12430 and SSIC 12450.

12. Program Responsibility. MPC-20 will be responsible for implementation of the interim system and addressing concerns during the transition year. MPC-20 will provide training material covering the basics of the DON IPMS and USMC recognition framework. Commands will receive additional guidance and reporting requirements associated with the IPMS as developed.

A handwritten signature in black ink, appearing to read 'Richard C. Zilmer', is written over the printed name. The signature is stylized and cursive.

RICHARD C. ZILMER

Distribution:

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## CAREER STAGE DECISION MATRIX

**How to use this matrix:** Use the lists on pages 2 through 5 of this enclosure to look up the series for an employee's position. Based on the type of work listed at the top of each page that the series falls under, return to the appropriate table below and use the grade to determine whether the position is entry, journey, or expert level.

### Professional work & Administrative work

Levels described are generally applicable:

Level	Grades
<b>Entry</b> (Typically based on education alone)	GS-05 GS-07
<b>Journey</b> (Typically requires a combination of education and experience)	GS-09 GS-11 GS-12
<b>Expert</b> (Primarily based on experience)	GS-13 and above

### Technical work

The Levels described are generally applicable:

Level	Grades
<b>Entry</b>	GS-04 GS-05
<b>Journey</b>	GS-06 GS-07 GS-08 GS-09
<b>Expert</b>	GS-11 GS-12

### Clerical work

The Levels described are generally applicable:

Level	Grades
<b>Entry</b>	GS-03 GS-04
<b>Journey</b>	GS-05 GS-06 GS-07*
<b>Expert</b>	GS-08 GS-09 GS-10

\*May be considered an expert for those series that normally are not graded above the GS-07 level.

**Professional work** requires knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's or higher degree with major study in or pertinent to the specialized field, as distinguished from general education. Professional occupational series follow a two-grade interval pattern and are identified as professional in the series definitions. (The following list is not all inclusive)

Series	Description	Series	Description
GS-020	Community Planning	GS-801	General Engineering
GS-101	Social Science	GS-803	Safety Engineering
GS-110	Economist	GS-804	Fire Protection Engineering
GS-130	Foreign Affairs	GS-806	Materials Engineering
GS-131	International Relations	GS-807	Landscape Architecture
GS-140	Workforce Research and Analysis	GS-808	Architecture
GS-150	Geography	GS-810	Civil Engineering
GS-170	History	GS-819	Environmental Engineering
GS-180	Psychology	GS-830	Mechanical Engineering
GS-184	Sociology	GS-840	Nuclear Engineering
GS-185	Social Work	GS-850	Electrical Engineering
GS-190	General Anthropology	GS-854	Computer Engineering
GS-193	Archeology	GS-855	Electronics Engineering
GS-401	General Biological Science	GS-858	Biomedical Engineering
GS-403	Microbiology	GS-861	Aerospace Engineering
GS-405	Pharmacology	GS-881	Petroleum Engineering
GS-406	Agricultural Extension	GS-890	Agricultural Engineering
GS-408	Ecology	GS-892	Ceramic Engineering
GS-410	Zoology	GS-893	Chemical Engineering
GS-413	Physiology	GS-894	Welding Engineering
GS-414	Entomology	GS-896	Industrial Engineering
GS-415	Toxicology	GS-1015	Museum Curator
GS-430	Botany	GS-1301	General Physical Science
GS-434	Plant Pathology	GS-1306	Health Physics
GS-435	Plant Physiology	GS-1310	Physics
GS-436	Plant Protection and Quarantine	GS-1313	Geophysics
GS-437	Horticulture	GS-1315	Hydrology
GS-440	Genetics	GS-1320	Chemistry
GS-454	Rangeland Management	GS-1321	Metallurgy
GS-457	Soil Conservation	GS-1330	Astronomy and Space Science
GS-460,	Forestry	GS-1340	Meteorology
GS-470	Soil Science	GS-1350	Geology
GS-471	Agronomy	GS-1360	Oceanography
GS-480	General Fish and Wildlife Administration	GS-1370	Cartography
GS-482	Fishery Biology	GS-1372	Geodesy
GS-485	Wildlife Refuge Management	GS-1373	Land Surveying
GS-486	Wildlife Biology	GS-1386	Photographic Technology
GS-487	Animal Science	GS-1420	Archivist
GS-493	Home Economics	GS-1510	Actuary
GS-510	Accounting	GS-1515	Operations Research
GS-511	Auditing	GS-1520	Mathematics
GS-1529	Mathematical Statistician	GS-1720	Education Program
GS-1530	Statistician	GS-1725	Public Health Educator
GS-1550	Computer Science	GS-1730	Education Research
GS-1701	General Education and Training	GS-1740	Education Services
GS-1710	Education and Vocational Training	GS-1750	Instructional Systems

