

# EVERYTHING YOU NEED TO KNOW ABOUT POSITION DESCRIPTIONS AND POSITION CLASSIFICATION

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This pamphlet has been developed as a guide when there are questions about writing Position Descriptions, grading duties, and handling various classification-related problems like appeals, misassignments, and compensation issues.

You are encouraged to consult with your personnel advisor in the **Civilian Personnel Advisory Center (CPAC)** or your servicing **Position Classification Specialist** in the CPOC if there are questions about this material. Information is also available at various Web Sites to include Department of Army's **Civilian Personnel On Line** (<http://cpol.army.mil>); Office of Personnel Management's (OPM) Home Page (<http://www.opm.gov>); and the Pacific Region's Home Page (<http://pacific-cpoc.ak.pac.army.mil/index.html>).

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## APPENDIX A

### WHAT IS A POSITION DESCRIPTION?

When a position is created, the supervisor decides what duties need to be performed and these are then written in a prescribed format and become a Position Description. A number of things are included in a Position Description, in addition to the major duties to be performed. Examples of these are the type and degree of supervision exercised over the work, the kind of responsibility the incumbent has for carrying out the duties, the kinds of knowledge, skills and abilities which are needed to do the work, and the kinds of guidelines which are available. As a rule, the supervisor drafts the Position Description and then sends it through the Civilian Personnel Advisory Center (CPAC) to the Civilian Personnel Operations Center (CPOC) for further action.

#### WHY DO WE HAVE A POSITION DESCRIPTION?

##### FIRST: IT IS A "PAY VOUCHER":

Because of the way we write Position Descriptions, we are able (through a process known as job/position classification) to determine the pay plan (GS, WG, WS, etc.) title, occupational code and grade which are proper for the described set of duties. These, in turn, set the range of the salary to be paid to the person who ultimately takes the job.

##### NEXT: IT IS A RECRUITMENT TOOL:

The Position Description is used to determine the qualifications required to do the work since the duties provide the framework for determining what skills, knowledge, aptitudes and personal characteristics are required by potential candidates for the job. For this same reason Position Descriptions play a vital role in placement of employees during reductions-in-force (RIF).

##### NEXT: IT IS A MEANS OF MEASURING JOB PERFORMANCE:

After the job is filled, the Position Description is used as the basis for determining what performance elements are essential to successfully perform the work. Ultimately, the supervisor uses the performance elements and standards to evaluate how well the duties of the job are carried out. This process, in turn, may ultimately impact such important processes as awards, performance-based actions and the like.

##### NEXT: IT IS A METHOD OF IDENTIFYING TRAINING NEEDS:

In order to ensure that employees receive the requisite training they need, the Position Description can be used as a guide to the preparing employee development plans and related training documents.

##### FINALLY: POSITION DESCRIPTIONS ARE A TOOL FOR COMMUNICATING WITH THE EMPLOYEE

The supervisor can use the Position Description to communicate to the employee the major duties and tasks of the position and to tie all associated documents (such as the performance plan and the training/development plan) together.

#### WHY DO POSITION DESCRIPTIONS HAVE TO BE ACCURATE?

It is clear that since so many very critical personnel processes follow from the Position Description, including employee pay, it is vitally important that such documents be accurate, complete and up-to-date. If the major duties and responsibilities outlined in the Position Description are allowed to become inaccurate, the pay of the employee may not be correct. This is because the pay (grade) relates to the duties in the description. Inaccurate Position Descriptions could also result in reflecting required skills and knowledge incorrectly which in turn, could lead to bad placement decisions in RIF.

#### **HOW OFTEN SHOULD DESCRIPTIONS BE REVIEWED?**

One of a supervisor's primary responsibilities is to ensure that Position Descriptions under his/her supervision stay accurate. To this end, Department of Army requires that descriptions be reviewed at least annually, usually in conjunction with employee performance evaluations. If major changes to the Position Description are required, the supervisor must take steps in a timely manner to redescribe the job or must revise the duty assignment to match the Position Description. However, supervisors need not wait until employee performance evaluations take place to report changes. If mission needs change and these changes impact on the assignment of duties to positions, supervisors are urged to contact their CPAC personnel advisors to discuss the impact of such changes. These include changes that are both permanent and temporary. Just because a Position Description is going to be inaccurate temporarily does not remove the responsibility for the supervisor to discuss changes with the personnel advisor.

#### **WHAT POSITION DESCRIPTIONS ARE NOT**

Position Descriptions are not intended to be complete, exhaustive specifications of all tasks and duties assigned to and performed by employees. Current guidelines on writing Position Descriptions require that Position Descriptions contain only the major duties of the position in the detail necessary to place the right title, series, and grade on the work. Supervisors are reminded that employees may not refuse to carry out lawfully assigned tasks, simply because they are not specifically spelled out in the Position Description. Reference is made to Appendix C, which outlines DA's philosophy on the statement "Performs other duties as assigned."

## APPENDIX B

### HOW TO WRITE A POSITION DESCRIPTION

**TWO PRIMARY OPTIONS:** Department of Army has two preferred ways to generate a new Position Description. These are to use the COREDOC option associated with PERSACTION and/or to access an existing job in the PD Library.

**COREDOC** is a part of the **Modern DCPDS System**, which is being deployed to supervisors' desks across Army. COREDOC offers the supervisor the opportunity to systematically develop a new Position Description by selecting duty statements and factor level descriptors that are outlined in the automated system.

