

# SUPERVISORY POSITION EVALUATION GUIDE (SPEG)

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## INTRODUCTION

The Supervisory Position Evaluation Guide (SPEG) defines and provides grading criteria for supervisory positions covered by the General Schedule (GS) and other “white collar” pay plans.

For many years, the term “General Schedule” or “GS” denoted the major position classification system and pay structure for white collar work in the Federal Government. Agencies no longer subject to Chapter 51 have replaced the GS pay plan indicator with agency-unique pay plan indicators. Therefore, reference to General Schedule or GS has been limited in this guide.

The guide is divided into two parts. Part I is intended for use by all agencies in identifying supervisory positions and includes information on official titling provisions, supervisory roles, and additional considerations. Part II of this guide provides two alternative methods for determining the grade of positions classified in accordance with GS grade definitions.

### Coverage

This guide covers positions with responsibility for directing, on a regular and continuous basis, other employees in the accomplishment of work. The positions must provide both technical *and* administrative direction of others. These positions range from first-level supervisor to the highest non-executive level of management.

This guide applies to positions meeting all the following criteria:

- accomplishing work through both technical and administrative direction of others;
- directing others accounts for at least 25 percent of the position's time;
- planning, assigning, directing, reviewing, and evaluating work of Federal civilian, military, and uniformed service employees;
- authority to make personnel changes including, but not limited to, selecting, removing, advancing in pay, or promoting subordinate employees; or to suggest or recommend such actions and those suggestions or recommendations are usually accepted; and
- not having as the paramount requirement experience in, or knowledge of, trades and crafts.

Supervision of a workforce consisting only of contractors is insufficient to meet the coverage requirement of this guide. When a position meets the coverage requirements *and* has responsibility for supervising a contractor workforce, consideration is given in evaluating the level of the position.

Positions covered by this guide are to be classified in the most appropriate occupational series in accordance with instructions in the U.S. Office of Personnel Management's (OPM) [Introduction to the Position Classification Standards](#), occupational definitions in the [Handbook of Occupational Groups and Families](#), and classification standards.

## Superseding the Existing Guide

Issuance of this guide supersedes the General Schedule Supervisory Guide described in the following table:

<b>New Guide</b>	<b>Action Taken</b>
<b>Supervisory Position Evaluation Guide</b>	Supersedes the <b>General Schedule Supervisory Guide</b> , last revised April 1998.

## PART I – SUPERVISORY WORK

### Official Titling Provisions

Title 5, United States Code, requires OPM to establish authorized official position titles. These include a basic title and may be appended with one or more prefixes and/or suffixes. Agencies must use the official position titles for human resources management, budget, and fiscal purposes.

#### **Official Position Title Prefix**

##### *Supervisory*

Add the prefix “Supervisory” to the basic title of positions covered by this guide. The basic title (e.g., Supervisory Contract Specialist) is determined through reference to the classification standard, classification guide, and/or series guidance used to identify the occupational series of the position. In some occupations, certain titles (e.g., “Budget Officer”) denote supervision, and the supervisory prefix is not used.

NOTE: A position meeting the minimum criteria requirements for coverage in this guide should be titled as “Supervisory” even when the position’s grade level is based on nonsupervisory work.

#### **Organizational Titles**

Organizational and functional titles do not replace, but rather complement, official position titles. Agencies may establish organizational and functional titles for internal administration, public convenience, program management, or similar purposes. Examples of organizational titles are Branch Chief and Division Chief. Examples of functional titles are Chief of Operations and Chief of Policy Department.

Titling

## Supervisory Roles

Supervisory work always includes the technical and administrative direction of employees and may also include strategic management.

**DIRECTION OF EMPLOYEES:** The role includes a range of duties such as:

- assigns and prioritizes work;
- delegates authority and discretion to carry out work;
- provides technical supervision and keeps abreast on latest information in field of expertise;
- reviews work products;
- sets employees' performance goals;
- evaluates and provides feedback on employees' performance;
- rewards and recognizes individual or team performance;
- recruits personnel and makes decisions on personnel actions (e.g., making selections, promotions, reassignments, advancing in pay);
- provides employees with coaching, training, regular guidance, and career development opportunities;
- identifies problems in employee behavior and takes appropriate action;
- takes steps to prevent and resolve conflicts, concerns, or grievances;
- solves problems and handles conflicts between individuals;
- listens to employees' ideas on work-related issues (e.g., organizational changes, quality of worklife) and keeps in touch with, and understands, the employees' viewpoints;
- communicates to employees how their work supports the organizations' mission, vision, and strategic goals; and
- ensures workforce diversity.