**Administrative work** involves the exercise of analytical ability, judgment, discretion, and personal responsibility, and the application of a substantial body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management. While these positions do not require specialized education, they do involve the type of skills (analytical, research, writing, judgment) typically gained through a college level education, or through progressively responsible experience. (The following list is not all inclusive)

<b>Series</b>	<b>Description</b>	<b>Series</b>	<b>Description</b>
GS-018	Safety and Occupational Health	GS-1001	General Arts and Information
GS-023	Outdoor Recreation Planning	GS-1008	Interior Design
GS-028	Environmental Protection Specialist	GS-1010	Exhibits Specialist
GS-030	Sports Specialist	GS-1020	Illustrating
GS-062	Clothing Design	GS-1035	Public Affairs
GS-080	Security Administration	GS-1040	Language Specialist
GS-132	Intelligence	GS-1051	Music Specialist
GS-136	International Cooperation	GS-1054	Theater Specialist
GS-142	Workforce Development	GS-1056	Art Specialist
GS-160	Civil Rights Analysis	GS-1071	Audiovisual Production
GS-188	Recreation Specialist	GS-1082	Writing and Editing
GS-201	Human Resources Management	GS-1083	Technical Writing and Editing
GS-244	Labor Management Relations Exam	GS-1084	Visual Information
GS-260	Equal Employment Opportunity	GS-1101	General Business and Industry
GS-301	Administration & Program	GS-1103	Industrial Property Management
GS-340	Program Management	GS-1104	Property Disposal
GS-341	Administrative Officer	GS-1130	Public Utilities Specialist
GS-343	Management and Program Analysis	GS-1170	Realty
GS-346	Logistics Management	GS-1171	Appraising
GS-360	Equal Opportunity Compliance	GS-1173	Housing Management
GS-391	Telecommunications	GS-1176	Building Management
GS-501	Financial Administration	GS-1361	Navigational Information
GS-505	Financial Management	GS-1397	Document Analysis
GS-526	Tax Specialist	GS-1421	Archives Specialist
GS-560	Budget Analysis	GS-1601	Equipment, Facilities, and Services
GS-669	Medical Records Administration	GS-1630	Cemetery Administration
GS-670	Health System Administration	GS-1640	Facility Management
GS-671	Health System Specialist	GS-1654	Printing Management
GS-672	Prosthetic Representative	GS-1658	Laundry Operations Services
GS-673	Hospital Housekeeping Management	GS-1667	Food Services
GS-685	Public Health Program Specialist	GS-1670	Equipment Specialist
GS-828	Construction Analyst	GS-1712	Training Instruction
GS-901	General Legal Administration	GS-1715	Vocational Rehabilitation
GS-930	Hearings and Appeals	GS-1801	General Inspection
GS-950	Paralegal Specialist	GS-1805	Investigative Analysis Series
GS-996	Veterans Claims Examining	GS-1810	General Investigation
GS-1811	Criminal Investigation	GS-2032	Packaging
GS-1860	Equal Opportunity Investigation	GS-2050	Supply Cataloging
GS-1910	Quality Assurance	GS-2101	Transportation Specialist
GS-2001	General Supply	GS-2110	Transportation Industry Analysis
GS-2003	Supply Program Management	GS-2130	Traffic Management
GS-2010	Inventory Management	GS-2150	Transportation Operations
GS-2030	Distribution Facilities and Storage	GS-2161	Marine Cargo



**Technical work** is typically associated with and supportive of a professional or administrative field. It involves extensive practical knowledge, gained through experience and/or specific training less than that represented by college graduation. Technical employees carry out tasks, methods, procedures, and/or computations that are laid out either in published or oral instructions and covered by established precedents or guidelines. Technical work, however, typically follows a one-grade interval pattern and does not require the application of knowledge and skills equivalent to those required for two-grade interval work. (The following list is not all inclusive)

