

Job Family Position Classification Standard for Administrative Work in the Equipment, Facilities, and Services Group, GS-1600

Series Covered by This Standard:

Equipment, Facilities, and Services	GS-1601
Cemetery Administration Services	GS-1630
Facility Operations Services	GS-1640
Printing Services	GS-1654
Laundry Operations Services	GS-1658
Food Services	GS-1667
Equipment Services	GS-1670

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INTRODUCTION

This job family standard provides series definitions and titling instructions for two-grade interval administrative positions in the Equipment, Facilities, and Services Group, GS-1600. It also provides grading criteria for nonsupervisory positions in this job family. In addition, it provides titling and grading instructions for managerial positions in the following series: Equipment, Facilities, and Services, GS-1601; Cemetery Administration Services, GS-1630; and Printing Services, GS-1654.

COVERAGE

This job family standard covers the following occupational series:

Series	Series
Equipment, Facilities, and Services GS-1601	Laundry Operations Services GS-1658
Cemetery Administration Services GS-1630	Food Services GS-1667
Facility Operations Services GS-1640	Equipment Services GS-1670
Printing Services GS-1654	

MODIFICATIONS TO AND CANCELLATIONS OF OTHER EXISTING OCCUPATIONAL SERIES AND STANDARDS

Issuance of this job family standard renames, modifies, or cancels occupational series, classification standards, and guidance as described in the following table. The table also indicates how to classify work previously covered by classification standards affected by this issuance as appropriate for this job family.

Previous Series, Guidance, or Group	Action Taken / How to Classify Work Previously Covered
<p>Equipment, Facilities, and Services Group GS-1600</p>	<ul style="list-style-type: none"> • Cancels the position classification flysheet, last revised in June 1964.
<p>Equipment, Facilities, and Services GS-1601</p>	<ul style="list-style-type: none"> • Cancels this classification standard, last revised in August 1975. • Removes one-grade interval administrative support work from the GS-1601 Series. • Renames this series. • Classify managerial work covered by this series in accordance with the criteria in Appendix M1 of this job family standard. • Classify supervisory work covered by this series in accordance with the criteria in the General Schedule Supervisory Guide. • Classify leader work covered by this series in accordance with the criteria in the General Schedule Leader Grade Evaluation Guide. • Classify one-grade interval administrative support work previously covered by this series to the Equipment, Facilities, and Services Assistance Series, GS-1603; or other appropriate one-grade interval series. • Classify nonsupervisory two-grade interval administrative work previously covered by this series to the Equipment, Facilities, and Services Series, GS-1601.

(continued)

Previous Series, Guidance, or Group	Action Taken / How to Classify Work Previously Covered
Cemetery Administration GS-1630	<ul style="list-style-type: none"> • Cancels this classification standard, last revised in May 1990. • Classify managerial work covered by this series in accordance with the criteria in Appendix M2 of this job family standard. • Classify work that directs cemetery operations covered by this series and does not meet the threshold criteria in Appendix M2 of this job family standard in accordance with the nonsupervisory criteria in this job family standard. • Classify supervisory work covered by this series in accordance with the criteria in the General Schedule Supervisory Guide. • Classify leader work covered by this series in accordance with the criteria in the General Schedule Leader Grade Evaluation Guide. • Classify nonsupervisory work previously covered by this series to the Cemetery Administration Services Series, GS-1630.
Facility Management GS-1640	<ul style="list-style-type: none"> • Cancels this classification standard, last revised in June 1973. • Renames this series. • Classify work previously covered by this series to the Facility Operations Services Series, GS-1640.
Printing Management GS-1654	<ul style="list-style-type: none"> • Cancels this classification standard, last revised in February 1965. • Renames this series. • Classify managerial work covered by this series in accordance with the criteria in Appendix M3 of this job family standard. • Classify supervisory work covered by this series in accordance with the criteria in the General Schedule Supervisory Guide. • Classify leader work covered by this series in accordance with the criteria in the General Schedule Leader Grade Evaluation Guide. • Classify nonsupervisory work previously covered by this series to the Printing Services Series, GS-1654.
Laundry and Dry Cleaning Plant Management GS-1658	<ul style="list-style-type: none"> • Cancels this classification standard, last revised in February 1965. • Renames this series. • Classify work previously covered by this series to the Laundry Operations Services Series, GS-1658.
Steward GS-1667	<ul style="list-style-type: none"> • Renames this series. • Classify work previously covered by this series to the Food Services Series, GS-1667.
Equipment Specialist GS-1670	<ul style="list-style-type: none"> • Cancels this classification standard, last revised in November 1994. • Renames this series. • Classify work previously covered by this series to the Equipment Services Series, GS-1670.

GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE

This section provides information on series definitions, titling instructions, and occupational guidance for nonsupervisory two-grade interval administrative positions in the Equipment, Facilities, and Services Group, GS-1600. It also provides information on titling instructions for supervisors, leaders, agency-established parenthetical titles, organizational titles, and managerial positions in this job family.

GENERAL TITLING PROVISIONS

Supervisors and Leaders

- Add the prefix “Supervisory” to the title of positions classified using the [General Schedule Supervisory Guide](#). (Exclude Cemetery Administrator positions in the GS-1630 series.)
- Add the prefix “Lead” to the title of positions classified using the [General Schedule Leader Grade Evaluation Guide](#).

Parenthetical Titles

- None authorized.
- Agencies may supplement the basic titles authorized in this standard with parenthetical titles if necessary for recruitment or other human resources needs.

Organizational Titles

- Use the official position titles as outlined below for human resources management, budget, and fiscal purposes. This does not preclude continued use of organizational or functional titles for internal administration, public convenience, program management, or similar purposes.

GENERAL SERIES DETERMINATION GUIDELINES

Determining the correct series is usually apparent from reviewing the duties and responsibilities assigned to the position. In most instances, the series definition and the general occupational information that job family standards include will reflect the primary work of the position, the highest level of work performed, and the paramount knowledge required. Normally, users will have little trouble making the decision by comparing the characteristics of the position in question to the series definitions and occupational information in job family standards. However, in other instances determining the correct series may not be as obvious.

Related Series in This Job Family. When the work of a position falls into more than one series within this job family it is sometimes difficult to determine the correct series. If it is unclear whether a particular series predominates, apply the following guidelines in the order listed to determine the correct series:

- ***Paramount knowledge required.*** Although there may be several different kinds of work in the position, most positions will have a paramount knowledge requirement. The paramount knowledge is the most important type of subject-matter knowledge or experience required to do the work.
- ***Reason for existence.*** The primary purpose of the position or management's intent in establishing the position is a positive indicator for determining the appropriate series.
- ***Organizational mission and/or function.*** Positions generally align with the mission and function of the organization to which they are assigned. The organization's function is often mirrored in the organizational title and may influence the appropriate series.
- ***Recruitment source.*** Supervisors and managers can help by identifying the occupational series that provide the best qualified applicants to do the work. This is closely related to the paramount knowledge required.

For further guidance, refer to [The Classifier's Handbook](#).

INFORMATION BY SERIES IN NUMBER ORDER	
Equipment, Facilities, and Services, GS-1601	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information
Cemetery Administration Services, GS-1630	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information
Facility Operations Services, GS-1640	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information
Printing Services, GS-1654	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information
Laundry Operations Services, GS-1658	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information
Food Services, GS-1667	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information
Equipment Services, GS-1670	<ul style="list-style-type: none"> • Series Definition • Titling • Occupational Information

EQUIPMENT, FACILITIES, AND SERVICES, GS-1601		<u>Qualification Standards</u>
Definition	<p>This series covers two-grade interval positions that manage, supervise, lead, or perform administrative work that involves:</p> <ul style="list-style-type: none"> • a combination of work characteristic of two or more series in the Equipment, Facilities, and Services Group where no one type of work is series controlling; or • other two-grade interval work classified in this group for which no other series has been established. <p>This occupation does not include one-grade interval equipment, facilities, and services assistance work. Please see the Modifications to and Cancellations of Other Existing Occupational Series and Standards and the Exclusions sections of this standard for further instructions and information on classifying assistance work.</p>	
Titling	<p>There are no titles specified for nonsupervisory positions in this occupation. Agencies may construct titles that appropriately describe the work. Do not use titles authorized for other occupations as constructed titles for this occupation. See <u>Introduction to the Position Classification Standards</u> to provide titling guidance.</p> <p>There are no specific titles or fixed specialties for managerial positions evaluated under Appendix M1. When constructing titles for managerial positions, show the type of organization managed by the incumbent and end the title with the term <i>Manager</i>; e.g., <i>Public Works Manager</i>.</p>	
Occupational Information	<p>General Occupational Information</p> <p>There is no specific occupational information for this series due to its broad coverage. See other individual series in this job family for occupational information.</p> <p>NOTE: Refer to Appendix M1 for managerial occupational information and grading criteria for this series.</p> <p><u>⇐BACK</u></p>	

CEMETERY ADMINISTRATION SERVICES, GS-1630		<u>Qualification Standards</u>
Definition	<p>This series covers two-grade interval positions that manage, supervise, lead, or perform administrative work that involves the operation or maintenance of one or more Federal cemeteries. The work requires broad administrative knowledge of the operation and maintenance requirements of cemeteries.</p>	
Titling	<p>The basic title of positions that provide administrative support in cemetery operations is <i>Cemetery Administration Specialist</i>. The title also applies to staff positions that involve developing cemetery administration policies and operating procedures, methods, standards, and techniques.</p> <p>The basic title of positions in this occupation that involve directly administering the operations of a cemetery or cemeteries is <i>Cemetery Administrator</i>. The title also applies to:</p> <ul style="list-style-type: none"> • positions evaluated under the General Schedule Supervisory Guide; and • positions evaluated under Appendix M2. 	
Occupational Information	<p>General Occupational Information</p> <p>Cemetery administration specialists perform a variety of the following services concerning interments, maintenance and repair, administration, and public affairs/public relations.</p> <p>For interments services they:</p> <ul style="list-style-type: none"> • arrange, coordinate, and schedule individual or group funerals; • determine eligibility of veterans and others for burial in Federal cemeteries; • communicate with area or regional offices on matters of eligibility for burial, workload data, and headstone procurement; • arrange shipment or temporary storage of remains; • attend memorial services and present or mail flags to next of kin; and • inspect private monuments for conformance to authorized specifications and regulations regarding quality, type, inscription, and location. <p>For maintenance and repair services they:</p> <ul style="list-style-type: none"> • identify construction needs, plan for construction projects, and review plans and working drawings; • inspect grounds, buildings, facilities, and equipment for appearance; note deficiencies; and plan for correction; • inspect work performed by contract personnel; and • determine repair work required to maintain cemetery property and buildings. <p>For administration services they:</p> <ul style="list-style-type: none"> • establish and manage essential records and required record keeping systems; • establish and control leases and utility services; • maintain and control inventory; and • develop contract terms, negotiate contracts, and perform contract oversight for cemetery maintenance and construction projects. <p style="text-align: center;">(continued)</p>	

Cemetery Administration Services, GS-1630 (continued)

Occupational Information (continued)

For **public affairs/public relations** services they:

- represent the Federal Government in matters pertaining to the cemetery; and
- meet with the military, Federal, State, and local government agencies, veterans' service organizations, public service and fraternal organizations, clergy, local commercial interest groups who do business with the cemetery, local media representatives, and the public, including relatives and friends of decedents buried in the cemetery, to:
 - establish and maintain positive relationships;
 - gain cooperation in furthering the goals of the cemetery through participation in special services, ceremonies, activities, and civic and community events; and
 - present information about cemetery matters that may affect individuals or groups socially or economically.

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FACILITY OPERATIONS SERVICES, GS-1640		<u>Qualification Standards</u>
Definition	<p>This series covers two-grade interval positions that supervise, lead, or perform administrative work that involves operating and maintaining buildings, grounds, and other facilities such as posts, bases, shipyards, depots, medical or health care facilities, power plants, navigation locks, parks, forests, and roadways. The work requires administrative knowledge and skills and broad technical knowledge of the operating capabilities and maintenance requirements of various kinds of facilities, physical plants, and equipment. This series typically involves coordinating and directing work performed by a variety of trades and labor employees and requires broad knowledge of such work; however, this knowledge is not a paramount qualification requirement.</p>	
Titling	<p>The basic title for this occupation is <i>Facility Operations Specialist</i>.</p>	
Occupational Information	<p>General Occupational Information</p> <p>Facility operations specialists operate facilities including physical structures, utilities, roadways, and surrounding grounds. Physical structures include buildings such as office buildings, hospitals, cultural institutions, historic buildings, and other types of government-owned buildings. Cultural institutions include facilities such as museums and libraries. Facility operations includes programs and services essential to maintain a safe, healthy, and comfortable facility.</p> <p>Facility operations specialists perform a variety of administrative services in the following programs and services functions:</p> <ul style="list-style-type: none"> • maintain, repair, or modify facilities by: <ul style="list-style-type: none"> – upgrading or replacing utility systems; – inspecting physical structures, utilities, roadways, and surrounding grounds; and – planning and overseeing work performed by carpenters, electricians, utility system(s) operators, janitors, and/or others; and • operate facility programs and services efficiently by: <ul style="list-style-type: none"> – assuring compliance with all certification, safety, fire prevention, and security program requirements; – inspecting and directing activities providing services such as plumbing, utility, water and sewage treatment, telephone, janitorial, and elevator service; – inspecting contractors’ work for compliance with specifications or standards; – determining and projecting funding requirements; and – justifying budget requests. <p><u>←BACK</u></p>	

PRINTING SERVICES, GS-1654		<u>Qualification Standards</u>
Definition	<p>This series covers two-grade interval positions that manage, supervise, lead, or perform administrative work that involves operating and maintaining a printing program when the work requires knowledge and skill in printing, printing processes, reprographics, printing procurement, and applying relevant laws, regulations, methods, and techniques.</p>	
Titling	<p>The basic title for this occupation is <i>Printing Services Specialist</i>.</p> <p>The basic title for managerial positions for printing production plants or printing programs is <i>Printing Officer</i>.</p>	
Occupational Information	<p>General Occupational Information</p> <p>Printing services specialists perform a variety of the following services:</p> <ul style="list-style-type: none"> • determine: <ul style="list-style-type: none"> – printing specifications; – paper sizes, ink colors, layout requirements, and use of photographs; – important facts such as the number of years the product is to be used; – equipment and processes to be used; – the most economical mode of production; and – the appropriate printing facility for specific printing jobs; • estimate the cost of the printing job based on standard charges for particular processes; and • develop specifications for printing and related printing service contracts. <p>Printing services specialists also perform duties such as:</p> <ul style="list-style-type: none"> • assure that the materials produced at the printing facility are proper and legal; • keep up with the latest developments in the printing industry for possible incorporation into the plant; • write justifications for printing equipment and other needs; • determine whether the printing facility is capable of producing the publication or whether it must be obtained from commercial sources; • procure printing services; and • recommend changes in policy and procedures to meet the goals of the printing program. <p>NOTE: Refer to Appendix M3 for managerial occupational information and grading criteria for this series.</p> <p><u>⇐BACK</u></p>	

LAUNDRY OPERATIONS SERVICES, GS-1658		<u>Qualification Standards</u>
Definition	This series covers two-grade interval positions that supervise, lead, or perform administrative work that involves operating a laundry and/or dry cleaning facility when the duties require practical knowledge of laundry and dry cleaning equipment and processing operations.	
Titling	The basic title for this occupation is <i>Laundry Operations Specialist</i> .	
Occupational Information	<p>General Occupational Information</p> <p>Laundry operations specialists perform a variety of administrative and oversight services concerning the following laundry and dry cleaning functions:</p> <ul style="list-style-type: none"> • maintain laundry and/or dry cleaning operations by: <ul style="list-style-type: none"> – identifying and recommending needed equipment repairs or upgrade; and – purchasing additional equipment, restoring standby equipment to active use, or placing unneeded equipment in standby status; • assure laundry and/or dry cleaning processes and services operate efficiently by: <ul style="list-style-type: none"> – directing and evaluating work done by laundry and/or dry cleaning workers, laundry machine operators, or pressers; – monitoring washing formulas, extractor and tumbler cycle times, ironer speeds, tensile-strength-loss tests, and pH (acid or alkalinity) readings of sudsing, rinsing, and souring operations as they relate to the washing formula, and noting the number of pieces sent back for repeat processing; – developing master schedules to ensure that the laundry lot sizes are compatible with equipment facilities; – increasing inventories of short-supply items that must be given special handling because of the tight inventory; and – developing data for use in preparing budget estimates and presenting the budget to local administrative officials; and • maintain positive customer relations by: <ul style="list-style-type: none"> – noting incidence of claims for lost and damaged articles, complaints regarding late deliveries, and reports of inferior work quality; – adjusting work processes to increase efficiency and quality customer service; and – negotiating with using organizations on possible shifts of incoming laundry or dry cleaning to more suitable days. <p><u>⇐BACK</u></p>	