Unedited/unaltered jobs developed by using COREDOC are accepted as properly classified, requiring limited review by the personnel community. Position Descriptions developed using COREDOC can be attached to **Request for Personnel Action (RPA)** requests and sent electronically to the CPAC and CPOC for processing.

**PD LIBRARY:** PD Library contains properly classified, "real world" Position Descriptions in many different occupational families and at many different grade levels. Jobs are being contributed from Army installations all over the world. Eventually it is hoped that there will be a sufficient sampling of jobs and that the need for developing an original sheet will be greatly reduced.

PD Library gives supervisors virtually unlimited access to Army Position Descriptions. It's like having a giant CPO at your finger tips; instead of trying to write a new description "from scratch", the supervisor will look for a job in the Library to see if a usable one already exists. If it does, the supervisor downloads the description, attaches it to a RPA and after organizational approvals are obtained, sends the action and the Position Description to the Civilian Personnel Advisory Center for eventual transmission to us here in the CPOC. In addition to saving the supervisor's time, a further inducement to using unedited Library jobs is that these require no further classification activity.

If the selected description isn't an exact match, it can still be used. The supervisor can download the PD Library job, edit it as necessary, and attach it to a RPA document. Either course of action has the potential of saving supervisors a great deal of time and effort.

Obviously there are some "rules" to using jobs in PD Library; these are outlined in PD Library as one of the menu options. There isn't anything new: The selected Position Description must match the duties the supervisor needs to be performed and the duties to be performed must be carried out under the type and degree of supervision outlined in the selected Position Description. Obviously, the description must also fit the mission of the supervisor's unit. It won't do for a supervisor to select a research and development description if the unit supervised is responsible for Department of Public Works engineering design projects.

PD Library can be accessed via the Web at <http://cpol.army.mil>. Click on Position Description Library (PD Library.)

**FASCLASS:** FASCLASS stands for Fully Automated System of Classification. When fully installed, it essentially will be a huge database of all active and many inactive position descriptions throughout Department of Army. FASCLASS can be accessed through each Regional Civilian Personnel Operations Center's home pages. Supervisors who are interested in developing a new PD can review FASCLASS for similarly classified positions whether on the immediate installation, at installations throughout the Pacific region or any organization in DA. Once a PD is found, it can be copied and pasted into a word processing document, edited if necessary and then submitted with a PERSACTION request as an attachment. Advice on how to use FASCLASS can be obtained either from the CPAC personnel advisor or from the assigned classifier at the PACPOC.

FASCLASS can be accessed through the Manager's Toolbox on the Pacific CPOC Home Page at <https://pacpoc21.ak.army.mil/fasclass/default.asp>

**OTHER ALTERNATIVES:** If you are not successful in developing a Position Description from COREDOC or PD Library and cannot find a reasonably close match in FASCLASS, you are advised to discuss your objectives and wishes with your servicing personnel advisor, as this is often the best way to find out if a similar job already exists on the installation. There's a very good chance there is something similar to what you have in mind. Many times supervisors can revise the Position Description of the current incumbent of the job. It is rare that the entire set of duties changes, and often the existing description can be revised with only minor changes.

**WHEN YOU HAVE TO WRITE A NEW POSITION DESCRIPTION:**

**BE FACTUAL:** Describe the actual duties and responsibilities of the position. Don't inflate or overstate the duties.

**STRIVE FOR A "BALANCED" DESCRIPTION:** Position Descriptions should be as concise as possible but as long as necessary to accurately and adequately describe the duties of the job.

**KEEP IT SIMPLE:** Use straightforward, commonly understood language.

**START SENTENCES WITH ACTION VERBS:** Avoid non-specific terms like "coordinates" "administers" "arranges" and the like. Instead, use words that actually describe the actions taken. For instance, instead of saying "arranges" you might say "makes phone calls to set up meetings, prepares agenda, makes necessary reservations."

**DEFINE ACRONYMS** the first time they are used.

**AVOID CITING SPECIFIC REGULATIONS,** form numbers or report names. As these often change, it is better to use generalizations such as "in accordance with governing regulations" "prepares various narrative and statistical reports". Along the same lines, avoid specifying a particular number; instead use ranges of numbers (e.g., 2-5) or characterize by such words as "various," "numerous," "extensive".

## APPENDIX C

### "PERFORMS OTHER DUTIES AS ASSIGNED"

Department of Army requires that all Position Descriptions end with the statement "Performs other duties as assigned." This statement is put in Position Descriptions to establish the principle that the assignment of duties is not limited by the content of the Position Description. Supervisors are expected to assign other duties whenever, in their judgment, the circumstances warrant such action.

Position Descriptions do not contain all the tasks and duties employees may be assigned or which might be performed as the work progresses from beginning to end. The description should accurately portray the major duties of the position and should contain those duties that are regular and recurring. However, from time to time supervisors may find it necessary to assign duties which are not regular and recurring and/or which are incidental to the other duties performed. "Performs other duties as assigned" is present in the Position Description to cover such situations.

While this statement is reflected in all DA Position Descriptions, supervisors should avoid and/or eliminate the assignment of UNRELATED incidental duties whenever possible. To this end, the following guidelines on assignment of work are provided:

**REASONABLY RELATED:** Duties should be reasonably related to the employee's position and qualifications. It is perfectly justified, for example to assign additional clerical duties to a stenographer but obviously unreasonable to assign laborer tasks to the same employee. Similarly there are some situations where what might appear to be unrelated duties are justifiably assigned, e.g., skilled mechanics may, in the normal course of their days' work, clean up their immediate work area.

