



**MANAGER'S DESK GUIDE
TO
POSITION MANAGEMENT
AND
CLASSIFICATION**

**Provided by
Civilian Human Resources Agency
Training Management Division
March 2017**

TABLE OF CONTENTS

INTRODUCTION

PURPOSE	4
COVERAGE	4
ROLES AND RESPONSIBILITIES	4
a. Commanders	4
b. Managers and Supervisors	4
c. Civilian Personnel Advisory Centers (CPACs)	4
ACRONYMS AND TERMS DEFINED.....,,	5

PART 1 - POSITION MANAGEMENT

1-1. DEFINITION	9
1-2. POSITION MANAGEMENT ASSISTANCE	9
1-3. POSITION MANAGEMENT PROCESS	9
1-4. THE TOOLS FOR POSITION MANAGEMENT	10
1-5. POSITION MANAGEMENT ANALYSIS.....	13
a. Three Views of the Organization.....	13
b. Job Dilution	15
1-6. SUPERVISORY RESPONSIBILITIES IN POSITION MANAGEMENT	16
1-7. SUPERVISORY POSITIONS AND EMPLOYEE RATIO	17
1-8. SUPERVISORY DUTIES.....	18
1-9. TEAM LEADER AND WORK LEADER POSITIONS.....	20

PART 2 – POSITION CLASSIFICATION

2-1. REVIEWING AND DEVELOPING POSITION DESCRIPTIONS (PDs)	22
a. When Should You Write or Change a Position Description.....	22
b. Sources of Position Descriptions	22
c. Adequacy of PDs	22
d. Position Description Formats	23
e. Position Description Preparation and Content	23
f. Major Duties	24
g. Tips on Reviewing Position Descriptions.....	24

2-2. EVALUATION STATEMENTS	24
2-3. MISASSIGNMENTS	25
2-4. PERFORMS OTHERS DUTIES AS ASSIGNED	25
2-5. CLASSIFYING A POSITION (Assigning Title/Series/Grade).....	26
2-6. REQUEST FOR PERSONNEL ACTION (RPA) PROCESSING REQUIREMENTS	27
2-7. DELEGATION OF CLASSIFICATION AUTHORITY TO MANAGERS.....	27
2-8. CLASSIFICATION APPEALS AND ORAL COMPLAINTS.....	28
2-9 FAIR LABOR STANDARDS ACT (FLSA).....	29
APPENDIX A: CHECKLIST FOR WRITING POSITION DESCRIPTIONS - FES FORMAT	32
APPENDIX B: CHECKLIST FOR WRITING POSITION DESCRIPTIONS – NARRATIVE FORMAT	34
APPENDIX C: CHECKLIST FOR WRITING POSITION DESCRIPTIONS - WAGE GRADE.....	35
APPENDIX D: CHECKLIST FOR WRITING POSITION DESCRIPTIONS - GENERAL SCHEDULE SUPERVISORY GUIDE	36
APPENDIX E: CHECKLIST FOR WRITING POSITION DESCRIPTIONS - FEDERAL WAGE SUPERVISORS.....	38
APPENDIX F: CHECKLIST FOR POSITION DESCRIPTION FORMAT	40
APPENDIX G: SAMPLE EVALUATION STATEMENT FORMAT.....	41

INTRODUCTION

PURPOSE. This desk guide provides basic information about the principles, processes and practices of civilian position management and classification. It offers a brief and ready reference to assist managers and supervisors in effectively carrying out position classification responsibilities. This guide should be used to supplement advice from your servicing HR specialist and Civilian Personnel Advisory Center (CPAC).



COVERAGE. This guide pertains to the classification and management of civilian positions in the General Schedule (GS) and Federal Wage System (FWS).



ROLES, RESPONSIBILITIES, AND AUTHORITY.

a. Commanders. Commanders are responsible for position classification and management for their activities and have authority to render classification decisions for subordinate positions. This authority encompasses the determination of the pay plan, occupational series, title, and grade level. All decisions must be consistent with applicable laws, classification standards, principles, and appeal decisions. Commanders may delegate classification authority to subordinate managers and supervisors or to the servicing Civilian Personnel Advisory Center (CPAC).

b. Managers and Supervisors. Managers and supervisors have an increasingly important role in the management of human resources. They assign duties and responsibilities, write position descriptions, and maintain accurate position descriptions that show major duties, how work is reviewed, and what knowledge, skills and abilities are needed.

Under Delegation of Classification Authority (DCA), designated managers and supervisors receive written delegated authority to classify subordinate positions. When necessary, managers will need to explain classification decisions to the workforce or oversight authorities (i.e. HQ DA, OPM). Managers and supervisors with DCA are responsible for classification accuracy.

c. CPAC. The CPAC staff serves as consultants on all position management and classification issues. The CPAC staff also processes Requests for Personnel Action (RPA) on behalf of the organization serviced.



ACRONYMS AND TERMS.

As you begin your position management and classification efforts in your organization, you may encounter some unfamiliar terms, as well as some familiar ones used in unfamiliar ways. These definitions will explain some of the terms used by classifiers, manpower analysts, and shortly you, in position management.

Audit or Desk Audit	An interview for fact gathering purposes conducted by a person competent in the classification process to determine the current duties and responsibilities of a position, and the accuracy of a position description.
Authorization	A manpower term which describes the planning, programming, and distribution of human resources to satisfy a mission. Once approved on an organizational unit manning document (UMD), it is the authority for establishing a position.
Bridge, Trainee, and Developmental Positions	Positions established at the entry level (or a level lower than the target grade) for recruitment purposes and (or) to provide career progression, and positions established to provide experience needed to qualify for higher level positions.
Civilian Human Resources Agency (CHRA)	Army agency which manages all aspects of the human resources lifecycle for civilians – from recruiting to retirement.
Civilian Personnel Advisory Center (CPAC)	CHRA organization located on most Army installations to provide the full range of human resources advisory and recruitment services.
Collective Bargaining Agreement (CBA)	The contractual agreement between an employer and Labor Unions that governs working conditions, hours and other aspects of work for bargaining unit employees.
Delegation of Classification Authority (DCA)	Authority for MACOM and FOA commanders/directors Army-wide to classify civilian positions. Commanders and directors may redelegate classification authority to their managers and supervisors .
Duties	Assigned work tasks to be performed by an individual. Major or principal duties of a position are those that are the reason for its existence, and constitute the paramount qualifications requirements and are grade controlling.

Factor Evaluation System (FES)	A type of classification standard issued for GS positions which uses nine factors to determine the grade level.
Fair Labor Standards Act (FLSA)	A Federal Statute of the United States that introduced the forty hour workweek, established a national minimum wage and guaranteed “time and a half” for overtime in certain jobs.
Federal Wage System (FWS)	The classification system applicable to “blue collar” trades and labor positions.
Fully Automated System for Classification (FASCLASS)	Army’s repository for position descriptions
General Schedule (GS)	The classification and pay schedule system applicable to “white collar” professional, administrative, technical, and clerical positions.
General Schedule Supervisory Guide (GSSG)	OPM standard which provides evaluation criteria for determining the General Schedule grade level of supervisory positions in grades GS-5 through GS-15.
High-Grade Position	Position classified at the GS -14 level and above. (Some commands also intensively manage positions at the GS-13 level, regarding them as "high-grade" positions.)
Human Resources (HR)	The function within an organization that focuses on recruitment and management of the people who work in the organization.
Labor Management Employee Relations (LMER)	A Human Resources professional who specializes in Labor and Management Employee Relations
Mixed-Grade Position	A position assigned duties at more than one grade level.
Narrative Standards	The older type of classification standards issued by OPM for both GS and FWS positions.
Office of Personnel Management (OPM)	Created by the Civil Service Reform Act of 1978 to replace the Civil Service Commission (CSC). The authority and responsibility of the CSC to administer position classification under Title 5 U.S.C., Chapter 51 is vested in the OPM as the successor agency.
Position	A term used to describe the grouping of duties and responsibilities established against a manpower authorization and the classification thereof. Also may be called a “job.”