FOOD SERVICES, GS-1667		<u>Qualification Standards</u>
Definition	This series covers two-grade interval positions that supervise, lead, or perform administrative work that involves operating food services of Federal Government institutions including storeroom, kitchen, dining room, and meat and bakery operations. The work requires a practical knowledge of menu planning and food service operations.	
Titling	The basic title for this occupation is <i>Food Services Specialist</i> .	
Occupational Information	<p>General Occupational Information</p> <p>Food services specialists perform a variety of the following services:</p> <ul style="list-style-type: none"> • plan menus and food service arrangements; • provide forecasts of required food items; • assure proper methods of food storage, stock control, handling, preparation, and food service; • conduct inspections for safety, food storage, service, and sanitation; • perform food service evaluations; • adjust work processes to increase efficiency; • identify new equipment items to bring into the food service system; • determine equipment replacement schedules; and • budget for equipment replacement. <p><u>⇐BACK</u></p>	

EQUIPMENT SERVICES, GS-1670		<u>Qualification Standards</u>
Definition	<p>This series covers two-grade interval positions that supervise, lead, or perform administrative work that involves collecting, analyzing, interpreting, and developing specialized information about equipment. Work also involves providing advisory services to those who design, test, produce, procure, supply, operate, repair, or dispose of equipment. Work may also involve developing or revising equipment maintenance programs. The work requires applying an intensive and practical knowledge of the characteristics, properties, and uses of equipment. Knowledge is of the type gained from technical training, education, and experience in functions such as repairing, overhauling, maintaining, constructing, or inspecting equipment.</p>	
Titling	<p>The basic title for this occupation is <i>Equipment Specialist</i>.</p>	
Occupational Information	<p>General Occupational Information</p> <p>As an occupation, the Equipment Services Series, GS-1670, encompasses the broad equipment phases of preproduction, production, usage, and disposal. Within these stages, equipment specialists perform a wide variety of services. They obtain, provide, and base recommendations on equipment information such as:</p> <ul style="list-style-type: none"> • manufacturing processes; • materials; • maintenance requirements; • associated equipment and conditions needed to operate and repair it; • equipment composition, sometimes down to the smallest part; and • how each part interrelates with the other and with adjacent parts, components, or within the larger overall system. <p>They also consider equipment uses; design and operating characteristics and limitations; operating instructions; reliable and unreliable manufacturers; operating and repair capabilities of different organizational levels; and disposal procedures.</p> <p>Preproduction Phase</p> <p>Equipment specialists participate in basic concept and feasibility studies, and in designing, developing, and testing new or modified equipment prior to its release for production to assure that every effort is made to achieve goals such as:</p> <ul style="list-style-type: none"> • mechanical reliability; • simplified technical skills necessary to maintain equipment; • standardized parts, tools, and test equipment; • interchangeable parts and components; • accessibility of parts and components for adjustment and repair; • reduction in frequency of repair and repair time; • speed in fault isolation; and • simplicity and safety of operation. <p style="text-align: center;">(continued)</p>	

EQUIPMENT SERVICES, GS-1670 (continued)

Occupational Information (continued)

Equipment specialists:

- determine or recommend the requirements for the appropriate spare parts, tools, and operating instructions to support equipment during tests;
- maintain liaison with agencies and contractors developing the equipment for the purpose of effecting solutions to problems;
- review layouts, engineering and production drawings, specifications and test reports; and
- compare equipment offered by contractors to specifications contained in bid invitations.

Production Phase

As the equipment process evolves toward the production stage, equipment specialists:

- chair or attend meetings with contractors, suppliers, users, and repairers to develop overall equipment support plans;
- advise on standardization of parts, tools, and components, and the extent of their interchangeability;
- compute quantitative repair parts requirements for field support, source code them, and define which are to be purchased at a later date;
- compile, maintain, and revise allowance lists, provisioning documents, or other designations of tools, parts, and components necessary for the efficient operation and repair of equipment systems and vessels;
- determine unit package quantities for efficient and effective distribution to users;
- develop or provide the technical data necessary to develop procurement descriptions;
- advise and assist in developing production procedures and techniques where intensive knowledge of the equipment is a consideration; and
- conduct studies to establish standardized maintenance procedures, shop layouts, and repair operations.

Usage Phase

During field usage, equipment specialists utilize their intensive knowledge of the particular equipment involved in reevaluating previously selected repair parts and tools to reduce unnecessary or unexpected duplication and variety. They:

- investigate reports of abnormal consumption of material and recommend corrective measures;
- prepare, revise, or review purchase description standards or specifications that form a part of commercial contracts for repair work or new procurement;
- review, analyze, and evaluate deficiency and failure reports;
- recommend equipment modifications;
- request and evaluate laboratory tests and trial installation of modified equipment;
- consider significance of failures in regard to safety hazards, cost of repair, loss or down time of equipment resulting from such deficiencies as lack of available parts and distribution facilities;
- prepare changes for update or revise technical manuals, maintenance service letters, technical bulletins, and a variety of supplementary documents such as supply catalogs;
- identify, interchange, substitute, and cannibalize parts and components;
- review equipment performance against standards and rated capacity and maintenance history;
- provide on-site maintenance assistance on newly developed or issued equipment;
- investigate unprecedented major equipment deficiencies; and
- provide assistance to suppliers, users, and repairers.

(continued)

EQUIPMENT SERVICES, GS-1670 (continued)

Occupational Information (continued)

Disposal Phase

Equipment specialists participate in declaring items that are no longer economically repairable as excess to the system and recommend their disposal. Using their intensive knowledge of the equipment concerned, they are often required to develop commercial descriptions suggesting alternate commercial uses of equipment and, in some instances, recommend equipment modifications to facilitate commercial use. On high-value items offered for sale, equipment specialists may be called upon to decide whether the bid offered is reasonable and acceptable or too low. Equipment specialists recommend equipment disposal but are not involved in the disposal of the equipment.

The work performed in the preproduction, production, usage, and disposal phases within the equipment specialist occupation apply to modified as well as new equipment. Major conversion programs include many problems similar to those presented by the introduction of a new item, component, or system.

[⇐BACK](#)

IMPACT OF AUTOMATION

Automation greatly affects the way equipment, facilities, and services work is accomplished. Specialists use computers to perform a wide variety of tasks. They:

- initiate and track multiple projects;
- obtain up-to-date data;
- generate reports;
- input, store, and retrieve data in multiple formats; and
- use the Web to search for information pertaining to assignments.

Although specialists use computers to perform basic work processes, knowledge of the rules and processes in performing the work remains the paramount subject matter knowledge required. The kind of automation tools involved, and the skill required to use them, generally replace or supplement work methods and techniques previously performed through manual or machine-enhanced processes. These positions may require knowledge of the applications of information technology (IT) to the assignment area and skill in the use of IT software and hardware systems, but the positions are not directly involved in developing, delivering, or supporting IT systems, applications, and services. In many cases, an employee with advanced knowledge and skill in the use of IT systems may be regarded as the IT “expert” in the immediate organization and relied upon by other employees for limited technical advice and assistance in applying IT systems to the assignment area. Although computers are used to facilitate work within this job family, the use of automation does not change the primary purpose of the work. Proper classification of positions within this and other administrative occupations is based on the relevant knowledge and skills required to perform the primary duties of the position—in this instance, those duties related to equipment, facilities, and services.

DISTINGUISHING BETWEEN PROGRAM MANAGEMENT WORK AND MANAGERIAL WORK

Within organizations, particularly in the human resources (HR) arena, it is common to use the terms “management” and “managerial” to describe work and job duties and responsibilities. For example, “management” used as a collective noun often denotes, as a group, those employees whose roles and responsibilities distinguish them from the general rank-and-file workforce, as in “labor-management relations.” As discussed below, this and other job family classification standards more typically use the term “managerial” in this context, particularly to describe high-level supervisory roles and responsibilities. These standards do not commonly use the term “management” to describe high-level supervision, and when they do, that meaning is generally clear from its context.

Program Management Work

The term “management” can also describe a kind of work that may or may not include supervisory responsibilities. Many positions include such “management” responsibilities; for example, “printing management” and “facility management.” Here the meaning derives more from the task “to manage” than the role of “manager.” Managing, and hence “management,” involves activities like planning, monitoring, budgeting, reporting, reviewing, overseeing, allocating, adjusting, controlling, preserving, and evaluating with respect to the area of responsibility. For example, some of the occupations in this job family may have responsibility for overseeing various equipment, facility, and services projects, and we describe such work informally as “management or program management.” Incumbents of these positions do not necessarily have high-level “managerial” responsibility, as discussed below. Rather, the incumbents are responsible for applying subject-matter knowledge of the respective discipline to assure the program or project operates within approved guidelines.

Managerial Work

As noted above, the term “managerial” is generally used within the HR arena in the context of high-level supervisory situations. Practitioners generally use “managerial” to describe at least second-level supervisory duties and responsibilities, and the work generally involves a combination of both administrative and technical, subject-matter related oversight of work.

In that context, we have established, as a general threshold guideline, that a position must meet Level 3-3b of Factor 3 of the General Schedule Supervisory Guide to be considered a “managerial” position.

Accordingly, to meet this “managerial” threshold, a position must include at least eight of the following duties and responsibilities:

- using subordinate supervisors, leaders, team chiefs, group coordinators, committee chairs, or comparable personnel to direct, coordinate, or oversee work;
- exercising significant responsibilities in dealing with officials of other units or organizations, or in advising management officials of higher rank;
- assuring reasonable equity (among subordinate units, groups, teams, projects, etc.) of performance standards and rating techniques developed by subordinates or assuring comparable equity in the assessment of subordinates of the adequacy of contractor capabilities or of contractor completed work;
- direction of a program or major program segment with significant resources (e.g., one at a multimillion dollar level of annual resources);
- making decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors;
- evaluating subordinate supervisors or leaders and serving as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors;
- making or approving selections for subordinate nonsupervisory positions;
- recommending selections for subordinate supervisory positions and for work leader, group leader, or project director positions responsible for coordinating the work of others;
- hearing and resolving group grievances or serious employee complaints;

(continued)

DISTINGUISHING BETWEEN PROGRAM MANAGEMENT WORK AND MANAGERIAL WORK (continued)

- reviewing and approving serious disciplinary actions (e.g., suspensions) involving nonsupervisory subordinates;
- making decisions on nonroutine, costly, or controversial training needs and training requests related to employees of the of the unit;
- determining whether contractor performed work meets standards of adequacy necessary for authorization of payment;
- approving expenses comparable to within-grade increases, extensive overtime, and employee travel;
- recommending awards or bonuses for nonsupervisory personnel and changes in position classification, subject to approval by higher level officials, supervisors, or others; and/or
- finding and implementing ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices.

Further, to meet those 3-3b requirements, a position must first exceed *Level 3-2c* requirements as outlined in the General Schedule Supervisory Guide. Essentially, to be considered “managerial”, a position must supervise positions that carry out at least three of the first four, and a total of six of the following Level 3-2c authorities and responsibilities:

- planning work to be accomplished by subordinates, setting and adjusting short-term priorities, and preparing schedules for completion of work;
- assigning work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees;
- evaluating work performance of subordinates;
- giving advice, counsel, or instruction to employees on both work and administrative matters;
- interviewing candidates for positions in the unit; recommending appointment, promotion, or reassignment to such positions;
- hearing and resolving complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager;
- effecting minor disciplinary actions such as warnings and reprimands, and recommending other action in more serious cases;
- identifying developmental and training needs of employees, and providing or arranging for needed development and training;
- finding ways to improve production or increase the quality of the work directed; and/or
- developing performance standards.

DISTINGUISHING BETWEEN GENERAL SCHEDULE AND FEDERAL WAGE SYSTEMS WORK

This section provides guidance to determine the appropriate pay category of positions (i.e., General Schedule or Federal Wage System) based on the official record of duties and responsibilities assigned to a position or group of positions.

1. 5 U.S.C. 5102 (c)(7) exempts from coverage under the General Schedule those "employees in recognized trades or crafts, or other skilled mechanical crafts, or in unskilled, semiskilled, or skilled manual-labor occupations, and other employees including foremen and supervisors in positions having trade, craft, or laboring experience and knowledge as the paramount requirement...."
2. The "paramount requirement" of a position refers to the essential, prerequisite knowledge, skills, and abilities needed to perform the primary duty or responsibility for which the position has been established. Whether particular types of positions are trade, craft, or manual-labor occupations within the meaning of title 5 depends primarily on the facts of duties, responsibilities, and qualification requirements; i.e., the most important, or chief requirement for the performance of a primary duty or responsibility for which the position exists. If a position clearly requires trade, craft, or manual-labor experience and knowledge as a requirement for the performance of its primary duty, and this requirement is paramount, the position is under the Federal Wage System regardless of its organizational location or the nature of the activity in which it exists.
 - a. A position is under the **Federal Wage System** if its primary duty involves the performance of physical work, which requires knowledge or experience of a trade, craft, or manual-labor nature.
 - b. A position is under the **General Schedule System**, even if it requires physical work, if its primary duty requires knowledge or experience of an administrative, clerical, scientific, artistic, or technical nature not related to trade, craft, or manual-labor work.

The special capabilities or qualifications of an employee do not influence pay category determinations. You will find more detailed information in Section IV of the [Introduction to the Position Classification Standards](#).

CROSSWALK TO THE STANDARD OCCUPATIONAL CLASSIFICATION					
<p>The Office of Management and Budget requires all Federal agencies that collect occupational data to use the Standard Occupational Classification (SOC) system for statistical data reporting purposes. The Bureau of Labor Statistics will use SOC codes for National Compensation Survey and other statistical reporting. The Office of Personnel Management (OPM) and agencies will develop and maintain the “crosswalk” between the Federal occupational series and the SOC codes to serve this need. These SOC codes and this requirement have no effect on the administration of any Federal human resources management systems. The information contained in this table is for information only and has no direct impact on the classification of positions covered by this job family standard. The SOC codes shown here generally apply only to nonsupervisory positions in these occupations. As changes occur to the SOC codes, OPM will update this table. More information about the SOC is available at http://stats.bls.gov/soc.</p>					
Federal Occupational Series and Position Titles and Their Related Standard Occupational Classification System Codes					
Occupational Series	Standard Occupational Classification Code Based on Occupational Series		Position Title	Standard Occupational Classification Code Based on Position Title	
Equipment, Facilities, and Services, GS-1601	13-1199	Business Operations Specialists, All Other	(No specified titles)	13-1199	Business Operations Specialists, All Other
Cemetery Administration Services, GS-1630	11-9141	Property, Real Estate, and Community Association Managers	Cemetery Administration Specialist	11-9141	Property, Real Estate, and Community Association Managers
Facility Operations Services, GS-1640	11-9021	Construction Managers	Facility Operations Specialist	11-9021	Construction Managers
Printing Services, GS-1654	11-3011	Administrative Services Managers	Printing Services Specialist	11-3011	Administrative Services Managers
Laundry Operations Services, GS-1658	51-8099	Plant and System Operators, All Other	Laundry Operations Specialist	51-8099	Plant and System Operators, All Other
Food Services, GS-1667	35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	Food Services Specialist	35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers
Equipment Services, GS-1670	13-1199	Business Operations Specialists, All Other	Equipment Specialist	13-1199	Business Operations Specialists, All Other

EXCLUSIONS

Although some positions may include administrative work requiring equipment, facilities, and service operations knowledge and skills, classification to the Equipment, Facilities, and Services Group, GS-1600, may not be appropriate. For further guidance, refer to the **GENERAL SERIES DETERMINATION GUIDELINES** in this job family standard and/or to [The Classifier’s Handbook](#). The following table provides examples of situations where the work may involve the application of related knowledge and skills, but not to the extent that it may warrant classification to this series.

NOTE: In the table below, job family standard is abbreviated as JFS.