**DIFFERENT CIRCUMSTANCES:** What may be acceptable practice in one situation may be altogether unacceptable in another. The assignment of clerical tasks to a skilled technician as an incidental duty would normally not be done but in a small activity or in an isolated location, it might be the only logical thing to do.

**EMERGENCIES:** In emergency situations, of course, duties that might not be reasonably related to an employee's position may have to be assigned.

You will notice that in this discussion, we have dealt with the issue of **TEMPORARILY assigned, INCIDENTAL duties**. It is generally these kinds of duties that are covered by "Performs other duties as assigned." It is not intended for this statement to cover regular and recurring work nor is it intended to cover work that may be so frequent that it has become a major duty. (A major duty is usually one that occupies 25% or more of the employee's time.)

If it is determined that a duty is performed with such frequency and regularity that it is not incidental and temporary, supervisors are urged to discuss such issues with the CPAC personnel advisor and/or the CPOC classifier.

## APPENDIX D

# EVALUATING A POSITION DESCRIPTION: USING A CLASSIFICATION OR JOB GRADING STANDARD

**BASIC CONCEPTS:** In the Federal Government, jobs are classified when the evaluator assigns a pay plan, occupational series and grade to the duties in a Position Description. Within DA, the evaluator is either the line supervisor who has been delegated position classification authority by his/her chain of leadership or, in the absence of such delegation, the Position Classification Specialist in the CPOC.

Jobs are classified by comparing the duties in the approved Position Description to a job grading or classification standard, which is normally written by the Office of Personnel Management. We do not classify jobs by comparison to one another.

Another basic concept is that the duties of the position are classified, not the incumbent (except in rare cases such as "impact of the person-on-the-job" positions). Neither the volume of work to be done, nor quantity of work produced is to be taken into consideration when the job is classified, and such personal characteristics as efficiency and length of service are likewise not classification factors. Finally, we do not use position classification as a way to reward good performance.

**PROCEDURES:** The process of classifying a job follows a logical progression, which is described below.

1. Decide whether the duties place the job in the General Schedule (white collar work) or in the Federal Wage System (blue collar work.)
2. Determine whether the job is a supervisor, a non-supervisor or a leader.
3. Determine what occupational group, or job family, the work belongs in. This decision can best be made by comparing the duties to job family and series definitions outlined either in the "Handbook of Occupational Groups and Series" for GS jobs or "Definitions of Trades and Labor Job Families and Occupations" for WG work.
4. Once the broad job family has been determined, find the specific occupational series by comparing the duties to series descriptions outlined either in the references noted immediately above or in the specific job grading or classification standard for that particular series.
5. The duties in the job are then compared to the grading criteria for the selected job series and, following the methodology of the classification or grading standard, a grade level is assigned.
6. Finally, one titles the job by referring to titling guidance which is outlined in the controlling standard or by reference to guidance in OPM's "Introduction to the Classification Standards," specifically that section dealing with "Titling Practices."

### INFORMATION ON CLASSIFICATION OR JOB GRADING STANDARDS

**BACKGROUND:** There are different kinds of classification or job grading standards. The most common are standards for a particular line of work or occupation. There are separate standards for supervisory jobs in both blue and white collar occupations. The evaluator should become familiar with the format and arrangement of classification/job grading standards in general, but more importantly with the standards which cover the primary work in the unit supervised.

**FORMAT/ARRANGEMENT OF STANDARDS:** Standards are written in different formats and this format also dictates the format of the Position Description. For instance, non-supervisory GS jobs can either be covered by a "Factor Evaluation System" (FES) standard or by what is called the "narrative" format. The most common types of standards are:

**FES STANDARDS:** If the job being evaluated is covered by an FES standard, the evaluator must assess nine different facets of the work. These are: knowledge required, supervision received, guidelines, complexity, scope and effect, personal contacts, purpose of contacts, physical demands, and work environment.

**NARRATIVE STANDARDS:** If the duties are covered by a narrative standard, usually the evaluator is concerned only with the type of supervision received and the nature of the assignment or duties to be performed.

**FEDERAL WAGE SYSTEM:** If the job is a FWS wage grade position, four facets of the work must be addressed: skill and knowledge, responsibility, physical effort, and working conditions.

**SUPERVISORY POSITIONS:** Format and content of GS and FWS supervisors are also different. Please refer to Appendix F for detailed information on these positions.

**LEADER POSITIONS:** Leader positions are generally written in the same format as the representative positions led, and in addition to the non-leader tasks performed, contain a list of leader duties. An alternative to this is to complete a checklist of such tasks, which is then attached to the PD.

## APPENDIX E

### GRADING SECRETARIAL JOBS

**BACKGROUND:** Over the years, many questions have arisen concerning how Secretaries are graded. As the classification methodology to grade such positions is somewhat different from how we classify other jobs, the following information has been prepared.

#### WHAT IS A SECRETARY?

**OPM's DEFINITION:** Position established to assist one person, and sometimes the subordinate staff, by performing general office work; and the position MUST be the principal support position in the office, operating independently of any other such position.