Position Classification		The allocation of a civilian position to a pay plan or pay system, occupational series, grade, and title.
Position Description	(PD)	An official record of major duties and responsibilities assigned to a position. Also called a “job description.”
Position Management		The arranging of duties and responsibilities among positions in such a manner as to achieve maximum efficiency and economy.

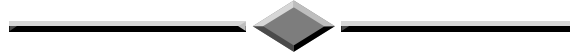
Position Review		A review by a supervisor or position classification specialist to determine the accuracy and adequacy of a position description.
Reorganization		Any change to the approved alignment of organizational elements (as used by manpower); or realignment of duties and responsibilities between positions or organizational entities (as used by civilian personnel).
Request for Personnel Action (RPA)		Automated requisition for changes, additions or deletions to employee's position or status.
Responsibilities		Obligations to carry forward assigned tasks to a successful conclusion. Requirements to meet deadlines, to adhere to specifications, or to administer programs.
Standards or Classification Standards		OPM published descriptions of various types of work. Some standards contain only information about the occupational field being described. Other standards contain grade level criteria. All positions must be classified according to standards published by OPM.
Strategic Recruitment Discussion (SRD)		An upfront consultation between the requesting official and the CPAC HR Specialist on all Fill/Recruit requests. This discussion should occur before the RPA is created.
Supervisory Ratio		The ratio of supervisory positions to workers or nonsupervisory employees in an organization.
Wage Grade (WG)		Blue collar (FWS) nonsupervisory pay system.
Wage Leader (WL)		Blue collar (FWS) work leader pay system.
Wage Supervisor (WS)		Blue collar (FWS) supervisory pay system.
Work Schedule Full-time		Employed to work the number of hours and days required by the administrative work week. (Usually averaging 40 hours per week)
Work Schedule Part time		Prescheduled tour of duty that is less than 40 hours per week.
Work Schedule Intermittent		Employed on a regular or occasional basis, with hours or days <u>not</u> on a prearranged schedule; compensated only for time actually employed or services actually rendered, not to exceed 39 hours per week.

PART 1

Position Management

1-1. **DEFINITION**

Position management involves the structuring of positions, functions, and organizations in a manner that optimizes productivity, efficiency, and organizational effectiveness. Although the delivery of day-to-day position management advisory services is tasked to the CPAC, commanders and managers are ultimately responsible for position management within their organizations.



1-2. **POSITION MANAGEMENT ASSISTANCE**

In executing position management responsibilities, line managers are encouraged to seek assistance from a variety of sources; i.e., human resources, budget, management analysis, and other special staff elements. Expertise from all of these sources can help in developing and administering an effective position management program.

Civilian Human Resources Advisory Center (CPAC) specialists are available to provide assistance and guidance to supervisors and managers on a variety of human resources functions to include position management, planning and implementing reorganizations, realignments and reductions in force. Managers are encouraged to take advantage of this resource to assist in their performing position management responsibilities.



1-3. **POSITION MANAGEMENT PROCESSES**

Position management involves balancing a wide range of variables. The process is largely dependent on management skill and judgment, not one that is rigidly controlled by law or regulation. It involves management consideration of cost efficiency, grade levels, and numbers of positions, along with organizational structure, functional alignment, staffing, and career development issues. There are basically three situations in which the classification and position management processes play a role in the management decision-making process:

- Reorganization
- Restructuring or assignment of new work to an established position(s)
- Creation of a new position(s)

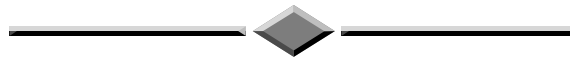
Each of these decisions should be predicated on the need to do the work of the organization in a more effective manner or based upon the assignment of new functions to an individual position or the unit as a whole.

At a high level, the position management process involves: evaluating the organizational environment and identifying any existing problems; planning and developing alternative approaches to solving problems; and selecting and implementing the best available alternative(s).

a. Evaluate the Situation - in terms of mission, organizational structure, functional alignment, staffing, supervisory ratios, work assignments, associate utilization, work processes and procedures, product and service quality, budget and FTE.

b. Develop Alternatives - Use your own and your staff's knowledge of your organization and personnel to develop alternative ways to eliminate problem areas. Obtain additional expert advice from your human capital expert.

c. Implement Best Alternatives - Select the best alternative(s) and prepare a plan for implementation. Involve all affected employees in planning and implementation. Utilize position classification to establish or re-classify positions to implement the selected staffing alternative (within budget and FTE constraints).



1-4. THE TOOLS FOR POSITION MANAGEMENT

a. Like any skill, trade, or discipline, position management has its tools, which must be used to perform successfully. Because no two organizations are identical in every respect, different combinations of “tools” will be used to achieve sound position management in each situation.

b. Position management guidelines provide rules and principles, which help the supervisor achieve an economical and efficient organization. Most of these rules are general and can be applied with a degree of flexibility.

(1) Avoid the tendency to abolish predominantly lower graded positions when manpower reductions are required. Manpower reductions should be used in a thorough study of the organization, mission needs, and employee impact.

(2) A single journeyman level is often a sign of job dilution or other position management problems. Establishing and filling positions at lower levels increases economy and enhances upward mobility opportunities.

(3) Leader or senior positions should be established only when an actual need exists in the work situation. They are often set up to provide a “stepping stone,” give quasi-supervisory experience, or to reward selected employees. This is NOT good position management.

(4) **The position classification system should never be used to upgrade employees as a reward for exceptional performance. Use the award system.**

(5) When “expert” or “senior” positions are required to provide special technical or advisory service, establish them at a level where they will not cause supervisor grades to increase. Be sure such positions do not overlap with the supervisor’s or infringe on supervisory responsibility.

(6) Growth potential positions provide development and promotional opportunities for employees. These may or may not be a part of a formal training program and can exist at almost any level.

(7) Avoid establishing overlapping positions. This happens when two or more people are independently doing all or part of a job requiring fewer employees or only one. This type of overlap frequently occurs in responsibilities as well as duties.

(8) Be very cautious about committing too many resources to support such positions as special assistants, non-supervisory staff positions, etc. These spaces are often better used for direct mission work.

(9) “Mixed” jobs (duties included in a position that are not identified in a specific series) should be avoided as much as possible. Positions mixed in grade level of work performed usually indicate job dilution. While a few such positions may be necessary, groups of them are almost never justified. They frequently cause morale problems. Mixed positions present staffing problems because they require qualifications not typical among the work force.