If Work Involves...	See This Standard or Series Definition:
1. Supervising, directing, or leading production and/or maintenance work performed by a variety of trade(s), craft(s), and/or labor employees and applying an intensive knowledge of one or more trades such as first line supervisors of: <ul style="list-style-type: none"> • food service workers; • laundry operators; or • wage grade workers performing a variety of duties at facilities including buildings, power plants, parks, forests, or roadways. 	Appropriate job grading standard in the Federal Wage System such as: Job Grading Standard for Supervisors or Job Grading Standard for Leader
2. Applying one-grade interval practical knowledge of methods and techniques related to one or more areas covered in the Equipment, Facilities, and Services Group, GS-1600. Such work typically includes: <ul style="list-style-type: none"> • scheduling daily maintenance calls for buildings, housing facilities, and grounds; • monitoring contractor performance in service areas; and • monitoring simple maintenance and janitorial work. 	GS-1603, Equipment, Facilities, and Services Assistance
3. Maintaining files, typing, performing receptionist tasks, processing data using personal computers, and completing forms and documents without responsibility for in-depth knowledge of equipment, facilities, and services processes, procedures, and functions.	Appropriate series within the General Administration, Clerical, and Office Services Group, GS-0300
4. Examining or studying work processes and devising methods, procedures, organizational arrangements, and related matters for the purpose of improving the effectiveness and economy of work programs or organizations.	GS-0343, Management and Program Analysis
5. Planning, coordinating, or evaluating logistical actions required to support a specified mission, weapons system, or other designated program and the ability to integrate, understand, and analyze the integrated operations of the separate functions.	GS-0346, Logistics Management
6. Analyzing, maintaining, modifying, repairing, calibrating, and installing precision electronic medical equipment with sophisticated circuitry and providing technical support to correct equipment/system malfunctions.	Appropriate job grading standard in the Federal Wage System such as: 2604, Electronics Mechanic or 4805, Medical Equipment Repairing

(continued)

EXCLUSIONS (continued)

If Work Involves...	See This Standard or Series Definition:
7. Operating high-speed computerized copiers and/or reprographic printing devices to produce finished copies of single and multiple page documents.	<u>GS-0350, Equipment Operator</u>
8. Directing, promoting, and evaluating nutritional components of programs for human nutrition and requires applying professional knowledge of dietetics or nutrition to maintaining and improving human health.	<u>GS-0630, Dietitian and Nutritionist</u>
9. Applying a practical knowledge of the methods and techniques of engineering or architecture and the construction, application, properties, operation, and limitations of engineering systems, processes, structures, machinery, devices, and materials.	<u>GS-0802, Engineering Technician</u> or other appropriate technician series within the Engineering and Architecture Group, GS-0800
10. Applying a practical knowledge of the principles and techniques of integrated work systems that require studies of engineering time standards, methods engineering, layout design of work centers, control systems, materials handling, or manpower utilization.	<u>GS-0895, Industrial Engineering Technician</u>
11. Applying knowledge of visual design to layout and presenting information visually in printed or electronic documents.	<u>GS-1084, Visual Information</u>
12. Procuring supplies, construction services, and research, where the paramount requirement is knowledge of Government procurement and contracting regulations and business and industry practices.	<u>GS-1102, Contracting</u>
13. Disposing of excess or surplus property and requires knowledge of property disposal policies, programs, regulations, and procedures.	<u>GS-1104, Property Disposal</u>
14. Applying a practical knowledge of the nature and operations of an industry and the materials, facilities, and methods used in production.	<u>GS-1150, Industrial Specialist</u>
15. Planning, estimating, scheduling, and expediting the combined use of labor, equipment, and materials in specific manufacturing operations that employ mechanical or automated production systems and methods.	<u>GS-1152, Production Control</u>
16. Managing public buildings services, operations, and programs requiring business knowledge to provide organizations with appropriate office space and essential building services.	<u>GS-1176, Building Management</u>
17. Serving food and beverages, preparing simple food, attending food counters, portioning and serving food, washing dishes, pots, pans, glasses, and silverware, and assisting in food preparation.	<u>7408, Food Service Worker</u>

HOW TO USE THESE GRADING CRITERIA

Evaluate positions on a factor-by-factor basis using the factor level descriptions (FLDs) provided in this standard. Compare each factor in the position description to the appropriate FLDs and illustrations. If the factor information in the position description fully matches an FLD for the series, you may assign the level without reviewing the illustrations. FLDs are progressive or cumulative in nature. For example, each FLD for Factor 1 – Knowledge Required by the Position encompasses the knowledge and skills identified at the previous level. Use only designated point values. Record the results of your analysis on the Position Evaluation Summary form on the next page. Convert total points for all factors to grade levels using the grade conversion table that follows the FLDs.

The grading criteria in this standard provide occupation-specific illustrations as a frame of reference for applying factor level concepts. Do not rely solely on the illustrations in evaluating positions, because they reflect a limited range of actual work examples. Use the illustrations to gain insights into the meaning of the grading criteria in the FLDs. Consider each illustration in its entirety and in conjunction with the FLDs in your analysis, and do not merely use a selected portion of an illustration taken out of context as evidence of a match. The level of work described in some illustrations may be higher than the threshold for a particular factor level. If the factor information in the position description you are evaluating fails to fully match a relevant illustration, but does fully match the FLD, you may still assign the level.

The FLDs in this standard cover nonsupervisory positions at grades GS-5 through GS-12. Evaluate supervisory and leader positions by applying the appropriate guide. Evaluate managerial positions in the GS-1601, GS-1630, and GS-1654 series using the appendices at the end of this job family standard.

You will find more complete instructions for evaluating positions in the following OPM publications: [Introduction to the Position Classification Standards](#) and [The Classifier's Handbook](#).

POSITION EVALUATION SUMMARY

Organization _____

Position # _____

Evaluation Factors Standards Used	Factor Level Used (FL#, etc.)	Points Assigned	Comments
1. Knowledge Required by the Position			
2. Supervisory Controls			
3. Guidelines			
4. Complexity			
5. Scope and Effect			
6/7. Personal Contacts and Purpose of Contacts			
8. Physical Demands			
9. Work Environment			
S U M M A R Y	Total Points		
	Grade Conversion		

Additional Remarks:

Title, Series, and Grade Assigned:

Date: _____

Agencies may copy for local use.

FACTOR LEVEL DESCRIPTIONS

FACTOR 1 – KNOWLEDGE REQUIRED BY THE POSITION

Factor 1 measures the nature and extent of information or facts that an employee must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills necessary to apply that knowledge. You should only select a factor level under this factor when the knowledge described is required and applied.

NOTE: In the tables below, factor level description is abbreviated as FLD.
 Factor 1 illustrations are located in Appendix F1.

Level 1-5		750 Points
Series	<p>Equipment, Facilities, and Services GS-1601</p> <p>Cemetery Administration Services GS-1630</p> <p>Facility Operations Services GS-1640</p> <p>Printing Services GS-1654</p>	<p>Laundry Operations Services GS-1658</p> <p>Food Services GS-1667</p> <p>Equipment Services GS-1670</p>
FLD	<p>Knowledge of, and skill in applying, commonly used equipment, facility, or service principles and concepts sufficient to:</p> <ul style="list-style-type: none"> • obtain on-the-job experience with equipment, facilities, or services; and • develop familiarity and proficiency in performing highly structured assignments under strictly controlled situations. 	

Level 1-6		950 Points			
Series	Equipment, Facilities, and Services	GS-1601		Laundry Operations Services	GS-1658
	Cemetery Administration Services	GS-1630	<u>Illustration(s)</u>	Food Services	GS-1667 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640	<u>Illustration(s)</u>	Equipment Services	GS-1670 <u>Illustration(s)</u>
	Printing Services	GS-1654	<u>Illustration(s)</u>		
FLD	<p>Knowledge of, and skill in applying, principles, concepts, and methods of equipment, facility, or service operations sufficient to:</p> <ul style="list-style-type: none"> • design projects that have applicable precedents or plan approaches to perform assignments using well-established occupational methods, techniques, processes, and precedents such as: <ul style="list-style-type: none"> – determining facility, grounds, or equipment overhaul, maintenance, restoration, or repair needs; – determining food substitutions or printing design layout; – preparing plans and specifications for alterations at a facility, cemetery, or food service; – preparing a statement of work and serving as the contractor representative to ensure compliance with the contract; – scheduling the sequence of operations; – directing assembly of materials; – drafting instructions and step-by-step procedures for operation, maintenance, and modification of assigned equipment; – coordinating work forces and resources; and – negotiating with management or clients on broad programs and straightforward problems concerning utilization of the physical plant; or • oversee and implement a program involving: <ul style="list-style-type: none"> – limited technical issues; – specific and well-defined objectives; – relationships that are mostly factual in nature; and – fairly well-understood mechanisms such as planning and directing the operation of a facility without elevators, escalators, or complicated heating and air-conditioning requirements. 				

Level 1-7		1250 Points			
Series	Equipment, Facilities, and Services	GS-1601		Laundry Operations Services	GS-1658 <u>Illustration(s)</u>
	Cemetery Administration Services	GS-1630	<u>Illustration(s)</u>	Food Services	GS-1667 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640	<u>Illustration(s)</u>	Equipment Services	GS-1670 <u>Illustration(s)</u>
	Printing Services	GS-1654	<u>Illustration(s)</u>		
FLD	<p>Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices concerning equipment, facility, or service operations with complicated technical requirements that have no clear precedent or plan such as:</p> <ul style="list-style-type: none"> • specialized equipment in worldwide use; • a facility containing a chiller system with an industrial size heater, a complete sewage disposal plant providing primary and secondary treatment, grounds containing a golf course, athletic fields and facilities, tennis courts, flower gardens, and lawns; • a national park comprised of historic buildings, staff housing, rental facilities, camp grounds, entertainment facilities, and museums or historic exhibits, difficult terrain, poisonous plants, and dangerous animals; • food service or laundry operations at a prison; or • a hospital consisting of several buildings with different functions requiring different operational procedures 				
	<p>sufficient to oversee and implement a program involving the identification and resolution of difficult issues or problems such as:</p> <ul style="list-style-type: none"> • determining equipment, facility, or service deficiencies and appropriate resolutions; • developing maintenance concepts, including forecasting usage rates, and establishing initial repair and replacement factors; • analyzing facility and equipment requirements against customer needs; • preparing budgets based on plans for maintenance, repair work, new construction, alteration projects, replacement of existing equipment, or increase in services; • analyzing food, printing, cemetery, or laundry service capability against customer requests; and • evaluating, enhancing, changing, or developing new services, procedures, and processes to increase program effectiveness. 				

FACTOR 2 – SUPERVISORY CONTROLS

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor or another individual over the work performed, the employee’s responsibility, and the review of completed work. The supervisor determines what information the employee needs to perform the assignments; e.g., instructions, priorities, deadlines, objectives, and boundaries. The employee’s responsibility depends on the extent to which the supervisor expects the employee to develop the sequence and timing of the various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives. The degree of review of completed work depends upon the nature and extent of the review; e.g., close and detailed review of each phase of the assignment; detailed review of the completed assignment; spot check of finished work for accuracy; or review only for adherence to policy. The primary components of this factor are: **How Work Is Assigned, Employee Responsibility, and How Work Is Reviewed.**

NOTE: In the tables below, factor level description is abbreviated as FLD.

Level 2-1		25 Points
Series	<p>Equipment, Facilities, and Services GS-1601</p> <p>Cemetery Administration Services GS-1630</p> <p>Facility Operations Services GS-1640</p> <p>Printing Services GS-1654</p>	<p>Laundry Operations Services GS-1658</p> <p>Food Services GS-1667</p> <p>Equipment Services GS-1670</p>
FLD	<p>How Work Is Assigned – The supervisor or designated employee:</p> <ul style="list-style-type: none"> • instructs the employee on what to do, the methods to use, what to look for, and what to bring to the supervisor's attention; and • provides detailed and specific instructions for developmental tasks or tasks involving the use of new formats, methods, or procedures. <p>Employee Responsibility – The employee:</p> <ul style="list-style-type: none"> • performs work as instructed; • consults with the supervisor when clarification of instructions is necessary; and • receives guidance on problems and work methods not specifically covered by the original instructions. <p>How Work Is Reviewed – The supervisor or designated employee reviews work while in progress and upon completion to see that the employee followed directions and that the results are complete and accurate.</p>	

Level 2-2		125 Points
Series	Equipment, Facilities, and Services GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services GS-1630	Food Services GS-1667
	Facility Operations Services GS-1640	Equipment Services GS-1670
	Printing Services GS-1654	
FLD	How Work Is Assigned – The supervisor or designated employee:	
	<ul style="list-style-type: none"> • instructs the employee on the purpose of the assignment and its scope, limitations, expected deadlines, and priorities; and • advises the employee on peculiarities of new assignments. 	
	Employee Responsibility – The employee:	
	<ul style="list-style-type: none"> • works independently, but within the framework the supervisor established and in conformance with established practices and prescribed procedures; and • refers problems not covered by the supervisor’s instructions or guides to the supervisor for help or a decision. 	
How Work Is Reviewed – The supervisor or designated employee:		
<ul style="list-style-type: none"> • reviews completed work closely to verify accuracy and conformance to required procedures and any special instructions; • reviews findings and conclusions to ensure they are supported by facts; and • typically reviews in detail the more difficult work of a type the employee has not previously done. 		

Level 2-3		275 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	<p>How Work Is Assigned – The supervisor or designated employee:</p> <ul style="list-style-type: none"> • outlines or discusses possible problem areas and defines objectives, plans, priorities, and deadlines; and • provides guidance for unusual situations that do not have clear precedents. 		
	<p>Employee Responsibility – The employee:</p> <ul style="list-style-type: none"> • independently plans and carries out the assignments in conformance with accepted policies and practices; and • adheres to instructions, policies, and guidelines in exercising judgment to resolve commonly encountered work problems and deviations. 		
	<p>How Work Is Reviewed – The supervisor or designated employee reviews completed work for conformity with policy and effectiveness. The methods and procedures used to complete assignments seldom require detailed review.</p>		

Level 2-4		450 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	<p>How Work Is Assigned – The supervisor:</p> <ul style="list-style-type: none"> • outlines overall objectives and available resources; and • discusses timeframes, scope of the assignment including possible stages, and possible approaches with the employee. 		
	<p>Employee Responsibility – The employee:</p> <ul style="list-style-type: none"> • determines the most appropriate principles, practices, and methods to apply in all phases of assignments; • interprets regulations on his/her own initiative; • applies new methods to resolve complex and/or intricate, controversial, or unprecedented issues and problems; • resolves most of the conflicts that arise; and • keeps the supervisor informed of progress and of potentially controversial matters. 		
	<p>How Work Is Reviewed – The supervisor reviews completed work for soundness of overall approach, effectiveness in meeting requirements or producing expected results, the feasibility of recommendations, and adherence to requirements.</p>		

FACTOR 3 – GUIDELINES

This factor covers the nature of guidelines and the judgment employees need to apply them. Individual assignments may vary in the specificity, applicability, and availability of guidelines; thus, the judgment that employees use similarly varies. The existence of detailed plans and other instructions may make innovation in planning and conducting work unnecessary or undesirable. However, in the absence of guidance provided by prior agency experience with the task at hand or when objectives are broadly stated, the employee may use considerable judgment in developing an approach or planning the work. Here are examples of guidelines used in administrative work in the Equipment, Facilities, and Services Group, GS-1600:

- Title 44, U.S. Code, Public Printing and Documents
- Joint Committee on Printing issuances
- Joint Committee on Accreditation of Healthcare Organizations
- Federal, State, and local laws, regulations, ordinances, and procedures pertaining to equipment, facilities, and services
- Administrative policies, and locally developed guidance
- Program requirements
- Agency regulations, legislation, and precedent decisions covering program operations
- Automated program procedures
- Maintenance instruction manuals
- Contractor’s quality assurance program documentation
- Local policies, handbooks, and other operating procedures

Do not confuse guidelines with the knowledge described under Factor 1– Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on applications. For example, in some of the functional areas covered by this standard, there may be several generally accepted methods of accomplishing work, perhaps set forth in an agency operating manual. However, in a particular office, the policy may be to use only one of those methods; or the policy may state specifically under what conditions the office may use each method. The primary components of this factor are: **Guidelines Used** and **Judgment Needed**.

NOTE: In the tables below, factor level description is abbreviated as FLD.

Level 3-1		25 Points
Series	Equipment, Facilities, and Services GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services GS-1630	Food Services GS-1667
	Facility Operations Services GS-1640	Equipment Services GS-1670
	Printing Services GS-1654	
FLD	Guidelines Used – The employee uses specific and detailed guidelines that cover all aspects of the work.	
	Judgment Needed – The employee works in strict adherence to available guidelines, which require little or no judgment. The supervisor or designated employee must authorize any deviations from the guidelines.	

Level 3-2		125 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	<p>Guidelines Used – The employee uses a number of guidelines that are directly applicable to the assignment. Guidelines prescribe established procedures and techniques and provide clear precedents.</p>		
	<p>Judgment Needed – The employee uses judgment to:</p> <ul style="list-style-type: none"> • select and apply the most appropriate guidelines; • determine the appropriateness and applicability of any minor deviations with existing guidelines; and • refer to the supervisor situations to which the existing guidelines cannot be applied or that require significant deviations. 		