#### SOME CONCEPTS BEHIND GRADING SECRETARIES

##### 1. GRADES DEPEND ON MORE THAN THE PERFORMANCE OF CERTAIN TASKS

Example: Most secretaries "handle the mail" but:

- a. The GS-3 Secretary gets mail and gives to addressees or gives most/all to supervisor;
- b. The GS-4 Secretary gets and opens mail, gives to addressees, gives rest to supervisor, disposes of mail based on supervisor's directions.
- c. The GS-5 Secretary opens and screens mail, diverts mail to appropriate action officer (based on knowledge of subordinates' assignments/areas of responsibility), and handles routine office administration matters (filing, timekeeping, ordering supplies) independently.
- d. The GS-6/7 Secretary opens and screens mail, gives mail to appropriate action officer (based on knowledge of assignments AND based on knowledge of supervisor's priorities, policies and preferences), handles all administrative/non-technical issues, takes independent action to respond to requests and to compose routine replies, gives only selected matters to the supervisor, and informs supervisor of actions taken.

##### 2. GRADES DEPEND ON A COMBINATION OF THE FOLLOWING FACTORS:

- a. Working relationship between secretary and supervisor
- b. Supervisor's ability and willingness to delegate
- c. Secretary's ability/capacity to develop substantive knowledge
- d. Experience in the job sufficient to provide organizational and procedural knowledge
- e. Extent to which work/tasks are available to be performed

**3. THE MOST CRITICAL GRADING ELEMENTS ARE THE SECRETARY'S KNOWLEDGE** (of the office's mission, the supervisor's priorities, policies and commitments, and what tasks and steps are necessary to manage the office) AND HOW THIS KNOWLEDGE IS APPLIED (not only that certain things must be done, but why things are required and how to get even the most unusual tasks accomplished).

#### HOW THE ORGANIZATIONAL ENVIRONMENT INFLUENCES THE GRADE

One of the chief differences between grading secretaries and other positions is that the secretarial standard takes into account the complexity of the organization served and the administrative complexity of the supervisor's program area. This, in turn, permits the evaluator to assess the extent of office rules, procedures and priorities the secretary must apply to maintain a proper and smooth flow of work.

In other words, to properly assess a secretarial position, one must put the position within the administrative framework of the organization. The thought behind this is that the size, scope, complexity and program authority or influence of the organization in which the position functions have a direct bearing on the complexity of the secretarial job, and thus can influence the final grade of the position.

OPM has determined that organizational environment can be divided into three categories; these are called "Work Situations (WS)."

#### 1. CHARACTERISTICS OF WORK SITUATION A:

Organization is typically small and of limited complexity,

or

Is large enough to be subdivided into a subordinate structure when the administrative and clerical processes, mission or program complexity, and requirement for external coordination by the secretary are limited, as evidenced by the fact that there is little need for the secretary to maintain contacts outside of the organization; or the program or mission of the organization is relatively "self-contained", i.e., it functions with limited and informal direction and coordination, thus lessening the responsibilities the secretary could have.

#### 2. CHARACTERISTICS OF WORK SITUATION B:

Staff is organized into subordinate segments which may in turn be further divided; direction of the staff is exercised through intermediate supervisors; subordinate groups differ from each other in such aspects as subject matter, functions, relationships with other organizations, and administrative requirements IN WAYS THAT PLACE DEMANDS UPON THE SECRETARY THAT ARE SIGNIFICANTLY GREATER THAN IN SMALLER, LESS COMPLEX ORGANIZATIONS. There is a system of formal internal procedures and administrative controls and a formal progress reporting system; and coordination among subordinate units is sufficiently complex to require continuous attention.

or

Office or element has extensive responsibility for coordinating work outside of the organization, requiring procedures and administrative controls equivalent to those described above for internal coordination.

The secretary must have responsibility for establishing and maintaining frequent and substantive contacts outside of the organization; to coordinate numerous substantive administrative details in support of the organization's programs or mission; and to be conversant with not only the internal operation of the organization, but also of its relationship and involvement with outside organizations.

With regards to such externally directed contacts, these are established for the purpose of coordinating substantive program requirements, administrative details, and staff support responsibilities.

The administrative and clerical procedures and processes necessary to the functioning of the organization MATERIALLY ADD to the complexity of the secretary's position.

#### 3. CHARACTERISTICS OF WORK SITUATION C:

In addition to meeting characteristics of WS B above, organizations at this level have their own subordinate staff offices in such areas as personnel, management analysis, administration and the like. WS C organizations are divided into three or more subordinate levels with several organizations at each level. In addition, such organizations have one or more of the following conditions present which increase the knowledge required to carry out the work:

a. The program is interlocked on a direct and continuing basis with the programs of other departments or agencies, requiring constant attention to extensive formal clearances and controls;

b. The program is directly affected by conditions outside the organization which vary widely in nature and intensity, and which frequently require organizational, procedural or program adjustments;

c. There is active and extensive public interest or participation in the program, which results in the supervisor's spending a substantial amount of time in personal contacts, such as with the media, state and local governments and the like.

NOTE: Since WS C is the highest in the standard, as a rule, it is reserved normally for the highest element in the organization, for instance the Commanding General, Commanding Officer and/or SES-level Directors.

#### **HOW WE ACTUALLY GRADE SECRETARIAL JOBS**

##### **BASIC GROUND RULES:**

1. Grades are determined only by reference to the OPM Position Classification standard for Secretaries. Job-to-job comparisons are not permitted.

2. The grading standard for secretaries is in the "Factor Evaluation" format. One arrives at a grade by determining the proper points for the nine factors outlined, adding these points up, and converting to a grade by reference to a conversion chart published in the standard.