(10) Establish technicians and other support type positions instead of professional and specialist positions where practical.

c. A number of common *symptoms* of position management problems can be found in most organizations. Here are some examples:

(1) **Fragmentation** is a situation where an organization is needlessly split into many small segments. This requires more supervisors, restricts the development of employees, interferes with communications, and causes over-specialization.

(2) **Layering** is too many levels in the chain of command. This also interferes with communications and restricts the responsibility of lower level supervisors and other employees.

(3) **Unnecessary positions** may be assistants, extra supervisors, staff or support positions, “carryovers” from previous operating structures, or simply duplicates of other positions which are not needed.

(4) **Narrow span of control** is using more supervisors than necessary. It frequently occurs with fragmentation and (or) layering. It also limits initiative and responsibility and is excessively expensive.

(5) **Job dilution** is lower level work performed by higher graded employees. It is one of the most prevalent position management problems. It results in low employee morale, inefficiency, and high cost.

(6) **Mismatched strength and workload** occurs when the mission can be accomplished with fewer people than are assigned. Even though manpower standards are established, individual situations may have different requirements, workloads may change, or varied assignment of duties may result in economies.

(7) **Interrupted or missing career ladders** exist where there is no clear path of progression from the lower to the higher grade levels within the organization. This causes poor morale and may also result in staffing problems.

(8) **Workload and work force inconsistencies** occur when long-term changes in workload or function are not followed by position or organizational changes or if some employees have frequent idle time while others are always behind, or if some employees are frequently detailed to other positions in the organization or found to be regularly working outside their position descriptions.

(9) **Inconsistencies among position descriptions** may develop when positions are revised, one by one, over a period of several years. Is more than one position or level credited with the same review or inspection task? Do the supervisory controls of workers mesh with the responsibility of the supervisor? Do several positions have the “final authority” in the same matter? Try to keep position descriptions consistent. Anytime one is changed, all related positions should be reviewed.

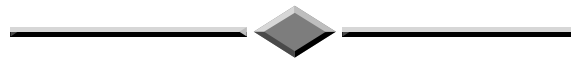
(10) **Inaccurate position descriptions** can result in misclassifications, with the incumbents being over or under graded.

d. There are tested methods for correcting all of these position management problems. Supervisors must determine which solutions will best meet the needs of their organization.

(1) **Fragmentation** may be corrected by answering the following questions:

- (a) Are all of these functional areas necessary?
- (b) Which functions can reasonably be combined?
- (c) How can employee skills best be broadened and used?
- (d) Where is specialization required and where is it a hindrance?

- (2) **Layering** can also be corrected by answering these questions:
- (a) Are there more supervisors than actually needed to plan and direct the work?
 - (b) What is the supervisor to worker ratio? (1:14 for GS and 1:15 for most WG shops; individual situations may not fit these norms.)
 - (c) Has authority been delegated to the optimum level?
- (3) **Unnecessary positions** should be abolished. Again, ask some questions.
- (a) Does the supervisory workload really call for two people at the top?
 - (b) Is the supervisor often absent?
 - (c) Must binding decisions be made during such absences?
 - (d) Are all staff assistance functions needed? Can they be shifted to line positions?



1-5. POSITION MANAGEMENT ANALYSIS

a. Three Views of the Organization

To study your own organization effectively it helps to look at it from novel perspectives. Otherwise, because it is familiar, it probably looks perfect. Call these novel views the “microscope,” “telescope,” and “20-20 hindsight” views. That is, study the individual parts (positions) very carefully, study the overall organization in its environment, and look back into the past to find changes that “should have been” made.

- (1) Take a **microscopic** view of each position (and each employee where several people are assigned to one position description), both individually and in relation to one another.
- (a) Are duty assignments clear-cut or are they vague and overlapping?
 - (b) Are the more complex and responsible tasks grouped in the higher level position?
 - (c) Are the more routine support tasks grouped in the lower level positions?
 - (d) Is nonessential work being done?
 - (e) Is essential work not being done, being delayed, or done poorly?
 - (f) Have you any vacant positions that are not really needed?
 - (g) Do some positions seem to be a hodge-podge of unrelated duties?

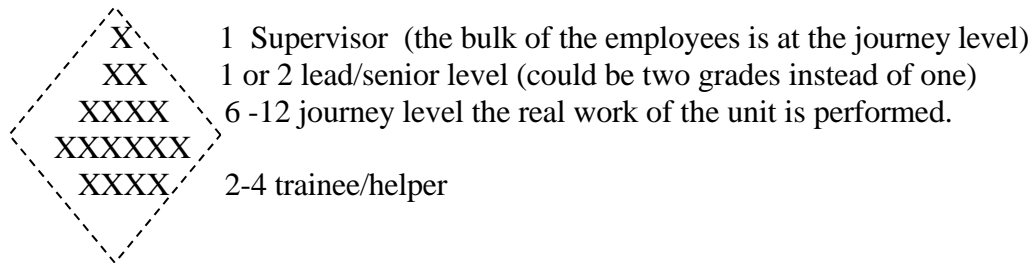
Note: If any of these questions point to problems, write them down. Try to solve them with position management techniques. This is also the time to be sure position

descriptions are accurate, consistent, and logically organized. “Mixed” positions, in terms of both grade and series, may be unavoidable. You can minimize staffing problems by keeping duties within a family, such as GS-500, GS-2000, etc. Also, try to avoid more than a three-grade span in level of duties; that is from GS-04 to GS-06 or GS-07 to GS-09 for one grade interval positions. Avoid positions with more than 50 percent of the duties below the highest grade level.

(2) Now take a **telescopic** view of the organization. How it compares to other components of the functional area and to other activities with which your people regularly deal may provide new insight.

- (a) Is your organization split into many small segments?
- (b) Is there a supervisor for every three or four employees?
- (c)) Are there gaps between grade levels so people cannot advance within the organization?
- (d) Are the workload and specific assignments compatible with the functions?
- (e) Is the organization infringing on the work of other areas by performing tasks outside of its function?
- (f) Is the structure consistent with that of related activities?
- (g) Are your individual positions generally compatible and consistent with similar positions?

If you find discrepancies, discuss them with your HR advisor. He/she can help you determine wither there are problems in your organization that position management can solve. Such a simple thing as drawing an actual geometric figure to represent the organization can be revealing. Is it a high, thin triangle or a very short, broad one? This may reveal excessive layering or fragmentation. A balanced organization is usually diamond-shaped, like the following:



(3) We have all heard people complain that **hindsight** is better than foresight. Looking back, it is easy to see what we should have done, but it is not always too late to change. Compare your organization this year to last year, even to 5 years back. Have there been any changes? If not, has anything happened that could be expected to impact workload, organization structure, or duty assignments?

- (a) Have there been any mission or function changes?
- (b) Has the volume or nature or the work changed?

- (c) Have you received new equipment?
- (d) Have you developed new or revised procedures?
- (e) Have you gained or lost authorizations?
- (f) Have you had problems filling a position or keeping a position filled?
- (g) Did you develop a new position, restructure a vacant position, or change a position in anticipation of a change? Is the result not working out as planned?