Level 3-3		275 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	<p>Guidelines Used – The employee uses a wide variety of agency policies, regulations, precedents, and work directions; however, they are not always directly applicable to issues and problems or have gaps in specificity. Precedents are available outlining the preferred approach to more general or day-to-day problems or issues.</p>		
	<p>Judgment Needed – The employee uses judgment to interpret, modify, and apply available guidelines to specific problems or issues.</p>		

Level 3-4		450 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Specialist GS-1670
	Printing Services	GS-1654	
FLD	<p>Guidelines Used – The employee uses policies and precedents that are very general in nature. Policies specific to assignments are often scarce or of limited use.</p>		
	<p>Judgment Needed – The employee uses judgment, initiative, and resourcefulness in deviating from established methods or researching trends and patterns to:</p> <ul style="list-style-type: none"> • develop new methods and criteria; • propose new policies and practices; and/or • significantly modify existing equipment. 		

FACTOR 4 – COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work. The primary components of this factor are: **Nature of Assignment, What Needs To Be Done, and Difficulty and Originality Involved.**

NOTE: In the tables below, factor level description is abbreviated as FLD.
 Factor 4 illustrations are located in Appendix F4.

Level 4-2			
Series	Equipment, Facilities, and Services GS-1601		Laundry Operations Services GS-1658
	Cemetery Administration Services GS-1630		Food Services GS-1667
	Facility Operations Services GS-1640		Equipment Services GS-1670
	Printing Services GS-1654		
FLD	<p>Nature of Assignment – Work consists of duties involving related processes and methods. Assignments continually increase in difficulty.</p> <p>What Needs To Be Done – The employee chooses the most appropriate approach to complete recurring assignments.</p> <p>Difficulty and Originality Involved – The employee follows prescribed processes and methods as assignments of a factual nature increase in difficulty.</p>		

Level 4-3		150 Points			
Series	Equipment, Facilities, and Services	GS-1601		Laundry Operations Services	GS-1658 <u>Illustration(s)</u>
	Cemetery Administration Services	GS-1630	<u>Illustration(s)</u>	Food Services	GS-1667 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640	<u>Illustration(s)</u>	Equipment Services	GS-1670 <u>Illustration(s)</u>
	Printing Services	GS-1654	<u>Illustration(s)</u>		
FLD	<p>Nature of Assignment – Work consists of different and unrelated processes and methods in completing assignments or projects.</p>				
	<p>What Needs To Be Done – The employee:</p> <ul style="list-style-type: none"> • analyzes and researches problems, issues, or relationships; and • chooses a course of action from many alternatives. 				
	<p>Difficulty and Originality Involved – The employee identifies and discerns the interrelationships of conditions and elements to perform assignments such as scheduling maintenance, landscaping, printing, or food services based on weather, equipment or supplies needed, expense, and/or probable outcome.</p>				

Level 4-4		225 Points		
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services	GS-1658 <u>Illustration(s)</u>
	Cemetery Administration Services	GS-1630	Food Services	GS-1667 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640	Equipment Services	GS-1670 <u>Illustration(s)</u>
	Printing Services	GS-1654		<u>Illustration(s)</u>
FLD	<p>Nature of Assignment – Work consists of a variety of duties requiring many different and unrelated processes and methods involving equipment, facilities, and/or services.</p> <p>What Needs To Be Done – The employee:</p> <ul style="list-style-type: none"> • assesses unusual conditions; • varies approach to assignments; and • decides how to perform assignments based on incomplete or conflicting data. <p>Difficulty and Originality Involved – The employee applies seasoned judgment and skill to interpret considerable data, plan work, or modify methods and techniques used to perform assignments such as scheduling repair or replacement of equipment, supplies, or parts of facilities due to:</p> <ul style="list-style-type: none"> • aging; • change in usage; • unanticipated damage; or • modernization. 			

Level 4-5		325 Points		
Series	Equipment, Facilities, and Services	GS-1601	Equipment Services	GS-1670 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640		<u>Illustration(s)</u>
FLD	<p>Nature of Assignment – Work consists of varied duties requiring many different and unrelated process and methods that:</p> <ul style="list-style-type: none"> • apply to a broad range of activities; or • require substantial depth of analysis. <p>What Needs To Be Done – The employee analyzes changes in programs, technological developments, events that can not be predicted, or conflicting requirements to decide what needs to be done and how to do it. Processes, approach, and methodology are uncertain.</p> <p>Difficulty and Originality Involved – The employee develops new techniques, criteria, and information involving the repair, maintenance, or modification of equipment, facilities, facility operations, or services.</p>			

FACTOR 5 – SCOPE AND EFFECT

This factor covers the relationships between the nature of work; i.e., the purpose, breadth and depth of the assignment, and the effect of work products or services both within and outside the organization. Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture allowing consistent evaluations. Only consider the effect of properly performed work. The primary components of this factor are: **Scope of the Work** and **Effect of the Work**.

NOTE: In the tables below, factor level description is abbreviated as FLD. Factor 5 illustrations are located in Appendix F5.

Level 5-2		75 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	Scope of the Work – Work involves applying specific rules, regulations, or procedures to complete a segment of a program or category of work involving equipment, facilities, or services.		
	Effect of the Work – Work affects the overall accuracy, quality, and timeliness of the final product or service of the unit.		

Level 5-3		150 Points			
Series	Equipment, Facilities, and Services	GS-1601		Laundry Operations Services	GS-1658 <u>Illustration(s)</u>
	Cemetery Administration Services	GS-1630	<u>Illustration(s)</u>	Food Services	GS-1667 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640	<u>Illustration(s)</u>	Equipment Services	GS-1670 <u>Illustration(s)</u>
	Printing Services	GS-1654	<u>Illustration(s)</u>		
FLD	Scope of the Work – Work involves analyzing and solving a variety of conventional problems or issues involving one or more types or categories of equipment, facilities, or services.				
	Effect of the Work – Work affects the design or operation of services, systems, programs, and/or equipment.				

Level 5-4		225 Points			
Series	Equipment, Facilities, and Services	GS-1601		Laundry Operations Services	GS-1658 <u>Illustration(s)</u>
	Cemetery Administration Services	GS-1630	<u>Illustration(s)</u>	Food Services	GS-1667 <u>Illustration(s)</u>
	Facility Operations Services	GS-1640		Equipment Services	GS-1670 <u>Illustration(s)</u>
	Printing Services	GS-1654	<u>Illustration(s)</u>		
FLD	Scope of the Work – Work involves:				
	<ul style="list-style-type: none"> • analyzing long-range needs, unusual problems, or unusual questions; and • administering entire programs and operations, or phases of large and complex programs and operations. 				
Effect of the Work – Work affects:					
<ul style="list-style-type: none"> • a wide range of agency concerns; or • the operation of other agencies. 					

FACTOR 6 – PERSONAL CONTACTS AND FACTOR 7 – PURPOSE OF CONTACTS

These factors include face-to-face and remote dialogue – e.g., telephone, email, and videoconferences – with persons not in the supervisory chain. (NOTE: Personal contacts with supervisors are under Factor 2 – Supervisory Controls.) The levels of these factors consider/take into account what is necessary to make the initial contact, the difficulty of communicating with those contacted, the setting in which the contact takes place, and the nature of the discourse. The setting describes how well the employee and those contacted recognize their relative roles and authorities. The nature of the discourse defines the reason for the communication and the context or environment in which the communication takes place. For example, the reason for a communication may be to exchange factual information or to negotiate. The communication may take place in an environment of significant controversy and/or with people of differing viewpoints, goals, and objectives.

Above the lowest levels, credit points under Factors 6 and 7 only for contacts that are essential for successful performance of the work and that have a demonstrable impact on the difficulty and responsibility of the work performed. Factors 6 and 7 are inter-dependent. Accordingly, use the same personal contacts for selection of both the Factor 6 and the Factor 7 levels.

Determine the appropriate level for Personal Contacts and the corresponding level for Purpose of Contacts. Obtain the point value for these factors from the intersection of the two levels as shown on the [Point Assignment Chart](#) at the end of this section.

Personal Contacts	
<p>Equipment, Facilities, and Services GS-1601</p> <p>Cemetery Administration Services GS-1630</p> <p>Facility Operations Services GS-1640</p> <p>Printing Services GS-1654</p>	<p>Laundry Operations Services GS-1658</p> <p>Food Services GS-1667</p> <p>Equipment Services GS-1670</p>
Level 1	Other employees within the immediate office or related units within the agency. Contacts at this level are routine and recurring. Contacts outside of the office or facility are limited.
Level 2	<p>Employees and managers in the same agency, both inside and outside of the immediate office or related units, and/or members of the general public in a moderately structured setting. Contact with employees and managers may be from various levels within the agency such as:</p> <ul style="list-style-type: none"> • headquarters; • regions; • districts; • field offices; or • other operating offices at the same location.
Level 3	Individuals or groups from outside the agency, including consultants, contractors, vendors, or representatives of professional associations, the media, or public interest groups, in moderately unstructured settings. This level may also include contacts with agency officials who are several managerial levels removed from the employee when such contacts occur on an ad hoc basis. Individuals must recognize or learn the role and authority of each party during the course of the meeting.

Purpose of Contacts	
Equipment, Facilities, and Services	GS-1601
Cemetery Administration Services	GS-1630
Facility Operations Services	GS-1640
Printing Services	GS-1654
Laundry Operations Services	GS-1658
Food Services	GS-1667
Equipment Services	GS-1670
Level A	To acquire or exchange information or facts needed to complete an assignment, regardless of the nature of the information. The information may range from easily understood to highly technical.
Level B	To plan, coordinate, or advise on work efforts, or to resolve issues or operating problems by influencing or persuading people who are working toward mutual goals and have basically cooperative attitudes. Contacts typically involve identifying options for resolving problems.
Level C	To influence and persuade persons or groups to accept and implement findings and recommendations. May encounter resistance as a result of issues such as organizational conflict, competing objectives, or resource problems. Must be skillful in approaching contacts to obtain the desired effect; e.g., gaining compliance with established policies and regulations by persuasion or negotiation.

POINT ASSIGNMENT CHART				
Equipment, Facilities, and Services	GS-1601	Laundry Operations Services	GS-1658	
Cemetery Administration Services	GS-1630	Food Services	GS-1667	
Facility Operations Services	GS-1640	Equipment Services	GS-1670	
Printing Services	GS-1654			
		Purpose of Contacts		
	Level	A	B	C
Personal Contacts	1	30	60	130*
	2	45	75	145
	3	80	110	180

[←BACK](#)

*THIS COMBINATION IS UNLIKELY

FACTOR 8 – PHYSICAL DEMANDS

Note: Laws and regulations governing pay for irregular or intermittent duty involving unusual physical hardship or hazard are in *section 5545(d), of title 5, United States Code, and Subpart I of part 550 of title 5, Code of Federal Regulations.*

NOTE: In the tables below, factor level description is abbreviated as FLD.

Level 8-1		5 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	The work is mainly sedentary, but may require some walking in offices, production areas, utility plants, food service facilities, laboratories, and work areas. Some employees may carry light items such as briefcases, notebooks, work papers, and test equipment or drive a motor vehicle. The work does not require any special physical effort or ability.		

Level 8-2		20 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
FLD	The work requires some physical exertion such as: <ul style="list-style-type: none"> • long periods of standing; • recurring bending, crouching, stooping, stretching, or reaching; or • lifting moderately heavy equipment or other items weighing less than 23 kilograms (i.e., under 50 pounds) such as small hydraulic pumps and laundry supplies. 		

Level 8-3		50 Points	
Series	Equipment, Facilities, and Services	GS-1601	Equipment Services GS-1670
	Facility Operations Services	GS-1640	
FLD	The work requires considerable and strenuous physical exertion such as: <ul style="list-style-type: none"> • frequently climbing tall ladders; • lifting heavy objects over 23 kilograms (i.e., 50 pounds) or more; • crouching or crawling in limited space; and • defending oneself and others against physical attack. 		

FACTOR 9 – WORK ENVIRONMENT

NOTE: Laws and regulations governing pay for irregular or intermittent duty involving unusual physical hardship or hazard are in *section 5545(d), of title 5, United States Code, and Subpart I of part 550 of title 5, Code of Federal Regulations.*

NOTE: In the tables below, factor level description is abbreviated as FLD.

Level 9-1		5 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Cemetery Administration Services	GS-1630	Food Services GS-1667
	Facility Operations Services	GS-1640	Equipment Services GS-1670
	Printing Services	GS-1654	
FLD	<p>The work area is usually an office setting that is adequately lighted, heated, and ventilated. The work environment involves everyday risks or discomforts that require normal safety precautions. Some employees may occasionally be exposed to uncomfortable conditions in facilities such as production facilities and utility plants.</p>		

Level 9-2		20 Points	
Series	Equipment, Facilities, and Services	GS-1601	Laundry Operations Services GS-1658
	Facility Operations Services	GS-1640	Equipment Specialist GS-1670
	Printing Services	GS-1654	
FLD	<p>The work involves regular and recurring exposure to moderate risks and discomforts associated with production areas, such as:</p> <ul style="list-style-type: none"> • exposure to strong odors or fumes from fuels or chemicals used in work processes; or • working near operating machinery, moving vehicles, or electrical hazards. <p>The work situation requires the employees to continually stay alert and to take special safety precautions, including wearing special protective items of clothing.</p>		

Level 9-3		50 Points	
Series	Equipment, Facilities, and Services	GS-1601	Equipment Services GS-1670
	Facility Operations Services	GS-1640	
FLD	<p>The work involves high risks from exposure to potentially dangerous situations or unusual environmental stresses such as working at great heights under extreme outdoor weather conditions, subject to possible physical attack, or similar situations where conditions cannot be controlled. For these reasons, the duties require a range of safety and other precautions.</p>		

GRADE CONVERSION TABLE

Convert total points on all evaluation factors to General Schedule grades using the following table. The shaded areas reflect grade levels commonly attained in this job family.

Point Range	GS Grade
190-250	1
255-450	2
455-650	3
655-850	4
855-1100	5
1105-1350	6
1355-1600	7
1605-1850	8
1855-2100	9
2105-2350	10
2355-2750	11
2755-3150	12
3155-3600	13
3605-4050	14
4055-4480	15

APPENDICES

APPENDIX F1 – FACTOR 1 ILLUSTRATIONS

Level 1-6: Cemetery Administration Specialist, GS-1630

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of cemetery operations sufficient to:

- determine eligibility for interment in a Federal cemetery;
- determine interment site, considering environmental factors (difficult soil conditions or terrain features), depth of grave, type of remains to be interred, and family size;
- identify needed repairs to cemetery buildings and monuments;
- review completed repair work;
- determine committed but unused burial sites with projected need versus actual availability of sites;
- review and evaluate statistical and narrative information to determine use of services and benefits by veterans; and
- develop and maintain contact with State and local veterans' groups, civic groups, and military personnel to disseminate information about benefits and services and discuss issues or problems concerning services.

[←BACK](#)

Level 1-6: Facility Operations Specialist, GS-1640

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of facility administration sufficient to:

- inspect facilities to evaluate use patterns and identify maintenance or restoration requirements;
- coordinate with and assist engineers to ensure adequate maintenance or restoration of buildings and grounds, with minimum disruption; and
- assist engineers in developing an adequate snow removal and general cleanliness program.

[←BACK](#)

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of facility operations and material requirements sufficient to:

- conduct surveys;
- coordinate the utilization of buildings, utilities, and storage operations;
- coordinate the location of furniture, equipment, materials, chemical solvents, and flammable materials;
- prepare building layouts to accommodate mission needs, including specifications for specialized equipment;
- provide assistance to building contractors; and
- conduct site inspections and evaluations to validate modification requests and to determine the means and methods to fulfill the requests.

[←BACK](#)

(continued)

Level 1-6: Facility Operations Specialist, GS-1640 (continued)

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of facility administration sufficient to:

- review and study manufacturer's equipment maintenance, repair, and other descriptive literature covering materials and equipment to ensure they meet plans and specifications;
- ensure quality and timeliness of work performed by contractors;
- ensure contractors comply with terms of contract;
- perform diagnostic inspection of facility structures, related electrical and mechanical systems, and equipment; and
- prepare inspection summaries and narrative assessments of facility conditions.