##### **THE GRADING FACTORS, WHAT THEY MEASURE AND THEIR WORTH:**

###### **FACTOR MEASURES % OF TOTAL GRADE**

###### **1. Knowledge - 40%**

What Sec must know and the skills applied to do the work. Also includes the organization in which this knowledge and skills are performed

###### **2. Supervisory Controls - 15%**

How work is assigned, carried out and reviewed. Also translates these into duties

###### **3. Guidelines - 15%**

What procedures, handbooks, guides are available and how they are used

###### **4. Complexity - 10%**

How hard the work is, if it is difficult to know what to do, and what originality is required

###### **5. Scope and Effect - 10%**

What the purpose of the work is; what impact it has on other work

###### **6. Personal Contacts - 3%**

The kind of people the employee deals with on a regular basis

###### **7. Purpose of Contacts - 5%**

The reason(s) for such contacts

###### **8. Physical Demands - 1%**

Any unusual physical activity

###### **9. Work Environment - 1%**

Where duties are carried out

## APPENDIX F

### HOW TO CLASSIFY

#### WHITE COLLAR (GS) AND BLUE COLLAR (WS) SUPERVISORS

**WHITE COLLAR SUPERVISORS:** General Schedule (GS) supervisory positions are graded by the General Schedule Supervisory Guide (GSSG). Grades are determined by evaluating the six factors outlined below. Each factor has several levels of difficulty, each with its own point level. After all six factors are assessed, the points are added and the total is converted to a grade using a conversion chart found at the end of the standard.

**The six factors used to grade GS supervisors are:**

**PROGRAM SCOPE AND EFFECT:** Measures the general complexity, breadth and impact of the program areas and work directed, including their organizational and geographic coverage. Also assesses the impact of the work both within and outside the immediate organization. (Five levels with points ranging from 175 to 900).

**ORGANIZATIONAL SETTING:** Measures the organizational situation of the position in relation to higher levels of management, specifically by addressing the level of management to which the position reports. (Three levels with points ranging from 100 to 350).

**SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED:** Measures and assesses the delegated supervisory and managerial authorities performed by the position (Three levels with points ranging from 450 to 900).

**NATURE AND PURPOSE OF CONTACTS:** In this two part factor, we assess the personal work contacts required by the position and also the purpose of these contacts as they relate to the supervisory functions and responsibilities of the position (each sub-part has four levels, with points ranging from 25-100 and 30-125 points respectively).

**DIFFICULTY OF TYPICAL WORK DIRECTED:** Identifies the highest level of non-supervisory work that comprises 25% or more of the substantive work supervised (Eight levels with points ranging from 75-1030).

**OTHER CONDITIONS:** Measures the extent that various conditions add to the difficulty of carrying out supervisory duties (Six levels with points ranging from 310 to 1325).

**BLUE COLLAR SUPERVISORS:** Federal Wage System (FWS) Supervisors are graded by the Job Grading Standard for Federal Wage System Supervisors. There are three grading factors; these are outlined below. We first determine the scope of supervisory authority (Factor I) and then determine the highest grade level of non-supervisory work which is typical of the organization (Factor II). Finally, we address other factors that may impact on the position (Factor III), which involves assessing three subfactors. When a total is derived for the last factor, the final grade of the position is determined by reference to the appropriate conversion chart.

**The three factors used to evaluate FWS supervisors are:**

**NATURE OF SUPERVISORY RESPONSIBILITIES:** Measures the scope and level of supervisory authorities, such as working or full foreman. Four work situations are described.

**LEVEL OF WORK SUPERVISED:** Measures the highest level of non-supervisory work supervised which is typical of the work force. A WG grade is identified.

**SCOPE OF WORK OPERATIONS SUPERVISED:** Measures three aspects of supervision: the extent and nature of the job's authority, the variety of work operations supervised, and the physical dispersion and work location of the work force supervised. Each of the three aspects is assigned a point value, these are totaled and the total is then converted by reference to a conversion chart.

## APPENDIX G

### HOW TO CLASSIFY "MIXED" JOBS

**BACKGROUND:** In the current downsizing climate, supervisors are being required to adjust job assignments to assure mission accomplishment with what is often proving to be a shrinking work force. This situation often results in the need to create jobs that are a mix of occupations and/or grade levels and even a mix of blue collar and white collar work.

**UNDERSTANDING "MIXED OCCUPATIONS" JOBS:** Sometimes the duties of a job cross occupational lines, requiring skills, knowledge and abilities in more than one field. However, we must select a single occupational series when the job is ultimately classified. How do we decide which series is the correct one? In general, we are guided by the following principles:

1. In most cases, we are guided by the "dominant series" rule, which should be applied in the following order.

a. As the first option, classify the job to the series that represents the highest graded duty.

b. In cases in which there is no grade disparity between major duties, classify the job based on which series represents the primary reason the job was established, which series drives the predominant qualification requirements, which series offers the primary sources of recruitment, and which series represents the typical lines of promotion.

2. Sometimes the work can be classified to a "combined" series, that is one in which closely related tasks of equal grade and equal emphasis are performed. Examples of such series are Administrative Officer, Secretary, Clerk-Typist and the like.

3. Another option is to classify the work to a general series, like those ending in "01." But be careful of this option. As a rule, we don't use the "01" series if there is more than one grade level difference between work classified in the series involved or if information in the classification standard prohibits its use.