**STRATEGIC MANAGEMENT:** Strategic management includes ensuring the success of line or staff programs, formulating objectives and priorities through strategic planning, monitoring, evaluating, and adjusting the progress toward organizational goals. Typical duties include:

- coordinates activities across organizations;
- justifies program objectives and required allocations to top management;
- allocates resources (e.g., time, money, staff);
- sets and prioritizes strategic goals and objectives;
- aligns activities, services, or products with strategic goals;
- identifies issues or opportunities and determines whether action is needed;
- monitors programs, projects, or operations and makes adjustments as needed;
- identifies and implements technology to meet program and organizational goals;
- explains or justifies decisions, conclusions, findings, or recommendations;
- evaluates options by considering implications and consequences;
- ensures compliance with rules, regulations, or laws affecting programs;
- keeps abreast of external trends and events (e.g., changes in clients' organizations, in local and global business, or in technology);
- negotiates with internal or external groups to facilitate goal accomplishment;
- evaluates the political implications of different courses of action; and
- develops and articulates vision.

For the competencies associated with these duties, please see the [Related Leadership Competencies](#) section of this guide.

<b>Additional Occupational Considerations</b>	
<p>Some positions may include work requiring knowledge and skills typically associated with supervision. In some cases, a closer look at the work may reveal classifying the position as supervisory may not be appropriate.</p> <p>The following table provides examples of work similar to supervisory, but not to the extent the paramount knowledge required, the reason for the position's existence, and the requirement source for the best qualified candidates would warrant use of this guide.</p>	
<b>If Work Involves...</b>	<b>See This Standard or Series Definition:</b>
<p>Directing the work of others without being accountable as a supervisor for planning, scheduling, and directing work operations; administering supervisory personnel functions; evaluating work performance; and taking required action to assure the work of subordinate employees meets the standards of quantity and quality. The work of such positions is graded through reference to other guides or standards.</p>	<p><a href="#"><u>General Schedule Leader Grade-Evaluation Guide</u></a></p>
<p>Supervisory positions with a paramount requirement of experience in, and knowledge of, trades and crafts to perform their primary duties.</p> <p>NOTE: A supervisory position over Federal Wage System (FWS) employees, including some at production, maintenance, and overhaul facilities, may be properly classified to a GS series if its primary supervisory duties do not require experience in, and knowledge of, trades and crafts.</p>	<p><a href="#"><u>Federal Wage System Job Grading Standard for Supervisors</u></a></p>
<p>Project or program management responsibility (e.g., leading a cross-organizational matrix team) without meeting the criteria for coverage by this guide.</p> <p>NOTE: In a matrix management environment the work of an employee cannot be credited to more than one supervisor. Credit is given to the supervisor of record.</p>	<p>Appropriate occupational standards (e.g., 0341) or functional guides (e.g., <a href="#"><u>Guide for the Evaluation of Program Specialist Positions</u></a>)</p>
<p>Supervisory duties carried out only in the absence of another employee or which are temporary, short-term, and nonrecurring.</p>	<p>Appropriate occupational standards for the permanently assigned work</p>
<p>Directly assisting or aiding the official with primary responsibility for the direction of an organization or unit established to accomplish a basic goal or mission.</p>	<p>Appropriate occupational standards (e.g., 0341) or functional guides</p>

### **Crosswalk to the Standard Occupational Classification System**

The Office of Management and Budget requires all Federal agencies to use the Standard Occupational Classification (SOC) system for statistical data reporting purposes. The Bureau of Labor Statistics uses SOC codes for the National Compensation Survey and other statistical reporting. OPM and other Federal agencies maintain a “crosswalk” between OPM authorized occupational series and the SOC codes to serve this need. The SOC codes and this requirement have no effect on the administration of any Federal human resources management system. For SOC codes for first-line supervisor positions, refer to the appropriate occupational standard. Refer to the SOC at <http://stat.bls.gov/soc> for codes of second-level and higher supervisory positions.