[⇐BACK](#)

Level 1-6: Printing Services Specialist, GS-1654

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of printing and publishing processes, equipment, and facility production capabilities, related costs, and end uses of printed products sufficient to:

- assist customers in writing printing specifications to be included in contracts;
- establish the appropriate quality levels to be included in contracts;
- consider the end use of the products, condition of materials furnished to the printer, paper stocks, inks to be used, and costs associated with the different quality levels; and
- monitor production to ensure compliance with contract requirements and quality of end product.

[⇐BACK](#)

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of printing sufficient to:

- determine print specifications and initiate print orders on a variety of materials including brochures, newsletters, booklets, personal presentation items, magazines, and insert cards;
- provide technical advice on the best methods and approaches to the design and layout of proposed publishing and printing products;
- organize desk-side conferences with customers to suggest ways to avoid the printing and publishing of costly and ineffective products; and
- solve problems related to accuracy of color and imposition.

[⇐BACK](#)

Level 1-6: Food Services Specialist, GS-1667

Knowledge of, and skill in applying, the full range of principles, concepts, and methods of food service sufficient to:

- plan menus, considering factors such as customer preference and seasonal foods;
- develop and add new recipes to the automated recipe and menu pricing system;
- arrange for the use of excess subsistence stocks;
- ensure that food substitutions are within the basic daily allowance;
- provide a 90-day forecast of food item requirements;
- conduct food area inspections for safety, food storage, and sanitation;
- assure maximum conservation of food and elimination of waste through following proper methods of food storage, stock control, handling, preparation, and serving procedures; and
- assure food service quality standards through the use of corporate standards, self-assessments, marketing surveys, customer surveys, and feedback.

[⇐BACK](#)

Level 1-6: Equipment Specialist, GS-1670

Knowledge of, and skill in applying, the full range of equipment standards, policies, regulations, and methods sufficient to:

- plan and conduct reviews of maintenance problems involving assigned equipment;
- study information received on maintenance problems through engineering change proposals, material deficiency packages, material deficiency reports, failure reports, correspondence, and suggestions;
- obtain additional facts bearing on the problem by researching appropriate documents;
- determine past equipment performance and previous corrective action;
- determine if the problem is serious enough to warrant corrective action; and
- evaluate recommended solutions for economic feasibility and technical effectiveness.

[⇐BACK](#)

Level 1-7: Cemetery Administration Specialist, GS-1630

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices concerning cemetery operations sufficient to:

- resolve new or unusual issues or problems in the cemetery such as finding ways to control or eliminate the infestation of rodents that are on the endangered species list; and
- attend meetings with State and other interested groups to elicit support of new procedures to control the endangered rodent.

[⇐BACK](#)

Level 1-7: Facility Operations Specialist, GS-1640

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices concerning facility administration sufficient to:

- evaluate, adapt, or modify procedures and practices concerning property facilities, utility systems, buildings, equipment, plans, and grounds;
- determine deficiencies and prepare packages for unusual or new construction and repair;
- prepare initial project scopes, descriptions, and justifications for necessary facility modifications when infrastructure capabilities cannot support valid mission requirements; and
- prepare work packages that include drawings of the existing areas involved, changes required, and detailed descriptions of the work and equipment involved.

[⇐BACK](#)

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices concerning the operation of navigation locks and fish passage equipment sufficient to:

- locate and solve potential or unusual problems in powerhouse navigation locks and fish passing facilities;
- coordinate with other organizations to change plans, methods, and procedures to prevent problems;
- study equipment and work procedures to achieve goals of greater economy and efficiency; and
- make arrangements, if needed, for new construction.

[⇐BACK](#)

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices concerning facility administration and the technical aspects of various problems sufficient to:

- determine appropriate facility maintenance procedures based on the structural soundness of buildings or building materials;
- balance cost factors between preventive maintenance and major maintenance; and
- consider operational and installation costs versus improved service.

[⇐BACK](#)

Level 1-7: Printing Services Specialist, GS-1654

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices concerning diverse printing and publishing principles, processes, related costs, contracting procedures, and end uses of printed products sufficient to:

- analyze customer requirements, purpose, use of publications, timeframes, priorities, and costs to determine whether the product will effectively and economically achieve the customer's objective;
- analyze prices from a range of contract sources to control costs; and
- monitor contracts to ensure they are consistent with changing requirements.

[⇐BACK](#)

Level 1-7: Laundry Operations Specialist, GS-1658

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices to perform difficult and complex assignments concerning industrial laundry operations sufficient to:

- prepare budget inputs, determine costs for laundry service, and establish prices for all items of unusual laundry requirements;
- work with committees to determine whether equipment should be purchased;
- recommend, maintain, and update an equipment replacement/modernization program;
- determine valid workload changes and recurring requirements brought about by changes in operations and procedures; and
- modify procedures to increase efficiency of the operations.

[←BACK](#)

Level 1-7: Food Services Specialist, GS-1667

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices to perform difficult and complex assignments concerning food and food service sufficient to:

- establish procedures to cross-check individual price changes to prevent monetary loss in the food service system;
- devise meals to accommodate diverse cultural and religious food requirements;
- prepare food service plans for contingencies, disaster preparedness, mobility deployment, and other special food requirements;
- determine equipment replacement schedule; and
- budget for normal and unanticipated equipment replacement.

[←BACK](#)

Level 1-7: Equipment Specialist, GS-1670

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices to perform difficult and complex assignments concerning equipment sufficient to:

- enhance maintenance effectiveness and efficiency;
- develop and recommend changes;
- review applicable reports concerning isolated and repetitive maintenance and troubleshooting procedures, new equipment, and equipment specifications;
- recommend or establish changes to maintenance procedures; and
- ensure that modifications or new equipment will satisfactorily interface with existing equipment.

[←BACK](#)

(continued)

Level 1-7: Equipment Specialist, GS-1670 (continued)

Knowledge of, and skill in applying, a comprehensive range of principles, concepts, and practices to perform difficult and complex assignments concerning equipment sufficient to:

- forecast usage rates;
- establish initial repair and replacement cost factors;
- determine requirements for technical data;
- interpret and evaluate maintenance requirements and operational capabilities of equipment;
- control proposed maintenance and engineering changes and present them to appropriate review boards;
- evaluate appropriateness of combining individual corrective action with other pending actions;
- make necessary changes to total subsystem maintenance policies and procedures; and
- monitor and coordinate resolution of all maintenance and engineering problems as well as all modifications within assigned area.

[←BACK](#)

APPENDIX F4 – FACTOR 4 ILLUSTRATIONS

Level 4-3: Cemetery Administration Specialist, GS-1630

Nature of Assignment – Work consists of completing various assignments involving interments, maintenance, and landscaping processes and procedures.

What Needs To Be Done – The employee:

- plans and schedules interments;
- analyzes the alternative maintenance and landscaping processes; and
- selects the appropriate grounds maintenance process and landscaping project according to the situation.

Difficulty and Originality Involved – Exercises judgment in determining:

- the eligibility for interment; and
- schedules for cemetery maintenance and landscaping, taking into consideration weather conditions.

[←BACK](#)

Level 4-3: Facility Operations Specialist, GS-1640

Nature of Assignment – Work consists of analyzing facility systems to:

- change or update maintenance procedures; and
- recommend equipment replacements.

What Needs To Be Done – The employee:

- inspects physical structures, utilities, roadways, and surrounding grounds;
- studies maintenance processes;
- studies new systems related to facility operations;
- recommends the appropriate facility maintenance process and replacements for facility systems from many alternatives;
- schedules new maintenance process; and
- coordinates and monitors replacement of new systems.

Difficulty and Originality Involved – Exercises judgment in determining the appropriate actions to plan, schedule, coordinate, and monitor facility maintenance and system replacement.

[←BACK](#)

Level 4-3: Printing Services Specialist, GS-1654

Nature of Assignment – Work consists of providing advice to customer concerning multiple printing procedures, and specifications for different types of products.

What Needs To Be Done – The employee:

- provides information to writers and editors concerning procedures to process printing requests;
- provides illustrative material layouts to determine specifications; and
- recommends printing techniques and materials that can be substituted for expensive layouts.

Difficulty and Originality Involved – Exercises judgment in recommending the printing techniques that will provide attractive and economical products.

[←BACK](#)

Level 4-3: Laundry Operations Specialist, GS-1658

Nature of Assignment – Work consists of coordinating and maintaining multiple functions in a laundry facility.

What Needs To Be Done – The employee:

- coordinates requisitioning, receiving, inspecting, and turn-in of laundry items;
- prepares reports concerning the quantity, quality, timeliness, loss, customer satisfaction, equipment failure, or related laundry activities; and
- maintains the flow of work in the laundry plant.

Difficulty and Originality Involved – Uses initiative and resourcefulness in coordinating laundry operations to maintain quality service.

[←BACK](#)

Level 4-3: Food Services Specialist, GS-1667

Nature of Assignment – Work consists of multiple functions dealing with food storage and sanitation in the food service areas.

What Needs To Be Done – The employee:

- coordinates functions involved in requisitioning, receiving, and inspecting food service and equipment;
- analyzes procedures of food storage;
- inspects food service areas;
- assesses efficiency of the food service process; and
- chooses the appropriate methods of storage and/or sanitation based on physical and environmental conditions.

Difficulty and Originality Involved – Exercises judgment in determining what actions need to be performed based on an analysis of the situation and compliance with regulations and directives.

[←BACK](#)

Level 4-3: Equipment Specialist, GS-1670

Nature of Assignment – Work consists of analyzing issues relating to equipment specialization and making the appropriate recommendations.

What Needs To Be Done – The employee:

- researches documents to identify, describe, and issue equipment or items;
- collects and evaluates information related to malfunctions; and
- recommends modifications to equipment as a substitute for unavailable items.

Difficulty and Originality Involved – Exercises judgment in determining the nature and extent of corrective actions from many alternatives based on analysis of the item, phase, and/or the category of equipment/systems.

[←BACK](#)

Level 4-4: Cemetery Administration Specialist, GS-1630

Nature of Assignment – Work consists of modifying procedures for interments and taking remedial action to solve cemetery maintenance problems due to significant environmental conditions.

What Needs To Be Done – The employee:

- assesses variations in ground or weather conditions to solve unusual problems with interments and maintenance processes; and
- determines and schedules remedial action for unusual plant, pest, or animal life problems.

Difficulty and Originality Involved – Exercises judgment and originality to resolve complications associated with interments and maintenance issues due to significant environmental problems such as:

- hilly or sloping terrain;
- predominately hard clay or sandy soil; and
- weather conditions that vary with the seasons, causing occasional snow, rain, or drought-related problems.

[←BACK](#)

Level 4-4: Facility Operations Specialist, GS-1640

Nature of Assignment – Work consists of:

- assuring that facility maintenance is effective; and
- determining the appropriate schedule for aging systems.

What Needs To Be Done – The employee:

- conducts on-going research and surveillance of building and grounds; and
- varies the approach to maintenance and repair processes and procedures due to aging facilities and systems or change in usage including:
 - elevators,
 - fire alarms,
 - sprinkler systems,
 - primary and secondary electrical distribution systems,
 - refrigeration units, and
 - acoustical barriers.

Difficulty and Originality Involved – Exercises judgment and originality to analyze use and aging of facilities and modify maintenance and repair processes accordingly.

[←BACK](#)

(continued)

Level 4-4: Facility Operations Specialist, GS-1640 (continued)

Nature of Assignment – Work consists of improving and modifying navigation locks and fish passing facilities.

What Needs To Be Done – The employee:

- selects the appropriate repair/modification process based on an analysis of processes at facilities with similar operations; and
- amends plans and methods.

Difficulty and Originality Involved – Exercises judgment and originality in planning work or refining the methods and techniques to improve and modify the navigation locks and fish passing facility.

[⇐BACK](#)

Level 4-4: Printing Services Specialist, GS-1654

Nature of Assignment – Work consists of choosing the appropriate approach to satisfy printing needs and specifications for the organization.

What Needs To Be Done – The employee analyzes the overall printing and related requirements of organizations and determines the appropriate process for their printing needs from many alternatives and incomplete or conflicting requirements. The employee resolves problems using methods such as four-color processing, optical scanning, micropublishing, and electronic publishing.

Difficulty and Originality Involved – Exercises judgment and originality in planning specifications for layout, printing requests, and changing customer requirements.

[⇐BACK](#)

Level 4-4: Laundry Operations Specialist, GS-1658

Nature of Assignment – Work consists of identifying and adjusting processes to accommodate variations in laundry or dry cleaning needs.

What Needs To Be Done – The employee:

- studies variations in laundry or dry cleaning requests;
- develops plans for variations to laundry or dry cleaning procedures due to changes in laundry or dry cleaning needs; and
- prepares comprehensive management reports reflecting new procedures for various laundry or dry cleaning situations.

Difficulty and Originality Involved – Exercises judgment and originality in developing revised techniques, methods, and processes involving variations in work procedures for changing laundry or dry cleaning operations.

[⇐BACK](#)

Level 4-4: Food Services Specialist, GS-1667

Nature of Assignment – Work consists of developing variations in food services to accommodate various cultural restrictions, holidays, or special events.

What Needs To Be Done – The employee plans menus considering:

- various restrictions and cultural factors;
- costs of foods; and
- sound nutritional practices.

Difficulty and Originality Involved – Exercises judgment and originality in adjusting food services to accommodate specialized programs and diet restrictions within the constraints of culturally acquired attitudes, habits, cost fluctuations, and nutritional requirements.

[←BACK](#)

Level 4-4: Equipment Specialist, GS-1670

Nature of Assignment – Work consists of determining procedures for various usage stages of assigned categories of equipment.

What Needs To Be Done – The employee considers conflicting data and unusual circumstances in determining the appropriate procedures and methods to:

- investigate material deficiency reports;
- evaluate specifications; and
- examine and/or develop mockups and prototypes.

Difficulty and Originality Involved – Exercises judgment and originality in making decisions based on the interpretation of various data sources regarding material deficiencies or new equipment.

[←BACK](#)

Level 4-5: Facility Operations Specialist, GS-1640

Nature of Assignment – Work consists of varied duties applied to activities relating a national park that encompasses active volcanoes.

What Needs To Be Done – The employee:

- plans for construction and rehabilitation projects that may be required at a short notice;
- analyzes damage caused by volcanic eruptions or earthquakes to assess needed repairs, construction, or rehabilitation projects; and
- determines solutions to safety and health of staff and visitors due situations such as changing climatic conditions from volcanic fumes combined with variable weather conditions.

Difficulty and Originality Involved – Exercises critical judgment to anticipate crises involving uncertain conditions at the park and develop viable solutions to maintenance operations, and safety and comfort issues.

[←BACK](#)

Level 4-5: Equipment Specialist, GS-1670

Nature of Assignment – Work consists of varied duties applied to activities relating to aircraft arresting systems, airfield markings, airfield obstructions, and airfield geometric design requiring depth of analysis to develop work-arounds to alleviate compromises.

What Needs To Be Done – The employee:

- reviews circumstances and limitations of equipment;
- studies crises involving equipment;
- coordinates with functional experts;
- determines work-around to alleviate compromises or develops viable solutions; and
- develops and implements guidelines, standards, and criteria.

Difficulty and Originality Involved – Exercises critical judgment to study crises involving equipment and to develop viable solutions.

[←BACK](#)

APPENDIX F5 – FACTOR 5 ILLUSTRATIONS

Level 5-3: Cemetery Administration Specialist, GS-1630

Scope of the Work – Work involves planning, scheduling, coordinating, and/or monitoring day-to-day operations at a cemetery, including memorial and mortuary affairs, in conformance with established criteria.

Effect of the Work – Work affects the quality of the services provided to family members of the deceased.

[⇐BACK](#)

Level 5-3: Facility Operations Specialist, GS-1640

Scope of the Work – Work involves ensuring that facility and associated utility systems are acquired, operated, maintained, and cleaned in a manner that provides the most suitable, productive, and safe environment for normal operations in conformance with established criteria.

Effect of the Work – Work affects the operation of utility systems and cleanliness of the facility, as well as the maintenance and repair of systems such as air-conditioning and heating.

[⇐BACK](#)

Scope of the Work – Work involves assessing program effectiveness and solving daily problems concerning equipment at a powerhouse navigation lock and fish passing plant in conformance with established criteria.

Effect of the Work – Work affects the effective operation of the navigation lock and fish passing plant.

[⇐BACK](#)

Level 5-3: Printing Services Specialist, GS-1654

Scope of the Work – Work involves determining printing specifications of printing products and related reprographic services in conformance with established practices and procedures.

Effect of the Work – Work affects the timely receipt of requested printed material.

[⇐BACK](#)

Level 5-3: Laundry Operations Specialist, GS-1658

Scope of the Work – Work involves ensuring that the requisitioning, inspecting, storing, and issuing of laundry or dry cleaning to customers is in compliance with various established regulatory procedures, including safety procedures.