4. Fundamental to these principles is ensuring a percentage of time is affixed to each major duty in the Position Description. If nothing else, percentages often identify "primary" duties and facilitate making good classification decisions.

**UNDERSTANDING "MIXED GRADE" JOBS:** As noted, we are seeing more and more jobs which involve different grade levels of work. As a general rule, one grades Federal Wage System (FWS) jobs to the highest grade level of work performed, regardless of the percentage of time spent on that duty. Normally, the same is true for white collar workers. However, the Office of Personnel Management requires that in order to grade a GS position to any grade level, certain conditions must be met.

1. As a general rule, one classifies the job to the grade that occupies the majority of the employee's time.

2. However, we are permitted to classify the job to the grade that occupies less than the majority of the time when ALL of the following are met:

a. The work is assigned to the position on a regular and recurring basis;

b. The duty in question occupies a significant and substantial portion of the employee's time, meaning at least 25% of the employee's time; AND

c. The knowledge and skill needed to perform the higher graded work would be required in recruiting for the position if it became vacant. i.e., the higher level duties would specifically be spelled out in a KSA on the job announcement.

3. Work which is temporary, short-term, carried out only in the absence of another, or assigned solely for the purpose of training an employee for higher level work cannot be considered paramount for grade level purposes and generally is not included in the Position Description.

## APPENDIX H

### MISASSIGNMENTS: WHAT TO DO

A misassignment occurs when an employee performs for longer than 30 days major duties that are not described in his/her Position Description. It also occurs when the employee does not perform the major duties in the Position Description and/or when these major duties are overstated or exaggerated. A misassignment should be avoided, but once discovered, must be corrected. This paper is designed to bring some basic fundamentals to your attention so that misassignments do not become common practice.

Supervisors should periodically review employees' Position Descriptions to ensure that these documents accurately reflect duties assigned and being performed. As a minimum, descriptions should be reviewed at least annually, generally during the annual performance evaluation process.

When major duty inaccuracies are found, the supervisor should determine what kind of personnel action is appropriate to correct the problem. Each case should be discussed with your personnel advisor to determine whether temporary promotions, details, temporary reassignments or an appropriate permanent action should be initiated. When the affected employees are part of a bargaining unit, you should also be aware of and comply with the provisions of the negotiated agreement.

Sometimes supervisors think that "Performs other duties as assigned" can be used to excuse major Position Description inaccuracies. A few words on this matter should clarify the intent of this statement. Department of Army requires that "Performs other duties as assigned" be placed in all civilian Position Descriptions to establish the principle that duty assignments are not limited by the content of the Position Description. In other words, it permits supervisors to assign work which may be one-time, irregular, or done on an "as required" or emergency basis. However, this statement does not relieve the supervisor of his/her responsibility for accurate and current Position Descriptions. In no case should "Performs other duties as assigned" be used in place of an accurately described set of major duties and/or regular and recurring tasks. (See appendix C for additional discussion of "Performs other duties as assigned.")

## APPENDIX I

### HAZARDOUS DUTY PAY (HDP) AND ENVIRONMENTAL DIFFERENTIAL PAY (EDP)

**GENERAL BACKGROUND INFORMATION:** It is generally the policy of all Commanders that hazards, physical hardships and working conditions of an unusually severe nature be reduced to the lowest practical level or eliminated. Many mission tasks make such a goal very difficult to achieve. In those instances where hazards, physical hardships or severe working conditions cannot be eliminated and when other program requirements are met, supervisors have the responsibility and authority to initiate payment of Environmental Differential Pay (EDP) or Hazardous Duty Pay (HDP).

#### HAZARDOUS DUTY PAY (HDP)

Applies only to GS employees.

Duty must be listed in an OPM-authorized category.

Duty must be assigned and authorized by management (not volunteered).

Differential cannot be paid if the duty has been taken into account in the classification of the job, except under certain limited conditions.

Differential is not payable if the hazard has been practically eliminated through the use of safety devices, procedures or engineering controls.

Differential is normally 25% of the rate of the employee's basic pay and it is paid for all hours in a duty status on the day the hazardous duty was worked, regardless of the length of exposure to the hazard.

(The most current guidance on HDP can be found in 5CFR 550.901, Subpart 1 "Pay for Duty Involving Physical Hardship or Hazard" and is amplified by information in OPM's Attachment to Provisional Notice 550-1 dated June 29, 1994.)

#### ENVIRONMENTAL DIFFERENTIAL PAY (EDP)

Applies only to employees in Federal Wage System (e.g. WG, WL, WS, WD, WN, etc.)

Paid when an employee is exposed to a hazard, physical hardship or working condition of an unusually severe nature listed in an OPM-authorized category; does not matter if taken into account when job was classified.

Some pay is automatic when definition is met; others are payable only if protective devices or clothing have not practically eliminated the hazard.

Rate of pay generally is 4% or 8% of WG-10, step 2. Depending on the type of hazard or working condition, the employee is paid either for all hours in a duty status or a minimum of 1 hour and in increments of 15 minutes beyond one hour.

#### ADDITIONAL EDP/HDP INFORMATION

Supervisors who authorize or approve payment of differentials are urged to carefully and diligently exercise their authorities and to be aware of and observe the requirements and provisions of governing regulations. As with many facets of the new "power down" philosophy in DA, the correct and legal administration of EDP and HDP rests in large measure on the integrity and honesty of first line supervisors. It would be well for all supervisors to remember that tax dollars are paying these differentials and, as taxpayers, it is in our best interest to assure that differentials are paid only when warranted by mission requirements.