Changes or events such as these usually require changes in organization structure or at least individual positions. These are a few examples of how looking at the past can provide clues to solve current problems or avoid future problems.

b. ***Job Dilution.***

Probably the single prevalent and expensive position management problem is job dilution. As we said earlier, job dilution is lower level work performed by a higher graded employee. In position management, our objective should be to eliminate as much of it as we can, reduce it where we cannot eliminate it, and be sure there are no alternatives where we cannot reduce or eliminate it. First we must locate it.

(1) There are several systems for measuring the amount of job dilution in a position or an organization.

(a) One method involves identifying the duties performed at the position grade and the percentage of job time; similarly identifying the duties at the next lower grade and percentage of job time; similarly identifying duties and percentages of time at the second lower grade, etc., until a majority of the total job time is accounted for. The average grade (in relation to percentage of time) of the duties which together occupy a majority of the job title is then computed.

(b) A second method involves identifying the duty occupying the greatest proportion of time, the next greatest, etc., until at least 4 duties are identified. Four types of duties are considered a sufficient number to include the more important aspects of the position. The average grade for the six duties in relation to percentage of time is then compared.

(c)) Still another method exists, which is particularly effective for reviewing positions to which several employees are assigned. First, assign a grade level to each major duty and a percentage which represents the relative amount of time spent on the duty. For example, a GS-06 position number 12345, to which eight employees are assigned, has four major duties. Duties 1 and 2 are at the GS-06 level and take 75 percent of the time. Duty 3 is at the GS-05 level and takes 15 percent of the time. Duty 4 is at the GS-04 level and takes 10 percent of the time. This would probably be acceptable if only one employee was assigned, but since there are eight, it is not economical. A better arrangement would be to have six GS-06 employees doing the GS-06 work, and two GS-05 employees doing the GS-05 and GS-04 work. Since there is more than one man-unit

of work, it would probably not be possible to avoid having some GS-04 level work done by each of the GS-05 employees, but it should be less than 50 percent for each of them.

(2) Of course it is not possible, nor reasonable to expect to completely eliminate job dilution. The goal in the position management program is to eliminate, reduce, or as a last resort, justify it. It is impossible to every employee to work only at his or her grade level. In any case, higher level duties must be concentrated into the fewer possible positions.

(a) One employee, in some work situations, may perform higher level duties no more than 10 percent of his or her time. The situation is permissible if the work is determined to be essential to the mission of the organization, cannot be shifted to another organization engaged in such work, and is concentrated in one position.

(b) In other situations, the volume of work may be such that management will assign the work to non-supervisory employees. The work performed will be classified to the higher level, if the employees devote 50 percent or more of their time to the performance of the higher level duties.

(c) In organizations where large numbers of employees are performing the same type and level of work, the percentage of time each employee devotes to performing journeyman duties should substantially exceed 50 percent. The determination of specific percentages must be a judgmental process, and be based upon the complexity of the shop facilities, and other variables.



1-6. SUPERVISORY RESPONSIBILITIES IN POSITION MANAGEMENT

a. Before filling a position, determine whether the duties can be eliminated, assigned to an existing position, modified for classification at lower grade, established as a trainee position, or reengineered to part-time status.

(1) Make organization and position management decisions based on actual work required and performed.

(2) Organize and assign work to subordinates in a manner that will serve mission most effectively.

(3) Ensure that workload information is accurately reported in accordance with established procedures.

(4) Become familiar with OPM position classification standards applicable to the organization.

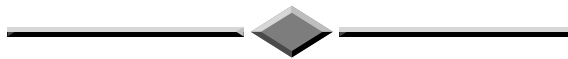
(5) Prepare performance standards that effectively measure employees in terms of the grade-controlling duties described in official position description.

(6) Ensure position descriptions are clearly defined in terms of operations, tasks, duties, responsibilities, and knowledge required.

(7) Ensure that pay grades to which employees are assigned, match knowledge and skills needed to perform the work.

(8) Identify and fulfill training needs, including position management training for subordinate supervisors.

(9) Meet with each employee at least once a year at performance appraisal time and thoroughly review the position description, comparing the PD to actual assignments performed.



1-7. SUPERVISORY POSITIONS AND EMPLOYEE RATIO

a. "Army's long-range goal is to substantially improve the agency-wide supervisory ratio from a baseline of 1:7.5 to approximately 1:14, almost doubling the number of subordinates reporting to the supervisor from the baseline." In evaluating the "Span of Control," supervisory segments should normally contain no fewer than 10 professional/technical personnel. A larger number would be appropriate when subordinates require little direct supervision, when workload is stable, when policies and procedures are well established, or when subordinates have a relatively high-level grade based on the absence of detailed supervision.

b. Delegation of decision-making authority should be appointed at the lowest grade level practicable. "Action" personnel should be permitted and expected to carry out projects through to completion with minimum supervision. Clearly, some supervisors are essential, but excessive layering is not economical and can affect the morale of the employees and the overall success of the mission.

c. As a general rule, supervisory or leader positions should only be established when truly needed to plan, assign, oversee, and evaluate the work of others. Supervisory or leader positions needed because of an inexperienced staff should be identified as such, and earmarked for periodic review for continued need. Deputy or full assistant positions must be used only when managerial workload is extensive. Additionally, the managerial workload must be sufficient enough to require two full-time people with full decision-making authority for their respective assignments.

d. In order for a position to be officially titled "supervisory" it must meet the criteria set forth in the classification guidelines established for the respective pay system the position will fall under. Organizations may independently construct titles for informal or internal purposes, and the position may be identified as supervisory in the body of the position description, but not in the official title.



1-8. SUPERVISORY DUTIES AND RESPONSIBILITIES

a. The General Schedule Supervisory Guide (GSSG) is used to grade GS supervisory work and related managerial responsibilities that:

- require accomplishment of work through combined technical and administrative direction of others; and
- constitute a major duty occupying at least 25 percent of the position's time; and
- meet at least the lowest level of Factor 3 in the guide, based on supervising Federal civilian employees, Federal military or uniformed service employees, volunteers, or other noncontractor personnel.

(1) Work performed by contractors is considered in applying the grading criteria within each factor of this guide but the position must first meet the coverage requirements above based on supervision of noncontractor personnel.

(2) Demonstration Projects use the GSSG criteria to determine which positions may be officially titled "supervisory," but use a different methodology to evaluate the position's appropriate pay band.

b. Supervisors exercise many of the following authorities and responsibilities:

- (1) Plan, schedule, assign, and direct the work of others.
- (2) Establish work priorities and deadlines.
- (3) Determine material, equipment, supplies, and facilities needed.
- (4) Explain work requirements, methods, and procedures.
- (5) Review work in progress or upon completion.
- (6) Coordinate with representatives of other units concerning matters of work accomplishment, priorities, methods, and procedures.
- (7) Prepare workload and production reports; submit to higher level management.
- (8) Inform higher level supervisor of anticipated vacancies: increase in workload.

(9) Interview candidates for positions in the work unit and make recommendations for appointments, promotions, or reassignments.

(10) Advise employees of the performance requirements of their positions and keep them informed individually of their progress in meeting requirements.

(11) Give advice, counsel, or instruction to individual employees on work and administrative matters.

(12) Prepare formal evaluations of subordinates' work performance or provide appraisals to be incorporated into formal evaluation.