<b>Series</b>	<b>Description</b>	<b>Series</b>	<b>Description</b>
GS-019	Safety Technician	GS-647	Diagnostic Radiologic Technologist
GS-021	Community Planning Technician	GS-648	Therapeutic Radiologic Technologist
GS-090	Guide	GS-649	Medical Instrument Technician
GS-102	Social Science Aid and Technician	GS-651	Respiratory Therapist
GS-119	Economics Assistant*	GS-661	Pharmacy Technician
GS-181	Psychology Aid and Technician	GS-681	Dental Assistant
GS-186	Social Services Aid and Assistant	GS-683	Dental Laboratory Aid and Technician
GS-189	Recreation Aid and Assistant	GS-698	Environmental Health Technician
GS-404	Biological Science Technician	GS-802	Engineering Technician
GS-421	Plant Protection Technician	GS-809	Construction Control Technical
GS-455	Range Technician	GS-817	Survey Technical
GS-458	Soil Conservation Technician	GS-856	Electronics Technician
GS-459	Irrigation System Operation	GS-895	Industrial Engineering Technical
GS-462	Forestry Technician	GS-1021	Office Drafting
GS-621	Nursing Assistant*	GS-1311	Physical Science Technician
GS-622	Medical Supply Aide and Technician	GS-1316	Hydrologic Technician
GS-625	Autopsy Assistant	GS-1341	Meteorological Technician
GS-636	Rehabilitation Therapy Assistant	GS-1371	Cartographic Technician
GS-640	Health Aid and Technician	GS-1374	Geodetic Technician
GS-642	Nuclear Medicine Technician	GS-1521	Mathematics Technician
GS-645	Medical Technician	GS-1541	Cryptanalysis
GS-646	Pathology Technician	GS-2144	Cargo Scheduling

**Clerical occupations** involve structured work in support of office, business, or fiscal operations. Clerical work is performed in accordance with established policies, procedures, or techniques; and requires training, experience, or working knowledge related to the tasks to be performed. Clerical occupational series follow a one-grade interval pattern. (The following list is not all inclusive)

<b>Series</b>	<b>Description</b>	<b>Series</b>	<b>Description</b>
GS-029	Environmental Protection Assistant*	GS-545	Military Pay*
GS-072	Fingerprint Identification	GS-561	Budget Clerical and Technician
GS-086	Security Clerical and Assistance*	GS-675	Medical Records Technician
GS-134	Intelligence Aid and Clerk	GS-679	Medical Support Assistance
GS-203	Human Resources Assistance	GS-962	Contact Representative
GS-302	Messenger	GS-963	Legal Instruments Examining
GS-303	Miscellaneous Clerk and Assistant*	GS-986	Legal Assistance
GS-304	Information Receptionist	GS-998	Claims Assistance and Examining
GS-305	Mail and File	GS-1001	General Arts and Information
GS-309	Correspondence Clerk	GS-1046	Language Clerical*
GS-312	Clerk-Stenographer and Reporter	GS-1087	Editorial Assistance*
GS-318	Secretary	GS-1101	General Business and Industry
GS-319	Closed Microphone Reporting	GS-1105	Purchasing
GS-322	Clerk-Typist	GS-1106	Procurement Clerical*
GS-326	Office Automation Clerical*	GS-1107	Property Disposal Clerical*
GS-332	Computer Operation	GS-1152	Production Control
GS-335	Computer Clerk and Assistant	GS-1411	Library Technician
GS-344	Management & Program Clerical*	GS-1421	Archives Technician*
GS-350	Equipment Operator	GS-1531	Statistical Assistant
GS-351	Printing Clerical	GS-1603	Equipment, Facilities, and Services
GS-361	Equal Opportunity Assistance*	GS-1702	Education and Training Technician
GS-390	Telecommunications Processing	GS-1802	Compliance Inspection & Support
GS-392	General Telecommunications	GS-2005	Supply Clerical and Technician*
GS-394	Communications Clerical*	GS-2091	Sales Store Clerical
GS-503	Financial Clerical and Assistance	GS-2102	Transportation Clerk and Assistant*
GS-525	Accounting Technician	GS-2131	Freight Rate
GS-530	Cash Processing*	GS-2135	Transportation Loss and Damage*
GS-540	Voucher Examining*	GS-2151	Dispatching*
GS-544	Civilian Pay*		