## PART II – EVALUATING POSITIONS

Part II provides grading information for use in determining the appropriate grade of supervisory positions. These grading criteria are applicable to supervisory positions classified under chapter 51 of title 5, United States Code. They may also be used as appropriate to determine work levels for other Federal position classification systems.

This guide provides two options for determining the level of supervisory work. Once a position is determined to be supervisory, consider both options and assign the higher grade credited from Option A or Option B. In most cases, second- and higher-level supervisors' grades will be determined using Option B. Carefully read all instructions for both Option A and B.

Option A bases the grade of the supervisory position on the level of typical work managed.

Option B uses a factor-point evaluation approach to assess four factors common to supervisory work with additional points provided for Special Situations. For definitions of terms used in Option B, please refer to the [Glossary](#). The factors evaluated are:

1. Program Scope and Effect
2. Supervisory and Managerial Authority Exercised
3. Coordination and Integration
4. Personal Contacts

NOTE: If the position includes considerable nonsupervisory duties, evaluate them using other appropriate standards and guides. If they evaluate to a higher grade than Option A or B, the grade for the higher-level duties will be the final grade of the position.

### *Supervising a Contractor Workforce*

Many Federal supervisors are responsible for directing work performed by a contractor workforce. Consider only contractor work over which a supervisor has *direct* responsibility. Such responsibility would include all, or nearly all, of the following:

- provide technical requirements and descriptions of the work to be accomplished;
- plan and establish work schedules, deadlines, and standards for acceptable work;
- coordinate and integrate contractor work schedules and processes with work of other employees;
- track progress and quality of performance;
- arrange any required inspections; and
- decide on the acceptance, rejection, or correction of work products or services and similar matters which may affect payment to the contractor.

Contractor workforce supervision is considered in both Option A and Option B.

## Supervisory Position Evaluation Summary Worksheet

Organization \_\_\_\_\_

Position # \_\_\_\_\_

<b>Option A</b>	<b>Highest Grade Supervised:</b>				<b>Grade of Supervisory Position</b>
	<b>Comments:</b>				
<b>Option B</b>		<b>Factor Level Used</b>	<b>Points Assigned</b>	<b>Comments</b>	
	1. Program Scope and Effect				
	2. Supervisory and Managerial Authority Exercised				
	3. Coordination and Integration				
	4. Personal Contacts				
	Special Situations	Number Credited: __ x 50 = __			
	<b>TOTAL POINTS</b>				
	<b>GRADE CONVERSION</b>				

Additional Remarks:

Title, Series, and Grade Assigned:

Prepared by: \_\_\_\_\_ Date: \_\_\_\_\_

Agencies may copy for local use.

## Option A – Level of Typical Work Supervised

This option measures the difficulty and complexity of the highest nonsupervisory work directed, as well as other line, staff, or contracted work for which the supervisor has technical or administrative responsibility, directly or through subordinate supervisors, team leaders, or others.

Determine the highest grade comprising at least 25% of the positions supervised. Consider the level of multisector workforce subordinates. In assessing the level of work performed by subordinates who are not Federal civilians, use relevant occupational classification standards to derive an appropriate grade level equivalent.

Exclude from consideration:

- lower-level positions primarily supporting the basic work of the unit;
- subordinate supervisors, team leaders, or comparable personnel; and
- positions in which employees work independently of supervision

To determine the grade using Option A, refer to the conversion chart below:

OPTION A - CONVERSION CHART		
IF	AND	
Level of typical work supervised is <sup>1</sup> :	Supervisor's occupation is one-grade interval	Supervisor's occupation is two-grade interval
5 or below	6	
6	7	7
7	8	9
8	9	9
9	10	11
10	11	11
11	12	12
12	13	13
13		14
14		15
15		15, SES <sup>2</sup> or Other

<sup>1</sup>Use the highest grade comprising at least 25% of subordinate positions.

<sup>2</sup>Assignment of SES rank to a position is subject to the requirements of the Executive Personnel Management System and outside the scope of this guide.

## Option B – Grade Evaluation Factors

Evaluate positions for Option B on a factor-by-factor basis using the factor level descriptions (FLDs) provided in this guide. Compare each factor in the position description to the appropriate FLD and illustration(s). If the factor information in the position description fully matches an FLD in the guide, you may assign the level without reviewing the illustrations. FLDs are progressive or cumulative in nature (e.g., each FLD for Factor 1 – Scope and Effect encompasses the purpose, breadth, depth, and impact identified at the previous level). Use only designated point values.