(13) Effect minor disciplinary measures such as warnings/reprimands; recommend action in more serious cases.

(14) Counsel employees on work related matters.

(15) Control attendance and leave.

(16) Hear and resolve complaints from employees, referring group grievances and more serious complaints, not resolved, to higher level supervisor.

(17) Implement equal employment opportunity action plans.

(18) Assure adherence to safety practices.

(19) Where labor-management agreements exist, deal with union officials on matters involving supervisory responsibility.

(20) Plan and carry out training and development of employees.

c. Supervisory responsibilities differ substantially when work is contracted out in lieu of accomplishment by subordinates. The responsibilities, which relate to the oversight or direction of contract work include:

(21) Analyzing, justifying, and recommending work to be contracted.

(22) Providing technical requirements and descriptions of the work to be accomplished.

(23) Planning the work schedules, deadlines, and standards for acceptable work.

(24) Arranging for subordinates to inspect work.

(25) Coordinating and integrating contractor work with work of subordinates and others.

(26) Deciding on the acceptance, rejection, or correction of work products or services, which may affect payment to the contractor.



1-9. LEADER POSITIONS

a. The Office of Personnel Management has published classification guidance covering leader positions for GS single-grade and two-grade interval positions and work/training leaders for the Federal Wage System. Although the criteria for GS one grade, two grade and FWS leader positions differ; some of the responsibilities are the same. Typically, a team leader guides the team in delivering the work product or service of the organization.

b. Team/work leaders should be considered before deputies or additional supervisors, especially when the work population is small, or mission work is divided into segments handled in small groups. Although leaders may not officially rate employees, they are allowed to have input regarding employee performance.

Part 2

Position Description Basics

2-1. REVIEWING AND DEVELOPING POSITION DESCRIPTIONS

a. When Should You Write or Change a Position Description

Position descriptions should be reviewed and revised on a regular basis to ensure the PD reflects current major duties and responsibilities. If the position is new to the organization, the manager may be required to establish a new PD.

It is important to change an employee's position description to reflect the work he or she is actually performing to avoid an employee misassignment. If the position's duties, responsibility level, and/or knowledge required to accomplish the work changes significantly, the grade and occupational series of the position may also need to be changed. It is crucial for managers to discuss these types of changes with their HR advisor. All classification issues should be resolved prior to creating the RPA.

Factors which **are not** considered significant changes and **do not** require a PD rewrite are: quantity of work produced; quality of work produced; temporary change in assignments for training or to meet an emergency situation; work performed in the temporary absence of another; changes in organizational level only (e.g. from section to branch); change in methods/procedures; a person's relative value to the organization.

b. Sources of Position Descriptions

Fully Automated System for Classification (FASCLASS), an automated PD library, is the primary source for Army position descriptions. To reduce the burden of writing new PDs, check FASCLASS first. However, use caution since many PDs in FASCLASS contain classification errors or misclassifications.

When selecting a FASCLASS position description, ensure the work described is at the appropriate organizational level. For example, do not select a PD that describes work performed at a headquarters' activity for use in an organization located at a subordinate operational level. Don't copy or cite a PD because it has the desired grade. If you can't locate an existing PD to fit your situation, you will need to write a new PD or modify one that is close.

Standardized position descriptions are "off-the-shelf" position descriptions used in the interest of saving time and ensuring consistency in grading across a command. The CPAC can offer suggestions regarding the use of any established position description.

c. Adequacy of Position Descriptions:

For classification purposes, position descriptions must provide information necessary to determine the kind of position (occupational series), level of difficulty and responsibility (grade), and title. In general, the overall aspects of the position are the basis to

determine the occupational series. Grade levels, however, are dependent upon specific details for example, level of knowledge required to perform the work, difficulty of the assigned work, level of responsibility in accomplishing the work, and availability of guidelines to perform the work.

d. Position Description Formats

An important aspect of any position description is the format used to write it. The applicable Office of Personnel Management (OPM) classification standard determines the format. Write position descriptions in the format identified by grade-controlling standard, that is, the standard used which determines the position's grade level. In many cases, the format will be the Factor Evaluation System (GS), the narrative format (GS), or the narrative format for WG positions. Other formats are identified in classification standards, for example the GS Supervisory Guide, and FWS Job Grading Standard for Supervisors. Descriptions and checklists for the most frequently used formats can be found in Appendices A through F (p. 29– p. 37).

e. Position Description Preparation and Content

The primary purpose of job analysis is to gather sufficient information to establish a basis for the position and the position description. This analysis is also useful to determine qualifications and special placement factors for staffing and recruitment purposes.

Overall, all position descriptions should address three basic questions:

- **What work will be done?** Specify each separate and distinct duty actually performed and officially assigned and the percentage of time for each duty. In some cases a duty may be composed of only one or two tasks. Percentages should be reflected in increments of 5 (i.e. 20%, 25%, 15%).

- **How will it be done?** Address the manner in which each duty is performed, personal contacts involved and processes involved along with tools and equipment employed.

- **Under what controls?** What are the instruction, direction and guidance customarily received from the supervisor and others? What policies, regulations and guidelines are used; any reviews or inspections of work in progress or subject to completion?

Consider why the work is being done; under what physical conditions the work is done; and identify particular skills, knowledges and abilities required to do the work.

f. Major Duties

Every position description must identify major duties. Major duties are groupings of tasks. A major duty under the General Schedule (GS) is any duty that occupies 25% or more of the incumbent’s time or is sufficiently different from other major duties to require additional qualifications; and represents the primary reason for the position’s existence.

A major duty under the Federal Wage System (WG, WL) is any duty that occupies the employee’s time on a regular and recurring basis. Based on OPM guidance, duties that recur less than 10% of the time should be closely scrutinized. These duties may not actually be regular and recurring.

g. Tips on Reviewing Position Descriptions

HR Specialists use the following list in deciding if a position description contains sufficient information and to determine if the position description is well written. You may also find this list useful:

- (1) Is it current, factual, and concise?
- (2) Is it specific? Assists in what? Participates in what? Coordinates what?
- (3) Does it use action verbs?
- (4) Does it avoid repetition?
- (5) Does it focus major duties and responsibilities?

For additional tips on reviewing position descriptions refer to Appendix F (p.37).



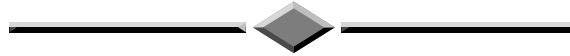
2-2. EVALUATION STATEMENTS

Evaluation statements provide documentation about the classification of a position. While not mandatory in all cases, this written record is particularly helpful for CPAC classification review, position management studies, a reference for classifying similar jobs, classification appeals, and reviews by higher echelons. It is a good practice for supervisors and managers with DCA to write evaluation statements in support of their classification decisions. Evaluation statements should be prepared when:

- There are no grading criteria directly applicable
- Classification findings are controversial or precedent setting
- Projected duties are being classified
- The position description requires higher level review and approval

- Position is a mixed grade or series
- Impact of “person on the job” is used

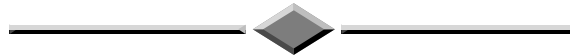
For additional guidance, a suggested format is provided at Appendix G, (p. 38). Note for the above situation this is simply “suggested.” You may use e-mail, memos, or any other form of documentation which conveys the basis for determining the series/grade/title of a position.