Effect of the Work – Work affects the timeliness, accuracy, and reliability of services provided by the laundry or dry cleaning plant.

[⇐BACK](#)

Level 5-3: Food Services Specialist, GS-1667

Scope of the Work – Work involves:

- adjusting menus to include available products;
- evaluating food service planning and delivery;
- making appropriate adjustments in food services; and
- solving daily problems in conformance with established criteria.

Effect of the Work – Work affects the efficiency and quality of the food services.

[⇐BACK](#)

Level 5-3: Equipment Specialist, GS-1670

Scope of the Work – Work involves analyzing a variety of conventional equipment performance or maintenance problems.

Effect of the Work – Work affects the design or operation of equipment, systems, and/or programs associated with assigned equipment.

[⇐BACK](#)

Level 5-4: Cemetery Administration Specialist, GS-1630

Scope of the Work – Work involves:

- procuring a variety of products, services, and construction projects, including unusual one-time projects of moderate scope for a cemetery;
- working with State and local officials and veterans service organizations to set up and arrange for special ceremonies that meet the needs of all parties; and
- maintaining several small cemeteries such as soldier lots and/or monuments.

Effect of the Work – Work affects a wide-range of activities and customer concerns.

[⇐BACK](#)

Level 5-4: Printing Services Specialist, GS-1654

Scope of the Work – Work involves formulating, assessing, or investigating unusual requests for printing products or activities associated with printing such as consolidation, standardization, automation, and similar printing considerations.

Effect of the Work – Work affects a wide-range of customers who rely on an efficient printing program.

[⇐BACK](#)

Level 5-4: Laundry Operations Specialist, GS-1658

Scope of the Work – Work involves providing analysis concerning dry cleaning or laundry requirements or establishing new procedures involving continually changing customer requirements. Customers include other Federal agencies or private institutions.

Effect of the Work – Work affects the service of a dry cleaning or laundry program to the agency and other agencies or businesses.

[←BACK](#)

Level 5-4: Food Services Specialist, GS-1667

Scope of the Work – Work involves:

- providing food and food service for several dining facilities, other types of food establishments, and special functions involving food service within the agency; and
- establishing criteria for services in complicated circumstances such as in Federal penitentiaries.

Effect of the Work – The effectiveness of the food service program impacts employees and other individuals in a very large organization. In a Federal penitentiary the work also influences the morale and productivity of the inmates and impacts the orderly running of the institution.

[←BACK](#)

Level 5-4: Equipment Specialist, GS-1670

Scope of the Work – Work involves:

- establishing criteria, formulating projects, assessing program effectiveness, or investigating and analyzing a variety of unusual equipment conditions or problems; and
- participating on technical panels and committees that develop general plans and procedures for the introduction of a new weapon system.

Effect of the Work – Work products and services affect the work of individuals in related occupations and the development and accomplishment of major aspects of a weapon systems program.

[←BACK](#)

APPENDIX M1 – MANAGERIAL WORK IN THE EQUIPMENT, FACILITIES, AND SERVICES SERIES, GS-1601

	EQUIPMENT, FACILITIES, AND SERVICES, GS-1601	<u>Qualification Standards</u>
Definition of Managerial Work	<p>Managerial Responsibilities in the Equipment, Facilities, and Services Series, GS-1601</p> <p>Managerial work involving equipment, facilities, and services includes the following responsibilities and functions:</p> <ul style="list-style-type: none"> • direct the work of production or maintenance organizations; • assume accountability for the success of specific line or staff programs, functions, or activities; and • monitor the progress of the organization toward its goals and periodically evaluate and make appropriate adjustments. <p>In addition, equipment, facilities, and services managerial work involves performing one or more of these responsibilities and duties:</p> <ul style="list-style-type: none"> • determine goals and develop plans for a production or maintenance organization independently of or jointly with higher management; • contribute significantly to the determination of resource needs and allocation of resources, and be accountable for their effective use; • make or recommend organizational changes that have considerable impact, such as those involving basic structure, operating cost, and key positions; • consider a broad spectrum of factors when making decisions (or recommendations to higher level management) including such matters as public relations, labor-management relations, and the effect on other organizations; • coordinate program efforts with other internal activities or with the activities of other agencies; • assess the impact of the organization's programs on other parts of the agency including those in other production or maintenance organizations, in other government entities, and in the private sector; • set policy for the organization in such areas as determining program emphases and operating guidelines; • understand and communicate agency policies and priorities throughout the organization managed; • deal with general human resources management policy matters affecting the entire organization, with personnel actions affecting key employees, or other staffing actions having significant impacts; or • delegate authority to subordinate supervisors and hold them responsible for the performance of their units. 	

HOW TO USE THIS APPENDIX TO EVALUATE MANAGERIAL POSITIONS

- Step 1.** Study the position very carefully to ensure that it is appropriate for coverage by this appendix.
- Step 2.** Determine whether or not the position fully meets or exceeds the criteria of factor level 3-3b in the [General Schedule Supervisory Guide](#) by applying the Threshold Criteria. (See below.)
- If the position *does not* meet the Threshold Criteria, then the Grading Criteria for Managerial Work in this appendix do not apply. Evaluate the position as a supervisor or a specialist using other criteria in the General Schedule Supervisory Guide, this job family standard, or other appropriate standards.
 - If the position *does* meet the Threshold Criteria, use the Grading Criteria for Managerial Work in this appendix to classify the position. (See below.)
- Step 3.** Apply the four factors of the Grading Criteria for Managerial Work described in this appendix to determine the tentative grade. (See below.)
- Step 4.** Determine whether the position meets further conditions that might affect the final grade of the position by applying the Comprehensive Evaluation Criteria in this appendix. (See below.) If appropriate, adjust the grade of position.

Step 2 - Apply the Threshold Criteria

Threshold Criteria from the [General Schedule Supervisory Guide](#)

Factor 3-3b – Exercise all or nearly all of the delegated supervisory authorities and responsibilities described at Factor Level 3-2c (see below) of this factor and, in addition, at least eight of the following:

1. using any of the following to direct, coordinate, or oversee work: supervisors, leaders, team chiefs, group coordinators, committee chairs, or comparable personnel; and/or providing similar oversight of contractors;
2. exercising significant responsibilities in dealing with officials of other units or organizations, or in advising management officials of higher rank;
3. assuring reasonable equity (among units, groups, teams, projects, etc.) of performance standards and rating techniques developed by subordinates or assuring comparable equity in the assessment by subordinates of the adequacy of contractor capabilities or of contractor completed work;
4. direction of a program or major program segment with significant resources (e.g., one at a multimillion dollar level of annual resources);
5. making decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors;
6. evaluating subordinate supervisors or leaders and serving as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors;
7. making or approving selections for subordinate nonsupervisory positions;
8. recommending selections for subordinate supervisory positions and for work leader, group leader, or project director positions responsible for coordinating the work of others, and similar positions;
9. hearing and resolving group grievances or serious employee complaints;
10. reviewing and approving serious disciplinary actions (e.g., suspensions) involving nonsupervisory subordinates;
11. making decisions on nonroutine, costly, or controversial training needs and training requests related to employees of the unit;
12. determining whether contractor performed work meets standards of adequacy necessary for authorization of payment;

Step 2 - Apply the Threshold Criteria

(continued)

<p>Step 2 - Apply the Threshold Criteria (continued)</p>	<p>Threshold Criteria from the General Schedule Supervisory Guide (continued)</p> <p>13. approving expenses comparable to within-grade increases, extensive overtime, and employee travel;</p> <p>14. recommending awards or bonuses for nonsupervisory personnel and changes in position classification, subject to approval by higher level officials, supervisors, or others; and/or</p> <p>15. finding and implementing ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices.</p> <p>Factor 3-2c – Carry out at least three of the first four, and a total of six or more of the following ten authorities and responsibilities:</p> <ol style="list-style-type: none"> 1. plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work; 2. assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees; 3. evaluate work performance of subordinates; 4. give advice, counsel, or instruction to employees on both work and administrative matters; 5. interview candidates for positions in the unit; recommend appointment, promotion, or reassignment to such positions; 6. hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager; 7. effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases; 8. identify developmental and training needs of employees, providing or arranging for needed development and training; 9. find ways to improve production or increase the quality of the work directed; and/or 10. develop performance standards.
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Step 3 – Apply the Grading Criteria for Managerial Work To Determine the Tentative Grade

Step 3 - Apply the Grading Criteria for Managerial Work To Determine the Tentative Grade – Factor 1

These Grading Criteria for Managerial Work use four factors.

Factor 1 – Planning and Coordination Responsibilities

Most positions will include work described at all levels of this factor. Select the level that best characterizes the position. Do not credit point levels between the two levels of this or any other of the factors in setting the tentative grade.

Level B (40 points)

Typically, projects assigned to the organization include several operations and require careful planning and coordination. At the working level, many of these projects require substantial interaction between work groups in various trades or organizational units, with no trade or organization able to complete the project alone. The workload and workforce requirements often change significantly from year to year. The organization may have many individual projects going on at once with new projects approved throughout the year; however, unexpected changes in the type and quantity of staff required during the year are unusual. The manager must constantly train and retrain employees, but there is typically infrequent need for the sudden development of one-of-a-kind courses to accommodate new procedures, new equipment, or changes in the makeup of the workload.

Much of the organization's work is subject to frequently changing work situations in which several of the following conditions are met:

- the approximate date of these changes cannot be accurately predicted;
- the changing work situations require frequent and substantial rescheduling or reassignment of work, or both;
- the manager makes, or participates in making, many decisions concerning the shifting of resources to meet sudden changes;
- the changes require almost constant attention to work progress and to adjustments in plans and schedules; and/or
- the work situations demand managerial qualities such as:
 - exceptional adaptability;
 - special skills in planning;
 - ability to act quickly; and
 - ability to withstand considerable and continuing pressure.

Operations normally falling under Level B include:

- vehicle repair when this includes a large amount and variety of equipment;
- operation and maintenance of utilities when those functions require the meeting of rapidly changing and relatively unpredictable demands for service and frequent need for unscheduled maintenance due to worn or constantly overtaxed facilities;
- building maintenance and repair when this includes frequent modification of space to meet needs for changing space requirements, or frequent unscheduled maintenance due to facilities that are worn or overtaxed;
- assembly line operations that require unusual safety or quality controls, or that require frequent modification to accommodate product changes or the scheduling of several different products;
- complex assignments associated with major modification or repair of aircraft, ships, and submarines when the work is normally performed at the beginning or end of the modification or repair with little other involvement throughout the process; and
- complex assignments associated with major modification or repair of aircraft requiring no significant involvement throughout the manufacture and repair process.

(continued)

Factor 1 – Planning and Coordination Responsibilities (continued)***Level A (60 points)***

The organization's work requires constant and highly complex coordination between work groups either within or outside the organization. Work assigned to the organization includes a substantial number of complex, one-of-a-kind or few-of-a-kind projects, each of which includes several operations and therefore requires considerable planning and coordination. At the working level, these projects require substantial interaction among work groups in various trades or organizational units, with no one trade or organizational unit able to complete the project alone. The need to bring many resources together in a specific sequence and at a specific time complicates planning and coordination. The workload is subject to frequent, substantial, and unexpected changes within a few months. For example, major equipment changes or modifications for several ships may be added unexpectedly to previously planned work.

The mission of the organization requires frequent retraining of workers and adjustment to work processes because of the application of new techniques; the installation, repair, or modification of new equipment; significant changes in the makeup of the organization's workload; or requirements for frequent recertification of workers for various operations.

Over half of the organization's work is subject to frequently changing work situations in which all of the following conditions are met:

- the approximate date of these changes cannot be accurately predicted;
- the changes substantially affect resources needed, and those resources are difficult to estimate;
- the changing work situations require frequent and substantial reprogramming, rescheduling, or reassignment of work, or all of these actions;
- the manager makes, or participates in making, many decisions concerning the shifting of resources to meet sudden changes;
- the changes require almost constant attention to work progress and to adjustments in plans and schedules; and
- the work situations are such that they demand of the manager qualities such as exceptional adaptability, special skills in planning, ability to act quickly, and ability to withstand considerable and continuing pressure.

Examples of operations normally falling under Level A are:

- major modification and repair of ships, submarines, and aircraft requiring significant involvement on the part of the manager throughout the modification and repair process; and
- fabrication of complex, one-of-a-kind devices such as those developed for research and development purposes when this requires significant consultation between workers and those responsible for designing or using the devices.

(continued)

Step 3 – Apply the Grading Criteria for Managerial Work To Determine the Tentative Grade – Factor 2

(continued)

Factor 2 – Product Complexity

This factor reflects the general level of technical complexity inherent in the work of the manager.

To select the level of this factor consider the:

- complexity of the service or end product;
- nature and diversity of production problems; and
- technological state-of-the-art.

Many positions will contain some feature of several levels. Select the level that best characterizes the position.

Level B (40 points)

The organization produces services or end products, which are complicated by the size and complexity of the facilities required to provide the service or product, or the size and complexity of the product, or the variety and critical sequence of operations required to produce the product or service. The methods of producing the end products are relatively standard, but the specifications are often complicated by the size of the project. Problems do not normally involve the technical acceptability of the work, but the timely and thorough completion of the work is often critical for safety reasons. Production problems are standard, and direct precedent is usually available for their solution. There is limited need for developing new methods and procedures for work accomplishment.

Level A (60 points)

The organization produces services or end products that are highly complex and that must meet extremely high standards of quality. New production problems are continually arising for which there is no precedent. Devising new production procedures requires great effort. Inspections of the final product are very rigorous, often requiring sophisticated testing methods and equipment.

(continued)

(continued)

Factor 3 – Complexity and Rigidity of Requirements

This factor identifies organizational complexity based on the type of problems they present to the manager. It recognizes that when tight deadlines, restricted approaches to completing work, and specified paperwork controls are imposed on a manager, they tend to make his work more difficult, not less difficult.

Generally these restrictions are really another form of specification to be met in producing a final product. The manager is left with a new set of problems such as:

- how to schedule extra employee-hours required;
- how to train employees in the required procedures in time to meet the deadline;
- how to ensure that required inspections are made; and
- how and when to consult with unions concerning changes in working conditions, and so on through a maze of management problems.

The increased restrictions generally leave the manager with responsibilities and problems while limiting the number of solutions.

Level B (40 points)

The organization's customers establish requirements concerning the final product and the deadlines to be met, but the manager is relatively free to determine the approaches and management controls to be used in completing the work. Scheduling is accomplished by agreements between the customer and the producer. Determination of priorities requires coordination with outside production organizations.

Level A (60 points)

The organization's customers have the authority to establish very rigid requirements concerning how and when the work will be done. Although the manager plays an important role in estimating the time and resources required to complete work and has considerable freedom to reshuffle resources to perform that work, he or she is normally unable to change completion dates on his or her own authority. Circumstances beyond the manager's control largely determine the priorities.

Scheduling is extremely difficult because of stringent timing limitations and the need to coordinate the organization's work with other organizations committed to the same production requirement.

(continued)

Step 3 – Apply the Grading Criteria for Managerial Work To Determine the Tentative Grade – Factor 4	(continued)											
	<p>Factor 4 – Scope of Operations</p> <p>This factor measures the extent to which the size of the manager's organization contributes additional grade weight to the position. The factor recognizes that (other things being equal) the larger the organization, the more difficult and responsible the managerial position becomes. (In the case of this appendix, the "other things" are held equal by the coverage of the appendix that limits coverage to positions having considerable management responsibilities, and by Factors 1, 2, and 3.) The size of the organization is therefore one factor, of several, in the evaluation of managerial positions. When applied with proper judgment, it is a good indicator of the scope of operation and the management problems resulting from the scope of operations. The relationship between the scope of operations and the grade of a position is not mechanical or rigid.</p> <p>The table shown below provides a criterion for the determination of Factor 4 points based on the size of the workforce that the manager directs. The table has three levels, each of which shows broad employment ranges separated by large gaps. The gaps leave areas for judgment in assessing the size of the workforce. Accordingly, you should not move a position from one level to another due to a few employees either joining or leaving the workforce. Use the table to select an employment level that identifies the approximate number of employees in the manager's workforce. Never base the level on a temporary increase in the size of the workforce. Use the midpoint of the workforce during the past year.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Size of Workforce</th> <th>Level</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>50-250</td> <td>C</td> <td>20</td> </tr> <tr> <td>400-600</td> <td>B</td> <td>60</td> </tr> <tr> <td>750 and above</td> <td>A</td> <td>100</td> </tr> </tbody> </table> <p>NOTE: In the Comprehensive Evaluation Criteria that follow this section, frequent and substantial fluctuations in the workforce may themselves be a strengthening element in setting the grade.</p>	Size of Workforce	Level	Points	50-250	C	20	400-600	B	60	750 and above	A
Size of Workforce	Level	Points										
50-250	C	20										
400-600	B	60										
750 and above	A	100										
Step 3 – Determine the Tentative Grade	<p>Determine the tentative grade level as follows:</p> <ol style="list-style-type: none"> 1. Add the points that result from applying Factors 1, 2, 3, and 4. 2. Use the following table to arrive at the tentative grade of the position. <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Total Points</th> <th>Grade</th> </tr> </thead> <tbody> <tr> <td>140-200</td> <td>13</td> </tr> <tr> <td>220-260</td> <td>14</td> </tr> <tr> <td>280</td> <td>15</td> </tr> </tbody> </table>	Total Points	Grade	140-200	13	220-260	14	280	15			
Total Points	Grade											
140-200	13											
220-260	14											
280	15											

Step 4 - Apply Comprehensive Evaluation Criteria To Determine Final Grade

This section describes conditions that determine whether application of the Comprehensive Evaluation Criteria is appropriate. If application is appropriate, the section provides guidance for you to apply the criteria to adjust the tentative grade upward or downward, based on how the conditions strengthen or weaken the position, and arrive at a final grade. Any such adjustment should not exceed one grade.