As an internal control mechanism, Commanders might want to include the proper administration of EDP and HDP in the performance standards of supervisors who regularly deal with these matters. Complete procedural and programmatic information about these programs can be found in the installation implementing regulations. The CPAC advisor should be consulted for specific information about these processes and/or if there are questions about these programs.

## APPENDIX J

### WHEN YOU REVIEW A FACTOR IV FACT SHEET

(FOR ONLY THOSE POSITIONS WHERE THE EMPLOYEE'S QUALIFICATIONS AND SCIENTIFIC CONTRIBUTIONS MUST BE EVALUATED BY SUCH POSITION CLASSIFICATION STANDARDS AS THE RESEARCH GRADE EVALUATION GUIDE)

**BACKGROUND:** Employees who are evaluated by a classification standard which assesses their scientific credentials and contributions (usually those engaged in research or experimental development tasks) use a document normally referred to as the "Factor IV" fact sheet or Qualifications Brief. Such documents can also be used to assist in grading other kinds of scientific or engineering work or high graded technician positions. These submissions are often reviewed and rated by a panel of subject-matter experts. **The following can be used when reviewing employees' fact sheets to ensure critical items are included.**

- \_\_\_\_\_ 1. Does the format follow the recommended outline in the governing regulation or standard operating procedure?
- \_\_\_\_\_ 2. Are the pages numbered?
- \_\_\_\_\_ 3. Is information in the experience section brief but accurate?
- \_\_\_\_\_ 4. Does your review of the employee's contributions reveal what you believe to be an accurate and complete picture of what the employee has done for the field, the laboratory and the Army?
- \_\_\_\_\_ 5. Are the publications presented in the correct format with percentages of time and dates included? Do the authors appear in an order consistent with noted percentages and/or requirements of the publication?
- \_\_\_\_\_ 6. Did the employee include his/her publications under the correct heading? (For instance, some laboratories specify that in order to be called "Open Literature", the article/publication has been reviewed, judged or in some other way subjected to refereed pre-publication evaluation.)
- \_\_\_\_\_ 7. Did the employee include under the "Patents, Inventions" heading any novel, unique or one-of-a-kind technique or process?
- \_\_\_\_\_ 8. Did the employee include topic, purpose, date and audience of significant presentations?
- \_\_\_\_\_ 9. Did the employee include topic, date and recipient of his/her significant consultations?
- \_\_\_\_\_ 10. Are citations presented as outlined in governing regulation? (Name, date, location and substance of citation are included. This section normally does NOT include awards and letters of appreciation).
- \_\_\_\_\_ 11. Did the employee include in his/her list of awards the basis for the award? (Does not apply to obvious situations like SSPAs, Exceptional Performance Awards, etc.) Are awards dated?
- \_\_\_\_\_ 12. Did you review ALL material in the document to assure that NO classified or other privileged information is included?

**OTHER THINGS TO REMEMBER/LOOK OUT FOR WHEN REVIEWING THE FACTOR IV:**

1. If a supervisor's addendum or executive summary is used, it should be prepared in such a way that the panel can determine how the supervisor views the employee's value to the organization. It is particularly helpful if some examples are provided of how a tricky or especially complex issue was addressed and solved, and/or that note is made of those instances where the results are particularly significant to the technical area, of value to the government or to science in general. Also, if the work results open up interesting or important new avenues for others to pursue this should be stated in the fact sheet or other supporting document such as the supervisory addendum.
2. It is in the employee's best interests to have a Factor IV that is as brief as possible but as long as necessary to describe the work and contributions made. When you review these documents, please remember that the panel normally focuses its attention mainly on the last 3-5 years. Therefore, the work/contributions made prior to this time can normally be compressed and made more brief than the work which is current. Also when you review your employee's Factor IV submission, be aware of statements which are exaggerated; it is important that the writer maintain credibility.
3. There have been many comments made by panel members over the years concerning the conversion of "outside" publications into government reports. Keep this in mind as you oversee the work of research or experimental development employees and encourage them to convert "outside" issuances into governmental literature whenever possible.
4. Be sure to check that all significant accomplishments are dated!

## APPENDIX K

### HAVE A POSITION REVIEWED

#### PREPARE FOR A CLASSIFICATION INTERVIEW

##### HOW TO PREPARE FOR A CLASSIFICATION INTERVIEW

**BACKGROUND:** Jobs are constantly changing; new programs, tools, and procedures as well as changes in organizational arrangement and enhancements to employee skills all might affect how duties are assigned and how they are carried out. Many times, the changes brought about by these forces are subtle or happen so gradually that their impact is not readily apparent. As a result, supervisors may need someone trained in job analysis to examine a particular position to determine whether changes in duties are significant enough to require changing the content or classification of the job. Such a review is normally done by the CPOC Position Classification Specialist.

**INTERVIEW PROCESS:** Understanding what is involved in carrying out a particular job requires detailed information on such things as how the work is carried out, what steps one goes through to produce a product, and what kind of supervision is exercised over the employee doing this work. Obviously, the very best way to gather such information is to talk to the person who does these duties and to that employee's supervisor.

A classification interview can be conducted over the phone or at the employee's work site. During the interview the classifier will ask the employee a variety of questions normally beginning with the duties in Position Description of record or in a draft revised Position Description provided by the supervisor.

##### The following are typically the questions that are asked:

What do you do?

How do you do it?

Why do you do it?