2-3. MISASSIGNMENTS

Misassignments occur when a subordinate employee performs **major** duties that are not recorded on the official position description, or the manager identifies major duties in the official position description which are not performed by the individual. All misassignments should be corrected as soon as they are discovered by:

- Rewriting the position description, or
- Limiting the employee to duties described in his/her position description, or
- Assigning the unrecorded duties to other existing position(s) or to a new position and detailing or temporarily promoting the employee to this new position or filling it using competitive procedures



2-4. PERFORMS OTHER DUTIES AS ASSIGNED

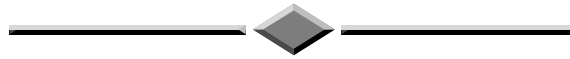
The question of whether supervisors have the right to assign employees to tasks not included on the position description is continually posed by both supervisors and their subordinates.

“Performs Other Duties As Assigned” is a statement placed on position descriptions. It suggests the duties assigned to an employee are NOT limited to the content of the position description major duties. Supervisors have full authority to make duty assignments as they see fit within their operation. However, all such assignments should be reasonably related to the employee’s position description. For example:

- It would be reasonable for a supervisor to assign an administrative assistant the duty of delivering copies of letters to other offices in the same building even if the employee’s position description does not state, “Delivers copies of letters to other offices.”

- On the other hand, it would be unreasonable for the supervisor to direct the administrative assistant to, “Draft plans for a new waste filtration system. or Shovel snow in inclement weather”

Of course, in a rare or emergency situation, duties which might not reasonably be related to an employee’s position might have to be assigned. Army requires the “Performs other duties as assigned” statement on all position descriptions.



2-5. CLASSIFYING A POSITION (Assigning Title/Series/Grade)

Positions are classified by applying standards, appeal decisions and guidelines issued by the Office of Personnel Management. Commanders must ensure that classification authority is delegated only to those supervisors and managers who have completed training in classification skills. No attempt is made in this manual to address all the steps involved in determining the correct title, series and grade; that process exceeds the scope of this pamphlet. However, use of Appendices A through E (located at the end of this resource), will ensure your position description meets the standards of adequacy so that a classification decision can be derived.

Once you have completed your position description, including factors (if required), you will use the appropriate OPM classification standard to determine the grade of the position.

FES Position Descriptions– Compare the factors on the PD to the factor levels in the classification standard. If the PD’s factor does **not** fully meet the OPM classification standard’s factor level descriptor, the next lower factor level and point value will be assigned. The points indicated for the selected factor level are the points you must assign. Once you have determined the factor level with corresponding points for each of the nine factors, total the points then determine the grade using the grade conversion table in the classification standard.

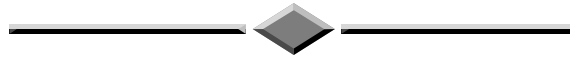
Narrative Position descriptions–Determine which of the grade levels depicted in the classification standard is the correct match to the position description. Narrative position descriptions are graded with consideration of the whole job.

Learning to correctly assign a series and a grade requires training and experience. Several CHRA distance learning tutorials can offer additional instruction in position classification, but your HR professional is the best source of advice for accurate position classification.



2-6. REQUESTS FOR PERSONNEL ACTION (RPA) PROCESSING REQUIREMENTS

Requests for Personnel Action (RPA), SF-52s, are initiated to fill positions or to move an employee from one position to another. These actions must be supported with a position description. New position descriptions need to be loaded into FASCLASS for classification review and verification. The CPAC assumes that all RPAs received at the CPAC have been properly reviewed and approved by participating offices in the originating activity. These offices may include Resource Management, Safety Office, EEO, and other organization position oversight groups.



2-7. DELEGATION OF CLASSIFICATION AUTHORITY TO MANAGERS

Managers and supervisors with delegated classification authority authenticate the accuracy of new position descriptions and validate the accuracy of their classification by their authorization on the RPA. The CPAC reviews the manager's classification. The CPAC also reviews or determines collateral information, e.g., competitive level, exempt or non-exempt status under the Fair Labor Standards Act, and Bargaining Unit Status Code (BUS).

When the CPAC agrees with management's classification: The HR specialist will verify the position description in FASCLASS, establish a sequence number with all pertinent data for this action and continue processing the requested personnel action.

When the CPAC disagrees with management's classification: The HR specialist will attempt to informally resolve the difference with management. If the situation is not remedied, the specialist will prepare a formal position classification advisory identifying the areas of disagreement and submits to the originating manager or supervisor via email.

If management disagrees with the advice provided by the CPAC on the classification of the position: The manager and the CPAC will discuss ways to come to agreement. If an agreement still cannot be reached, the DCA manager/supervisor will prepare and transmit additional documentation that supports his/her rationale for classifying the position and notify the CPAC of his/her decision. The CPAC will record the advisory and management rationale in FASCLASS, verify the position description and annotate the position description as a DCA OVERRIDE.



2-8. CLASSIFICATION APPEALS AND ORAL COMPLAINTS

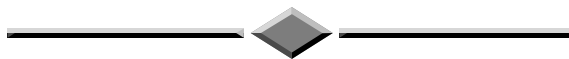
Managers and employees receive advice from their CPAC representatives regarding classification appeals procedures. An employee may appeal the classification of their position at any time. A GS employee may appeal through agency channels or may decide to go directly to Office of Personnel Management (OPM). Wage Grade employees must first file with the agency and upon receipt of a decision may continue to appeal through OPM. In either case, the CPAC is responsible for ensuring the appeal package is complete and that supervisors and managers understand their role:

Managers and Supervisors

- Guarantee, protect and publicize the employee's right to initiate a classification complaint or appeal.
- Ensure employee exercises rights without fear and subsequent prejudice.
- Supervisor explains the basis for the classification of the position (title, series and grade).
- Request assistance from the CPAC when an explanation is not satisfactory to the employee. If the complaint cannot be resolved informally, the employee may initiate a formal appeal in writing.

CPACs

- Provide specific regulatory guidance to management and the employee.
- Assist management in the preparation of an accurate position description.
- Gather background information (organization lists, standards) needed for submission to appellate group. They may also need to gather documents from management such as Table of Distribution and Allowances (TDA) and mission and function information.
- Review appeals package and ensure it is sufficient for submission.
- Discuss the appeal decision with the supervisor and employee and explain the action taken.



2 -9 FAIR LABOR STANDARDS ACT (FLSA)

The Fair Labor Standards Act (FLSA) is a federal law which establishes minimum wage, overtime pay eligibility recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and federal, state and local governments.

Employees, to include Army civilians, fall into one of two categories:

NONEXEMPT - Employee **is** covered by the provisions of the Fair Labor Standards Act.

EXEMPT – Employee **is not** covered by provisions of the Fair Labor Standards Act.

Your CPAC specialist has the responsibility of making FLSA determinations on the position descriptions you present for verification, but you play a very important role in accurate FLSA determinations. Only you, the manager, can ensure the duties on a position are a true reflection of the work that will be accomplished. HR Specialists use the duties and the competencies required perform the duties identified on the PD to make Exempt/Nonexempt determinations. Should your employee challenge his/her exempt status and the grievance or claim is heard by a 3rd party, the 3rd party may use the position description to assist in making a determination. Ask yourself, “Do I want to place myself in a situation where I have to explain to my superiors and a 3rd party why the work my employee is doing and the duties identified on his/her position description are not the same?” A scenario such as this only adds to the confusion, and raises concerns of a possible misassignment. Your employee is receiving compensation based on the classified position description. If those duties are not being performed, it is unknown if the employee is receiving the correct salary or if he/she is even qualified to do the work. There should be no mismatch between the written document and duties actually performed.