Apply the Comprehensive Evaluation Criteria to a position only if it satisfies at least one of the following conditions:

- the workforce size applicable to the position falls between the ranges for levels in Factor 4, Scope of Operations;
- the position is on the borderline between levels for all of the first three factors; or
- item 2 below applies.

When application of the Comprehensive Evaluation Criteria is appropriate, you should consider as a minimum the items listed below in your evaluation. Evaluate the position as a whole covering all factors affecting the work. You may include in your evaluation items we do not specifically address below. Here are the items to consider:

1. Many managers receive support from staff-level planning, scheduling, or engineering units reporting to higher echelons. This is not a weakening factor if the manager takes an active part in the development and modification of the plans and schedules provided by those staff groups.
2. Normally evaluate the position at least one grade above the highest General Schedule grade applied to two or more subordinate positions. Do not use Deputy positions and positions supervised only for administrative purposes to support the grade of another position under this provision.
3. Consider the relationship of the grade of the position to the grades of other properly classified positions with comparable, higher, or lower management responsibilities in the same organization.
4. Consider strengthening elements such as unusual planning or coordination responsibilities not adequately considered under Factor 1. Many things such as the number of trades supervised and the dispersion of the work force can be used as clues to the level of planning and coordinating responsibilities of the manager, although none can be converted automatically into any particular level of this factor. For example:
 - Other things being equal, a manager directing the work of fifteen distinct trade operations represented by four separate labor organizations will have more complex planning and coordination responsibilities than a manager with a similar number of employees in only one trade represented by a single union. But, a manager supervising only one trade can have high level planning and coordinating responsibilities if the workers under his direction work on projects requiring coordination with workers from other organizations and other trades.
 - Physical dispersion of the work force can add to a manager's planning and coordination problems, but again, no degree of dispersion can be placed automatically at any particular level of Factor 1. Twenty workers stationed 100 miles down the road working on a single project require very little guidance or review. The work site does not add as much to the manager's problems as twenty workers in teams of two reporting to ten different work sites and requiring frequent guidance and review. In trying to evaluate the impact of dispersion of the work force on the managers planning and coordinating responsibilities, consider:

(continued)

Step 4 - Apply Comprehensive Evaluation Criteria To Determine Final Grade

(continued)**Step 4 - Apply Comprehensive Evaluation Criteria To Determine Final Grade (continued)**

- the number of employees working at scattered work locations;
 - the independence of their operations (i.e., do they work on their own most of the time, or does the manager have to spend significant amounts of time guiding and checking the work?);
 - the number of different locations involved;
 - regardless of the number of locations involved, whether all of the workers report to the same place each morning; and
 - the difficulty of communicating with the different work sites (keep in mind that this difficulty in communicating matters very little if almost no communication is required or is required only at regular intervals).
5. Consider weakening elements such as extensive review and highly centralized controls over the position.
 6. Review positions that require comprehensive knowledge of a specific trade to ensure that managerial–not technical (i.e., trades)–knowledge is the paramount requirement.
 7. One strengthening situation warranting careful consideration is that of managers in shipyards having nuclear capability. This is not to say that the actual technical work is necessarily more difficult. Technically, painting a bulkhead on a nuclear submarine is little different from the same task on a conventional submarine. This is also not a credit given for hazardous work. But, because of the possible hazards involved, and because of the public's concern over these possible hazards, nuclear work is subject to very stringent controls and safeguards that greatly complicate a manager's work. For example: employees are limited in the numbers of hours they can be exposed to nuclear work. Employees performing nuclear work must attend orientation to nuclear work in general and specific training for each type of operation. Each job requires additional documentation, and reporting requirements multiply. Errors and safety violations require detailed investigations and counter measures. The manager is given strict guidelines, but they place added demands on his or her managerial skills rather than reduce his or her need for them. The impact of nuclear work is not the same for every manager associated with it. Although typically the greater the amount of nuclear work in proportion to the total workload of the manager, the greater the impact, no precise formula can be given for crediting this work situation toward a grade. However, increase one grade level for borderline positions with substantial involvement in nuclear work.
 8. This appendix assumes the active involvement of the manager in an industrial fund operation. Working capital funds using business-type accrual accounting systems and cost-based budgets finance such operations. There is an especially heavy emphasis on cost analysis and control. Consider the lack of an industrial fund operation a weakening factor in the classification of positions covered by this appendix.
 9. Do not consider the degree to which the work is essential when setting the grade of the position. All of the positions covered by the appendix perform work that is essential to someone. Some of the most essential assignments can be relatively simple to carry out.
 10. Consider responsibility for leading or coordinating the work of steering committees responsible for agency programs carried out by several shipyards, facilities, centers, or other organizations across the country.

APPENDIX M2 – MANAGERIAL WORK IN THE CEMETERY ADMINISTRATION SERIES, GS-1630

CEMETERY ADMINISTRATION, GS-1630		<u>Qualification Standards</u>
Definition of Managerial Work	<p>Managerial Responsibilities in the Cemetery Administration Series, GS-1630</p> <p>Cemetery managerial work involves the following responsibilities and functions:</p> <ul style="list-style-type: none"> • direct cemetery operations; • assume accountability for the success of specific programs and activities; • determine cemetery program goals and develop or recommend plans for the cemetery, including plans for organizational changes; • monitor the progress of the cemetery toward established goals and periodically evaluate and make appropriate adjustments; • set policy for the cemetery and establish operational guidelines; • administer general human resources management programs and policies, including those appropriate to labor-management relations; • delegate authority to subordinate supervisors and hold them responsible for the performance of their work units; • plan and estimate cemetery budgetary requirements, and execute and control established spending plans for each fiscal year; • enforce laws and regulations pertaining to conduct and decorum within the cemetery; and • when the cemetery is located on foreign soil, represent the U.S. Government with host nation representatives with issues ranging from veterans affairs to the socioeconomic impact of cemetery operations. 	

HOW TO USE THIS APPENDIX TO EVALUATE MANAGERIAL POSITIONS

- Step 1.** Study the position very carefully to ensure that it is appropriate for coverage by this appendix.
- Step 2.** Determine whether or not the position fully meets or exceeds the criteria of factor level 3-3b in the [General Schedule Supervisory Guide](#) by applying the Threshold Criteria. (See below.)
- If the position *does not* meet the Threshold Criteria, evaluate the position as a specialist using criteria in this job family standard, or other appropriate standards.
 - If the position *does not* meet the Threshold Criteria and involves supervisory duties, evaluate the position as a supervisor using criteria in the General Schedule Supervisory Guide.
 - If the position *does* meet the Threshold Criteria, proceed to Step 3.
- Step 3.** Evaluate the position against the five managerial elements described in the benchmark to determine whether the position fully meets or exceeds the GS-13 grade level. (See below.)
- Step 4.** Evaluate work that significantly exceeds the benchmark by extrapolating its managerial elements based on sound position classification judgment.

Step 2 – Apply the Threshold Criteria:

Threshold Criteria from the [General Schedule Supervisory Guide](#)

Factor 3-3b – Exercise all or nearly all of the delegated supervisory authorities and responsibilities described at Factor Level 3-2c (see below) of this factor and, in addition, at least eight of the following:

1. using any of the following to direct, coordinate, or oversee work: supervisors, leaders, team chiefs, group coordinators, committee chairs, or comparable personnel; and/or providing similar oversight of contractors;
2. exercising significant responsibilities in dealing with officials of other units or organizations, or in advising management officials of higher rank;
3. assuring reasonable equity (among units, groups, teams, projects, etc.) of performance standards and rating techniques developed by subordinates or assuring comparable equity in the assessment by subordinates of the adequacy of contractor capabilities or of contractor completed work;
4. direction of a program or major program segment with significant resources (e.g., one at a multimillion dollar level of annual resources);
5. making decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors;
6. evaluating subordinate supervisors or leaders and serving as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors;
7. making or approving selections for subordinate nonsupervisory positions;
8. recommending selections for subordinate supervisory positions and for work leader, group leader, or project director positions responsible for coordinating the work of others, and similar positions;
9. hearing and resolving group grievances or serious employee complaints;
10. reviewing and approving serious disciplinary actions (e.g., suspensions) involving nonsupervisory subordinates;
11. making decisions on nonroutine, costly, or controversial training needs and training requests related to employees of the unit;
12. determining whether contractor performed work meets standards of adequacy necessary for authorization of payment;
13. approving expenses comparable to within-grade increases, extensive overtime, and employee travel;
14. recommending awards or bonuses for nonsupervisory personnel and changes in position classification, subject to approval by higher level officials, supervisors, or others; and/or
15. finding and implementing ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices.

(continued)

Step 2 – Apply the Threshold Criteria

<p>Step 2 – Apply the Threshold Criteria (continued)</p>	<p>Threshold Criteria from the General Schedule Supervisory Guide (continued)</p> <p>Factor 3-2c – Carry out at least three of the first four, and a total of six or more of the following ten authorities and responsibilities:</p> <ol style="list-style-type: none"> 1. plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work; 2. assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees; 3. evaluate work performance of subordinates; 4. give advice, counsel, or instruction to employees on both work and administrative matters; 5. interview candidates for positions in the unit; recommend appointment, promotion, or reassignment to such positions; 6. hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager; 7. effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases; 8. identify developmental and training needs of employees, providing or arranging for needed development and training; 9. find ways to improve production or increase the quality of the work directed; and/or 10. develop performance standards.
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Step 3 – Evaluate Position Against Benchmark’s Managerial Elements

Step 3 – Evaluate Position Against Benchmark’s Managerial Elements

Cemetery Administrator, GS-1630-13

This benchmark illustrates five managerial elements for a typical Cemetery Administrator at the GS-13 grade level. The five elements are: Financial Management, Contracts, Supervision Exercised, Supervision Received, and Guidelines.

Financial Management. Financial management is complex and complicated due to these factors:

- the volume and diversity of transactions;
- the size of the budget;
- the management of major contracts;
- instability and sudden changes in funding require extensive revisions of the budget;
- the number and diversity of expenditures and utilized subaccounts require creative development, modification, and execution of budget plans; and
- long-range planning assures adequate funds for major replacements or purchases.

Contracts. Contracts are complex (e.g., large cost-plus-fixed-fee service contracts) involving extensive work statements and special terms and conditions and present significant monitoring difficulties. The contracts involve renovations or construction projects that require significant numbers of contract personnel working on cemetery grounds. With respect to these contracts, the cemetery administrator has these duties and responsibilities:

- sets requirements for contracted work and enters into agreements on own authority within confines of procurement procedures;
- lets contracts through appropriate procedures/channels; and
- resolves problems of noncompliance or default through extensive coordination with area and central office staff.

Supervision Exercised. The cemetery administrator exercises the following responsibilities and/or tasks:

- establishes goals for the cemetery;
- realigns staff to accomplish work in the most efficient and effective manner;
- performs long-range planning for all resources; and
- oversees additional cemeteries (which may include small lots), some of which require intensive care.

Supervision Received. The cemetery administrator operates independently with authority to handle the full range of managerial responsibilities without prior higher-level approval. Work is broadly defined in terms of function with the manager responsible for planning and carrying out all aspects of the cemetery's management. Work results are normally accepted without change, and any review concerns overall program accomplishment.

Guidelines. Guides have limited applicability to many aspects of the operation or are broadly stated and of sketchy nature, requiring the cemetery administrator to use judgment and initiative to interpret, modify, or develop procedures for the cemetery. The cemetery administrator often initiates changes, tests new procedures, and then suggests policy applications systemwide.

APPENDIX M3 – MANAGERIAL WORK IN THE PRINTING SERVICES SERIES, GS-1654

	PRINTING SERVICES, GS-1654	<u>Qualification Standards</u>
Definition of Managerial Work	<p>Managerial Responsibilities in the Printing Services Series, GS-1654</p> <p>There are two types of managerial; i.e., printing officer, positions in this series. They are:</p> <ul style="list-style-type: none"> • Type A – Responsible for management of a printing production plant. • Type B – Responsible for management of a program. <p>Type A – The level of Type A printing officer positions is based on the complexities of managing the printing production plant and providing printing services and, where appropriate, the complexities of the printing procurement. These complexities are:</p> <ul style="list-style-type: none"> – level of work performed by General Schedule subordinates; – size of the printing production plant in terms of Federal Wage System staff; – variety and complexity of equipment; – variety of printing services provided; – problems resulting from geographical dispersion of users and contractor printing sources; and – other factors such as unusual responsibilities and authorities. <p>In evaluating a printing officer position it is important to determine that the overall characteristics of the position meet the overall characteristics of the grade level as described in this appendix.</p> <p><i>Special Classification Recognition</i></p> <p>When all of the other requirements of the grade level concerned have been met, and it is found that a position has additional responsibilities, the Type A printing officer position may be classified one grade higher if it has at least one of the following two responsibilities and authorities:</p> <ol style="list-style-type: none"> 1. The printing plant regularly services a wide variety of independent installations (e.g., 10-15), inside and outside the department. Each plant has different functions, difficult scheduling problems, personal contact problems, and a significant need for educating activity personnel in printing techniques and formats, relative costs, controlling policies and regulations, and the procedural and specification requirements for requesting printing services. 2. The printing officers have authority to make final determinations, overruling subject-matter organizations, if necessary, on the type of printing to be used, on matters of form as related to printing techniques, on priorities and scheduling, and on outside contracting versus printing in their own plant. These decisions must go beyond the areas in which regulations are controlling and must involve the use of discretion, judgment and technical knowledge. <p style="text-align: center;">(continued)</p>	

(continued)

Definition of Managerial Work (continued)

Type B – The level of Type B printing officer positions is based on the complexity of the printing program that is reflected in terms of the following:

- degree of responsibility for establishing printing policy and procedures;
- the extent to which management officials consult the printing officer, and the extent of consideration of printing requirements in the organization’s planning of functional programs;
- scope of negotiations with the Joint Committee on Printing (JCP) to obtain approval of equipment for printing plants, obtain acceptance of new equipment and processes, justify printing as legally authorized, support and justify printing reports, obtain approval of changes to printing regulations, and meet such other requirements JCP may establish;
- extent of responsibility of the printing officer as a member of interdepartmental or joint Government committees established to consider printing problems of mutual interest;
- scope of a printing program that may serve organizational entities on a local basis, throughout the United States, or both in and outside the United States;
- scope of responsibility for printing plants in subordinate organizational segments;
- variety and complexity of printing services procured and sources from which obtained;
- degree of complexity of contracts made with commercial printing firms; and
- extent and level of other unusual responsibilities and authorities.

HOW TO USE THIS APPENDIX TO EVALUATE MANAGERIAL POSITIONS

Step 1. Study the position very carefully to ensure that it is appropriate for coverage by this appendix.

Step 2. Determine whether or not the position fully meets or exceeds the criteria of factor level 3-3b in the [General Schedule Supervisory Guide](#) by applying the Threshold Criteria. (See below.)

- If the position *does not* meet the Threshold Criteria, then this appendix does not apply. Evaluate the position as a supervisor or a specialist using other criteria in the General Schedule Supervisory Guide, this job family standard, or other appropriate standards.
- If the position *does* meet the Threshold Criteria, proceed to Step 3.

Step 3. Determine whether the Printing Officer is Type A or Type B. (See Definition of Managerial Work above.)