What skills/abilities/knowledge are required to carry this task out?

How much time does it take? How often do you do this?

Who supervises you? How is that supervision exercised?

What decisions do you make? What error controls exist?

What is the most complex part of your job?

Who do you contact in the course of your work? For what purpose(s)?

##### HELPFUL HINTS:

Put your best foot forward; the interview is not a time to be modest (or to be boastful.) The classifier will want to leave with a clear understanding of what you do and how you do it. As a result, avoid using the pronoun "we" to describe what you do; instead clearly identify your personal contributions and work tasks.

Often it is helpful to focus in on the things that have changed recently in your work assignment and to point out the new/different skills you now must apply in order to get the work accomplished.

When possible, have examples of your work to show or to discuss with the interviewer.

Be prepared for the interview. The best way to do this is to review your current Position Description, go over the revised or draft Position Description your supervisor has prepared, and make notes of the major tasks and responsibilities you've accomplished during the preceding 6-12 months. During the interview, you can refer to this list when you and the classifier talk.

Remember, a position inquiry is not designed to evaluate how well you are performing your tasks. It is being done in order to see if the work you do is properly described in your current Position Description and to determine if the title, series and grade are correct.

**AFTER THE INTERVIEW:** The classifier will analyze the information gained from the interview, as well as all other pertinent information, and will provide the supervisor with advice and recommendations on whether a new Position Description is required and/or what grade, title and occupational series are proper for the duties involved. The supervisor who has been delegated classification authority can either accept the classifier's advice or he/she can elect to classify the duties him/herself. In either case, duties are classified by reference to appropriate classification or job grading standards. ([See Appendix D for more information on the classification process](#)).

## APPENDIX L

### EMPLOYEE CLASSIFICATION COMPLAINT AND APPEAL PROCESS

#### 1. GENERAL INFORMATION AND BACKGROUND:

a. Before initiating a classification appeal, either informal or formal, the employee should go to his/her supervisor with any questions and/or complaints regarding classification matters. The supervisor should initially ensure that a clear understanding exists regarding the duties and responsibilities assigned to the employee and that the position description/core document adequately reflects such information. Supervisors should be familiar enough with the classification standards and the basis of the classification decisions applied to positions under their control to be able to provide initial explanation to the employee.

b. Supervisors are responsible for attempting to resolve employee's dissatisfaction with classification matters informally, if this is possible. For instance, when the employee raises questions about the classification of his/her position, the supervisor should consult with the CPAC Advisor in order to learn how the job is classified and how or whether the employee's issues can be addressed. Appropriate assistance can be obtained from the CPOC classifier as well.

c. The employee may initiate a written request to the supervisor for an informal review of the classification of his/her position based on the duties and responsibilities in the position. The classification refers to the title, pay plan, series, and/or grade assigned to that position. This request for an informal review may result in a personnel specialist's conducting an on-site audit of the position to ensure the position description/core document is adequate and the classification is accurate. When all informal efforts have been exhausted and the employee still disagrees with the classification, the supervisor should advise the employee concerning formal classification appeal procedures.

d. A formal classification appeal would result in a formal audit/review of the position by a personnel specialist to ensure the position description/core document is adequate and that the classification is accurate. During the appeal process the title, occupational series, grade and/or pay plan of the position would be determined. An employee cannot appeal the following:

- Assigned duties and responsibilities
- Details
- Standards or guides used to classify the position
- Proposed decisions or actions
- Previous appeal decisions
- Classification of another employee's job

e. There are different procedures which General Schedule (GS) and Federal Wage System (FWS) employees must follow when submitting an appeal. Notwithstanding the guidance outlined below, all appeals must follow the appeal process outlined in the employees' negotiated labor agreement, where applicable.

#### 2. GS employees have the option of appealing within DOD or appealing directly to the Office of Personnel Management (OPM.)

a. APPEALS WITHIN DOD: If the employee elects to file under these procedures, he/she must submit a written appeal through his/her chain of command to the installation Civilian Personnel Advisory Center (CPAC). Appeals will then be forward to the regional Civilian Personnel Operations Center (CPOC) for addition of material needed to adjudicate the appeal (copy of Position Description, evaluation statement, organizational information,

etc.). Packages are then sent to the office at DOD where they are decided. If the DoD decision is favorable, the classification appeal is closed. If unfavorable, the appeal, with the DoD appellate decision, is forwarded to the Office of Personnel Management (OPM).

b. APPEALS TO OPM: A classification appeal may be sent directly to OPM or it may be sent to OPM after the DOD appeal decision has been rendered. Decisions made by OPM are final and cannot be appealed elsewhere. If the employee elects to appeal to OPM, he/she should file a written statement of the facts to the regional OPM office that services the installation. It is suggested that the employee contact the local CPAC for the appropriate OPM address. Appeals to OPM are final with no further appeal rights available to the employee.

**3. FWS (WG, WL, WS, WD, WN, etc.)** employees must appeal first within DOD. Appeals should be sent to the installation or servicing CPAC as outlined in paragraph 2a above. If the employee is dissatisfied with the DOD decision, he/she may appeal to OPM and should follow the directions outlined in paragraph 2b above.

**4. Appellants and their designated representatives** may reasonably draw upon the CPAC and CPOC for assistance of a regulatory and procedural nature and they may examine such classification standards and records as are pertinent to their cases. The management team assists in preparing the case file to defend the classification decision and would be required to support DoD and OPM final decisions on classification appeals.