Another aspect of FLSA which impacts you, is known as the “suffer or permit doctrine.” Suffered or permitted work is any work performed by an employee for the benefit of an agency, whether requested or not, appropriately approved or not, when the employee’s supervisor accepts the benefits of that performed work.

Anytime you **require** or **allow** a Nonexempt employee to work is considered hours worked. For example:

- Asking employee to work through lunch to get out a report.
- Employee taking work home.
- Asking an employee to stay late to get something out to meet a suspense.
- Employee volunteering to come in early.

Under the FLSA, management cannot accept the benefits a covered (nonexempt) employee's work without compensating the employee for that work.

The Fair Labor Standards Act mandates Nonexempt employees working overtime (OT), be paid OT for OT hours worked (1.5 times their regular pay). You have no choice in the matter unless the employee **requests** compensatory time in lieu of OT. If the employee requests compensatory time in lieu of overtime, you should have the employee make the request in writing. You may **not** force, intimidate or attempt to coerce a Nonexempt employee into accepting compensatory time in lieu of OT pay. If your Nonexempt

employee is covered by a Bargaining Unit (BU), consult with your local CPAC LMER Specialist to see if OT is covered by the Collective Bargaining Agreement (CBA), as compensatory time in lieu of OT pay may be prohibited per the CBA.

FLSA Litigation

Since 2000, the Army has paid out over \$11 million in settlements and has had over 80 grievances filed on FLSA. Arbitration costs, including Union attorney fees and travel, is over \$20,000 a day. The number of FLSA claims increases each year and is affecting not only Army, but other federal agencies. Below is a table of some other federal agencies that have been impacted by FLSA settlements.

Agency	Settlement
Department of Labor (DOL)	\$7 million
Environmental Protection Agency (EPA)	\$35 million
General Services Administration (GSA)	\$30 million
Department of State	\$40 million
Department Housing and Urban Development (HUD)	\$24 million
Social Security Administration (SSA)	\$200 million
Department of Homeland Security (DHS)	\$20 million

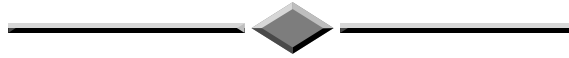
FLSA - Err on the Side of Caution

The agency (Army) has the burden of proof with regards to FLSA. In all exemption determinations, the agency must observe the General Principles outlined in 5 CFR 551.202. Included in these General Principles are the following:

- Each employee is considered FLSA **nonexempt** unless the employing agency (your HR Specialist with your input, when required), determines the employee **clearly** meets the requirement of one or more of the exemption criteria.
- Exemption criteria **must** be narrowly construed to apply only to those employees who are **clearly** within the terms and spirit of the exemption (be conservative).
- The **burden of proof** that an employee is exempt rests with the agency that asserts the exemption (HR Specialist in coordination with management).
- If there is reasonable doubt as to whether an employee meets the criteria for exemption, the employee will be designated **nonexempt**.

FLSA Final Thoughts

Review your employees' position descriptions. Make sure the PD is an accurate reflection of the duties performed. Ensure nonexempt employees are compensated for all hours of work performed ("suffer or permit doctrine") and take steps to prevent work from being accomplished outside of your Nonexempt employees' normal work schedule if your budget precludes compensating them at the prescribed overtime rate. Work with your HR Specialists when they are making the FLSA determination and provide them requested information (be forthright about duties actually performed). Act **now** if you think any of your employees' FLSA determination is incorrect by contacting your servicing HR Specialist for assistance.



APPENDIX A. CHECKLIST IN WRITING POSITION DESCRIPTION

FACTOR EVALUATION SYSTEM (FES) FORMAT

1. Duties

Does each duty describe:

_____ The work to be performed?

_____ The procedures involved in performing the work?

_____ The percentage of time spent on each duty (at least one duty should be 25 % or more)

_____ Do the percentages total 100%?

2. Performs Other Duties as Assigned – unnumbered statement placed at the end of duties. (No percentage attached)

3. Are the nine FES Evaluation Factors thoroughly addressed?

Factor 1. Knowledge Required by the Position

_____ The nature or kind of knowledge and skills needed.

_____ How these knowledge's and skills are used in doing the work.

Factor 2. Supervisory Controls

_____ How the work is assigned.

_____ The employee's responsibility for carrying out the work.

_____ How the work is reviewed.

Factor 3. Guidelines

_____ The nature of guidelines used in doing the work.

_____ The judgment needed to apply the guidelines or develop new guidelines.

Factor 4. Complexity

_____ Nature of the assignment.

_____ Facts/conditions considered by the employees in identifying what needs to be done.

_____ Difficulty and originality involved in performing the work.

Factor 5. Scope and Effect

_____ Purpose of the work - ultimate goal to be achieved.

_____ Impact of the work product or service.

Factor 6. Personal Contacts

_____ People and conditions under which contacts are made (except supervisor).

Factor 7. Purpose of Contacts

_____ Reasons for contacts; skill needed to accomplish work through person-to-person activities.

Factor 8. Physical Demands

_____ The nature, frequency, and intensity of physical activity.

Factor 9. Work Environment

_____ The risks and discomforts imposed by physical surroundings and the safety precautions necessary to avoid accidents or discomfort.

Overall Considerations

_____ Are the factor levels and points assigned identified on the Position description? They should be noted on the same line as the factor heading. At the end of the nine factors, ensure that the points are totaled and noted.

_____ Do the descriptions of major duties and the evaluation factors complement each other? Statements made in the factor descriptions must be supported by major duties.

APPENDIX B POSITION DESCRIPTION FORMAT CHECKLIST

GENERAL SCHEDULE NARRATIVE

1. Supervisory Controls

Does this paragraph include:

- How job assignments are made?
- What kind of supervision is received while performing the work?
- What oral and written guidance is available?
- How the work is evaluated?

2. Duties

Does each duty describe:

- The work to be performed?
- The procedures involved in performing the work?
- The proportion of time spent on each major duty (one at least 25% of the time)?
- Do the percentages total 100%?

3. Performs Other Duties as Assigned – unnumbered statement placed at the end of duties. (No percentage attached)

APPENDIX C POSITION DESCRIPTION FORMAT CHECKLIST

WAGE GRADE (NON SUPERVISORY)

1. **Duties.** Does each duty describe:
- _____ The nature and extent of each type of work performed?
 - _____ The procedures involved in performing the work?
 - _____ The proportion of time spent on each major duty?
 - _____ Do the percentages total 100%?

Duties of a different grade or skill level should be described in separate major-duty paragraphs that reflect the percentage of time spent on each major duty.

2. **Performs Other Duties as Assigned** – unnumbered statement placed at the end of duties. (No percentage attached)

3. Wage Grade Factor ***Skills And Knowledges:***

- _____ Are the skills and knowledges required to perform the job described?
- _____ Are the necessary licenses, certifications listed?
- _____ Are there any other requirements that would impact recruitment?