Step 4. Compare the position to the benchmarks to determine grade level. For Type A, apply the grading criteria for the GS-13 level. For Type B, apply the grading criteria for the GS-13, GS-14, and GS-15 grade levels, as appropriate. (See below.)

(continued)

Step 2 – Apply the Threshold Criteria (continued)

Threshold Criteria from the [General Schedule Supervisory Guide](#)

Factor 3-3b – Exercise all or nearly all of the delegated supervisory authorities and responsibilities described at Factor Level 3-2c (see below) of this factor and, in addition, at least eight of the following:

1. using any of the following to direct, coordinate, or oversee work: supervisors, leaders, team chiefs, group coordinators, committee chairs, or comparable personnel; and/or providing similar oversight of contractors;
2. exercising significant responsibilities in dealing with officials of other units or organizations, or in advising management officials of higher rank;
3. assuring reasonable equity (among units, groups, teams, projects, etc.) of performance standards and rating techniques developed by subordinates or assuring comparable equity in the assessment by subordinates of the adequacy of contractor capabilities or of contractor completed work;
4. direction of a program or major program segment with significant resources (e.g., one at a multimillion dollar level of annual resources);
5. making decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors;
6. evaluating subordinate supervisors or leaders and serving as the reviewing official on evaluations of nonsupervisory employees rated by subordinate supervisors;
7. making or approving selections for subordinate nonsupervisory positions;
8. recommending selections for subordinate supervisory positions and for work leader, group leader, or project director positions responsible for coordinating the work of others, and similar positions;
9. hearing and resolving group grievances or serious employee complaints;
10. reviewing and approving serious disciplinary actions (e.g., suspensions) involving nonsupervisory subordinates;
11. making decisions on nonroutine, costly, or controversial training needs and training requests related to employees of the unit;
12. determining whether contractor performed work meets standards of adequacy necessary for authorization of payment;
13. approving expenses comparable to within-grade increases, extensive overtime, and employee travel;
14. recommending awards or bonuses for nonsupervisory personnel and changes in position classification, subject to approval by higher level officials, supervisors, or others; and/or
15. finding and implementing ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices.

(continued)

Step 2 – Apply the Threshold Criteria

Step 2 – Apply the Threshold Criteria (continued)

Threshold Criteria from the [General Schedule Supervisory Guide](#) (continued)

Factor 3-2c – Carry out at least three of the first four, and a total of six or more of the following ten authorities and responsibilities:

1. plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work;
2. assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees;
3. evaluate work performance of subordinates;
4. give advice, counsel, or instruction to employees on both work and administrative matters;
5. interview candidates for positions in the unit; recommend appointment, promotion, or reassignment to such positions;
6. hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager;
7. effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases;
8. identify developmental and training needs of employees, providing or arranging for needed development and training;
9. find ways to improve production or increase the quality of the work directed; and/or
10. develop performance standards.

Step 4 – Compare Position to Benchmark

Step 4 – Compare Position to Benchmark

Printing Officer, GS-13 – Type A

Nature and Variety of Work

The Type A printing officers at this level are typically responsible for management of a very large printing production plant who may, in addition, be responsible for procurement of printing from other sources. The organizational segment served may have subject-matter organizations in several states requiring special procedures to provide effective service. The printing officers must keep up to date on the printing requirements of the subject-matter organizations in order to provide the fastest and most economical services to them.

The need for continued education of users because of personnel turnover in the subject-matter organizations and because of geographical dispersion of users and contractor printing sources complicates the printing officer’s contacts with editors/writers. Production scheduling and control of the quality of printing are difficult because of this dispersion. The variety of printing processes for which costs must be separately allocated and the varying methods of obtaining reimbursement from customers with diverse accounting systems complicate billings. These and similar complications typically result in the need for a number of General Schedule subordinates in grades GS-9, 11, and 12. Rules and requirements limit operation of the printing service in terms of:

- (1) equipment availability, and therefore what printed product can be produced; and
- (2) what work will be obtained from commercial sources.

Supervision and Guidance Received

All aspects of the program are bound by the laws relating to printing and by the regulations of the Joint Committee on Printing (JCP). In some matters the printing officers are bound by definitive controls, as, for example, those for obtaining new equipment specifically identified as requiring JCP approval to purchase. However, printing officers must also achieve the maximum flexibility possible within these regulations.

In addition to the regulations of the JCP and statutory requirements, Office of Management and Budget directives, and rules and regulations of the General Accounting Office also bind the work of a printing organization.

(continued)

(continued)**Printing Officer, GS-13 – Type B**

Type B printing officers are technically and administratively responsible for a printing program for a department or agency having a large printing requirement of a complexity as described below.

Printing officers formulate and issues printing policies, procedures, and controls affecting not only subject-matter organizations but also a few printing plants and/or duplicating facilities of the department.

Printing officers provide technical advice for these printing plants and/or duplicating facilities. The printing officers also recommend to the JCP approval of establishment of new printing plants and/or duplicating facilities or the consolidation and elimination of current facilities. They conduct studies to determine adequate personnel staffing patterns for the field plants, and the kind and quantity of equipment needed. They review and make the final technical department determination as to whether requests by subordinate offices or subject-matter organizations for equipment (printing and/or duplicating) will be approved for submission to the JCP for final decision.

They are responsible for the review and approval of contracts for procurement of field printing, ensuring that proper and economical use of commercial printing facilities has been made. They participate in policy decisions affecting the workload of the printing organization, advising management of regulatory and other requirements to be planned for in carrying out new projects.

In their participation, they serve as an authoritative source of advice on legal, regulatory, and procedural matters.

In their capacity as controller of the printing department, printing officers deal with high level members of the department in explaining the requirements for and appropriateness of the printing controls.

(continued)

Step 4 – Compare Position to Benchmark (continued)

(continued)**Printing Officer, GS-14 – Type B**

Type B printing officers at this level are technically and administratively responsible for a very large and complex printing program for a department or agency, typically with printing facilities established in area offices throughout the United States.

NOTE: The printing program of some departments or agencies may be so organized that there is no position at the department level providing policy direction and control for lower echelons, and positions similar to the above may operate at an echelon lower than the department or agency, i.e., bureau level.

Printing procurement is accomplished on a nationwide basis requiring a general knowledge of the capabilities of major commercial printing firms throughout the United States. These printing officers assist the JCP on special printing projects.

Characteristically, the Type B printing officers are responsible for formulating and issuing printing policies and standards within the guidance and controls established by the JCP for management of printing production plants, for procurement of printing material and printing services, and for operation of an effective inspection and control program.

These printing officers are responsible for assuring the department's compliance with the legal and JCP's requirements relating to printing. They represent their department to the JCP in obtaining approval for new projects, in negotiating exceptions and changes in regulations, and in obtaining approval of requests for equipment and new printing.

The size of the printing procurement program is such that it is a recognizable part of the production load of the Government Printing Office and frequently requires special production arrangements in order to meet department deadlines for programs requiring the printed matter. There is a continuing full-time study of new equipment and processes, not only to meet the needs of the printing plants, but also to anticipate and be prepared to meet the department's forecasted functions.

These printing officers deal with high-level members of their departments and heads of bureaus in explaining the requirements and appropriateness of their printing program. When new department programs, involving large expenses for printing, are under study, printing officers participate in the planning and provide to management officials the technical printing advice necessary for their guidance and planning.

Administrative, policy, and management controls are exercised by the representative of the head of the department who is responsible for administration, or for support or service functions. The scope, limitations and objectives of the program are subject to approval, usually by the same person. Supervisory control over the work is exercised through consultation, evaluation of the effectiveness of the printing program, and surveys and review of reports by the JCP and by other management support activities within the department.

(continued)

Step 4 – Compare Position to Benchmark (continued)

Step 4 – Compare Position to Benchmark (continued)	<p style="text-align: center;">(continued)</p> <p>Printing Officer, GS-15 – Type B</p> <p>Type B printing officers at this level are technically and administratively responsible for a comprehensive printing program for one of the largest departments, with printing facilities established in area offices of the department both within and outside the United States. As recognized experts on printing, they advise high-level management officials both within their department and in other departments and agencies on printing matters. The JCP requests their advice on new developments in the printing field and may utilize their staff for special studies. These printing officers represent their department on interdepartmental printing groups and serve on joint government committees to establish policies and procedures for the exchange of printed matter between governments.</p> <p>Typically, the amount of the allotment for printing may be in the tens of millions of dollars. The size of the printing procurement program is such that it has a significant impact on the production load of the Government Printing Office. In addition, a large volume of printing is obtained from commercial sources under authority of GPO granted waivers and as field printing. Controls over the position are similar to those described at the GS-14 level.</p>
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APPENDIX H – HISTORICAL RECORD AND EXPLANATORY MATERIAL

KEY DATES AND MILESTONES

In **December 1999**, the Classification Programs Division (CPD) within the Office of Personnel Management (OPM) resumed an earlier effort to develop the Job Family Position Classification Standard for Administrative Work in the Equipment, Facilities, and Services Group, GS-1600. During **1999-2000**, we conducted factfinding at 38 locations representing 13 agencies within the Federal Government. We applied the information gathered from the factfinding and other data collected to develop the Draft Job Family Position Classification Standard for Administrative Work in the Equipment, Facilities, and Services Group, GS-1600.

In **October 2001**, OPM electronically released the Draft Job Family Position Classification Standard for Administrative Work in the Equipment, Facilities, and Services Group, GS-1600, for agency review, comment, and test application. The release of this draft represented the third use of our pre-planned lead agency approach in which we asked those agencies with the largest covered populations to take the primary role in reviewing and commenting on the draft. By using the lead agency approach, we did not require agencies with few or no employees in the covered occupations to provide comments if it was of no appreciable benefit to them. The new streamlined approach worked well by yielding prompt, comprehensive information and suggestions. This appendix addresses concerns and proposals expressed by reviewing agencies and describes our responses in this final job family position classification standard. It also gives information that may help in transitioning from canceled standards to this new job family standard.

DEFINING STUDY AND JOB FAMILY COVERAGE

There were three existing standards in this job family that covered both nonsupervisory and managerial work: the **General Facilities and Equipment Series, GS-1601**; the **Cemetery Administration Series, GS-1630**, and the **Printing Management Series, GS-1654**. In our continuing efforts to streamline and simplify the General Schedule classification system, we are developing and maintaining standards and guides that cover one type of work; e.g., nonsupervisory work in job family standards; supervisory and/or managerial work in a supervisory guide; leader work in a leader guide; research work in a research guide; etc. We believe this approach reduces the number of choices a user has to make in selecting the appropriate tool to evaluate work, and it further simplifies the task at hand.

In **2001**, prior to releasing this draft for agency testing, we met with the Department of Defense, the Department of Veterans Affairs, and the Department of the Interior (key users of the existing GS-1600 Group managerial criteria) to discuss eliminating coverage of managerial work from this standard and appropriately classifying such managerial work. We agreed that all managerial positions should fully meet factor level 3-3b in the General Schedule Supervisory Guide as a prerequisite. In addition, we decided to retain the managerial criteria documented in the existing General Facilities and Equipment Series, GS-1601; the Cemetery Administration

Series, GS-1630, and the Printing Management Series, GS-1654, standards as appendices to this job family standard until we make future decisions about appropriate evaluation of managerial

work. The remaining occupations in the GS-1600 group did not contain duties that would meet the managerial criteria.

For additional information on these issues, see the *Results of Agency Review, Comment, and Test Application* section that follows.

RESULTS OF AGENCY REVIEW, COMMENT, AND TEST APPLICATION

A. JOB FAMILY STANDARDS – GENERAL ISSUES. In addition to using the job family standard (JFS) approach to developing and issuing position classification standards, we make every attempt to simplify and streamline position classification concepts, documents, and procedures with every issuance of a new JFS. We tested and implemented new ideas in the GS-1600 Administrative JFS, with the help of agency HR offices and subject matter experts.

1. Changing Names of Series within This Job Family. In developing the final job family standard, we modified some of the name changes we had originally proposed in the draft for consistency. Since all of these occupations provide services to a customer base, we modified the titles to include the word “services.” The final series names are:

Series	From		To
	Original	Proposed	Final
GS-1601	General Facilities and Equipment	Equipment, Facilities, and Services	Equipment, Facilities, and Services
GS-1630	Cemetery Administration	Cemetery Administration	Cemetery Administration Services
GS-1640	Facility Management	Facility Operations	Facility Operations Services
GS-1654	Printing Management	Printing Services	Printing Services
GS-1658	Laundry and Dry Cleaning Plant Manager	Laundry Specialist	Laundry Operations Services
GS-1667	Steward	Food Service Operations	Food Services
GS-1670	Equipment Specialist	Equipment Specialist	Equipment Services

2. Adding a Section on General Series Determination Guidelines. We added a section to this and other appropriate job family standards, “**GENERAL SERIES DETERMINATION GUIDELINES,**” under **GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE** to provide helpful information in selecting the appropriate occupational series when it may not be obvious.

- 3. Changing Titling Practices from “Manager” to “Specialist” for All Administrative Work.** We proposed to discontinue the use of the term “manager” from titling practices for administrative positions having “program management responsibilities” in occupations covered in this standard as well as all subsequent standards. We proposed this change in conjunction with our efforts to continually simplify and clarify all aspects of classification. We proposed to change the title and definition of specialist work and modify position titles within the job family standard to reflect the change.

Agency Comments: Respondents supported the change. However, some identified inconsistencies between the proposed series and position titles.

Our Response: We revised the titles to provide consistency.

- 4. Retaining Grading Criteria for Managerial Duties in Appendices.** We proposed retaining the grading criteria for managerial duties found in the Equipment, Facilities, and Services, GS-1601; Cemetery Administration Services, GS-1630; and the Printing Services, GS-1654, series pending further analysis of managerial duties.

Agency Comments: While the majority of agencies supported retaining the managerial criteria in the appendices pending further study, several agencies strongly disagreed with the absence of managerial grading criteria for the Facilities Operations Series, GS-1640.

Our Response: Although the former Facility Management Position Classification Standard (i.e., GS-1640) referred to some covered duties as “managerial”, those duties are identified as “specialist” duties in other standards. The difference in titling practices is due to the wide use of the term “manager” for an extensive array of duties and responsibilities involving program management. This job family standard is the first standard to discontinue the use of the term “manager” for specialist work involving program management duties. Further analysis of all managerial work is necessary before developing new, broadly defined managerial grading criteria.

- B. THE GS-1600 ADMINISTRATIVE WORK JOB FAMILY STANDARD – SPECIFIC ISSUES.** We tested an idea that applies only to the administrative work in equipment, facilities, and services work that this job family standard covers.

- 1. Redefining the GS-1601 Series to Cover Only Two-Grade Interval Work.** As a continuing part of our effort to establish JFSs for General Schedule occupations, we decided to discontinue using a single occupational series to cover both one-grade and two-grade interval work (other than the Student Trainee, GS-XX99 series) and clearly segregate these lines of work into separate series. We believe this approach will help simplify the classification process for all users. Along those lines, we redefined the GS-1601 Series to include only two-grade interval work.

To accommodate this redefinition, we also established a Position Classification Flysheet for Assistance Work in the Equipment, Facilities, and Services Series, GS-1603. This Flysheet provides information for evaluating work in this one-grade interval series.

Agency Comments: Agencies concurred with this change.

Our Response: Issuance of the Position Classification Flysheet for Assistance Work in the Equipment, Facilities, and Services Series, GS-1603, provides agencies guidelines to evaluate one-grade interval work formerly classified in the GS-1601 Series. The material in this final JFS concerning **EXCLUSIONS** and describing **MODIFICATIONS TO AND CANCELLATIONS OF OTHER EXISTING OCCUPATIONAL SERIES AND STANDARDS** also covers these matters and directs users to the proper series and definitions.

- 2. Removing the Specialty Titles in the Equipment Services Series, GS-1670.** We proposed to delete the specialty titles in the Equipment Services Series, GS-1670, to provide the agencies with greater flexibility in assigning their own unique specialty titles.

Agency Comments: Agencies overwhelmingly favored this change.

Our Response: With the issuance of this JFS, we redesigned the titling practices for the Equipment Services Series, GS-1670, to eliminate prescribed specialty titles.

- 3. Assessing Impact on Grades.** We followed our usual practice of requesting that reviewing agencies report any effect that applying the draft JFS had on the grades of the tested positions. The JFS covers approximately 10,151 positions Governmentwide.

Agency Comments: The results of agency test application were very positive. Reviewing agencies reported minimal grade level changes (upgrades and downgrades combined).

Our Response: Based on the results of agency test application and final review and on our accommodations of comments and concerns, we have ample justification to release the final JFS and thereby establish up-to-date classification guidance.