4. Wage Grade Factor ***Responsibility:***

- _____ What is the scope and complexity of the work assigned?
- _____ What are the frequency and difficulty of judgments and decisions?
- _____ What is the nature of personal supervision received?
- _____ What are the nature of regulations, standard operating procedures, and technical guides available to accomplish the work?

5. Wage Grade Factor ***Physical Effort***

- _____ What is the nature, degree, frequency, and duration of physical exertion required to perform the work?

6. Wage Grade Factor ***Working Conditions***

- _____ Are hazards, physical hardships, and working conditions to which the incumbent is exposed accurately described?
- _____ What is the frequency and duration of such exposure?
- _____ Is there a requirement for protective clothing or safety devices?
- _____ What are the possible effects of the hazards on employees?

APPENDIX D POSITION DESCRIPTION FORMAT CHECKLIST

**SUPERVISORY POSITIONS EVALUATED BY THE GENERAL SCHEDULE
SUPERVISORY GUIDE (GSSG)**

1. Duties - Does each major duty describe:

- _____ The work to be performed?
- _____ The procedures/processes involved in performing the work?
- _____ The percentage of time spent on each duty? Duty percentages total 100%?
- _____ Supervisory duty encompassing technical and administrative supervisory tasks at least 25% of the time.

2. Performs Other Duties as Assigned – unnumbered statement placed at the end of duties. (No percentage attached)

3. Are the six GSSG evaluation factors thoroughly addressed?

Factor 1. Program Scope and Effect

- _____ The program (or program segment) directed.

- _____ The work directed, the products produced, or the services delivered.

- _____ The impact of the work, products and/or programs described under scope on the mission and programs of the customer, the activity, other activities in or out of government, other agencies, the general public and others.

Factor 2. Organizational Setting

- _____ Identify the supervisory position in relation to higher level of management.

- _____ Identify any unusual situations where direction and performance appraisal may be received from different individuals.

Factor 3. Supervisory and Managerial Authority Exercised

- _____ Describe delegated supervisory and managerial authorities exercised on a recurring basis.
- _____ Address such issues as how supervisory work planning, assigning, scheduling, coordinating and reviewing is done.
- _____ Address how discharging assigned personnel management responsibilities; and/or exercising managerial authority is accomplished.

Factor 4. Personal Contacts

- _____ **Factor 4A - Nature of Contacts.** Identify the contacts and describe the nature and settings of recurring contacts associated with the supervisory work.
- _____ **Factor 4B - Purpose of Contacts.** Describe the essential purpose of contacts described in Factor 4A. Include advisory, representational and commitment making responsibilities related to supervision or management.

Factor 5. Difficulty of Typical Work Directed

- _____ Describe the complexity and difficulty of the basic work (non-supervisory and mission) most typical in the organization supervised where the supervisor has technical or oversight responsibility.
- _____ Identify the highest level of basic work (non-supervisory and mission oriented) within the unit supervised which represents at least 25% or more of the workload of the organization. (Do not count people or positions) Look at duty hours, manpower documents or other indicator of workload quantity/performance. Include the workload of General Schedule, Federal Wage System, assigned military, contractors, volunteers, trainee employees, etc.

Factor 6. Other Conditions

- _____ Describe conditions under which supervisory duties, authorities and responsibilities are accomplished (e.g., type of work supervised, subordinate supervisors, subdivisions within the unit supervised, physical dispersion, shift operations, changing technologies, special hazard and safety conditions, etc.

APPENDIX E. POSITION DESCRIPTION FORMAT CHECKLIST

FEDERAL WAGE GRADE SUPERVISOR

Supervisory wage grade positions must follow the format and content of the Job Grading for Federal Wage System Supervisors issued by the Office of Personnel Management. Note that employees occupying FWS Supervisory positions must supervise on a **substantially full-time and continuing basis**. The format is as follows:

1. Supervisory Controls:

_____ Paragraph describes how work is assigned, kind of supervision received, judgment required, etc.

2. Duties:

_____ Paragraph which identifies the organization supervised, summarizes the work, and identifies the occupation and grade level that best reflects the nature of the overall work operations.

3. Supervisory Duties:

Factor I. Nature of Supervisory Responsibility. Consider the nature of the supervisory duties performed, and the type and degree of responsibility for control over the work supervised. Cover the following areas:

- _____ Work Planning
- _____ Work Direction
- _____ Work Administration

(For assistance, see the four situations defined in the “Federal Wage System Job Grading Standard for Supervisors.”)

_____ "Performs other duties as assigned" statement follows the major duties.

Factor II. Level of Work Supervised.

_____ Identify the level and complexity of work supervised. Determine the highest grade of non-supervisory work technically supervised. Identify the occupation (or various occupations) directly involved in accomplishing the work assignments/projects which reflect the main purpose or mission of the work.

Factor III. Scope of Work Operations Supervised. This subfactor measures the scope of the assigned work function or mission.

Subfactor A. Scope of Assigned Work Function and Organizational Authority.

_____ Identify the scope of work operations supervised, and the importance of the jobs' decisions.

_____ Identify the extent and nature of the job's authority in relation to the organizational assignment.

Subfactor B. Variety of Function. Evaluate the difficulties of technical supervision of work functions

_____ Determine if the work functions supervised are essentially similar (common or related body of knowledges, skills, work procedures), or markedly dissimilar occupations.

_____ Determine the highest grade level work functions technically supervised.

Subfactor C. Subfactor C. Workforce Dispersion

_____ Determine duration of projects, number of work sites, whether supervisor and workforce are collocated or widely dispersed to include the frequency of dispersion, and the necessity to monitor and coordinate the work.

APPENDIX F. POSITION DESCRIPTION CHECKLIST

Managers may use this checklist as a reference:

- _____ a. Was the correct standard or guide used to draft the position description?
- _____ b. Is the position description in the correct format? (i.e., Narrative, FES, Wage Grade, Supervisory)
 - (1) If FES, are the major duties plus the nine factors described?
 - (2) If Wage Grade, major duties and the additional four factors described?
 - (3) If narrative, are the supervisory controls plus major duties described?
 - (4) If GSSG, are the major duties plus the six factors described?
- _____ c. At the end of each major duty, are the percentages of time spent performing the duties identified and do they total 100 percent?
- _____ d. Does the phrase “Performs other duties as assigned.” appear at the end of the major duty section?

APPENDIX G. EVALUATION STATEMENT FORMAT

Evaluation Statement

1. Position Number: XXXXX
2. References: List all references used to determine the series and grade of the position.
3. Title and Series Determination: Describe which references were used and how they were applied to determine the appropriate title and series for the position.
4. Grade Determination: Describe which classification standard was applied to determine the grade of the position. When applying a standard in the FES format, explain how the duties exceed the next lower level, how they failed to meet the next higher level, and how they meet the level designated for the position. When applying a standard written in narrative format use subparagraphs to describe **Nature of Assignment** and **Level of Responsibility**. Note: this level of detail is required for positions that may be appealed for controversial actions; not all evaluations will require this level of detail.
5. Final Classification: Final determination of the appropriate Title, Pay Plan, Series, and Grade of the Position.