The FLDs in this guide cover supervisory positions at grades 06 through 15.

Use the [illustrations](#) following the FLDs as a frame of reference for applying factor level concepts. Do not rely solely on the illustrations in evaluating positions because they reflect a limited range of actual work examples. The level of work described in some illustrations may be higher than the threshold for a particular factor level. If the factor information in the position description fails to fully match a relevant illustration, but does fully match the FLD, you may still assign the level.

For each factor, record the factor level used, the points assigned, and relevant comments on the [Supervisory Position Evaluation Summary Worksheet](#). Convert the total points to a grade using the Point-To-Grade Conversion Chart and record the grade on the worksheet.

### POINT-TO-GRADE CONVERSION CHART

POINT RANGE	GRADE
4055-up	15
3605-4050	14
3155-3600	13
2755-3150	12
2355-2750	11
2105-2350	10
1855-2100	9
1605-1850	8
1355-1600	7
1105-1350	6

**FACTOR 1 – PROGRAM SCOPE AND EFFECT**

This factor assesses the breadth and impact of the program areas and work directed. In applying this factor, consider all program areas, projects, and work assignments which the supervisor technically and administratively directs, including those accomplished through a subordinate multisector workforce, volunteers, and others.

Factor 1 has two sub-factors – Scope and Effect. To credit a particular factor level, the full intent of the criteria for both Scope *and* Effect, as defined below, must be *fully met*.

**SCOPE** – Scope has two elements which address the purpose, breadth, and depth of:

- the program (or program segment) directed; and
- the work directed, products produced, or services delivered.

**EFFECT** – This addresses the internal and external impact of the work, products, and/or programs described under Scope.

NOTE: In the tables below, Factor Level Descriptions are referred to as FLDs.

	<b>Level 1-1</b>	<b>560 Points</b>
FLD	<p><b>Scope of the Work</b> – Work involves:</p> <ul style="list-style-type: none"> <li>• directing procedural routine clerical work; and</li> <li>• providing basic services or products.</li> </ul> <p><b>Effect of the Work</b> – Work results impact:</p> <ul style="list-style-type: none"> <li>• work of others in the immediate unit, section, branch, or division; and</li> <li>• the quality of services and quantity, timeliness, form, procedure, and accuracy of the work.</li> </ul> <p><a href="#"><u>Illustration(s)</u></a></p>	

<b>Level 1-2</b>		<b>995 Points</b>
FLD	<p><b>Scope of the Work</b> – Work involves:</p> <ul style="list-style-type: none"> <li>• managing basic administrative, technical, protective, investigative, professional, or complicated clerical work;</li> <li>• planning work for which programs and objectives are clearly defined and the organizational structure is fully established; and</li> <li>• more than one kind of work.</li> </ul> <p><b>Effect of the Work</b> – Work results impact:</p> <ul style="list-style-type: none"> <li>• accuracy, reliability, or acceptability of products, services, or operations of the organization, area office, or field office; and</li> <li>• delivery of line functions to the general public.</li> </ul> <p><a href="#"><u>Illustration(s)</u></a></p>	

<b>Level 1-3</b>		<b>1250 Points</b>
FLD	<p><b>Scope of the Work</b> – Work involves:</p> <ul style="list-style-type: none"> <li>• directing technical, administrative, protective, investigative, or professional work;</li> <li>• planning and directing work for which program objectives and limitations are not established; and</li> <li>• implementing strategic change, both within and outside the organization, to meet organizational goals and customer expectations.</li> </ul> <p><b>Effect of the Work</b> – Work results impact:</p> <ul style="list-style-type: none"> <li>• a wide range of agency activities, other agencies, or the general public; and</li> <li>• essential support operations for numerous, varied, and complex technical, professional, and administrative functions at the field level.</li> </ul> <p><a href="#"><u>Illustration(s)</u></a></p>	

<b>Level 1-4</b>		<b>1495 Points</b>
FLD	<p><b>Scope of the Work</b> – Work involves:</p> <ul style="list-style-type: none"> <li>• directing a segment of professional, highly technical, or complex administrative programs;</li> <li>• developing major aspects of key highly technical scientific, medical, legal, administrative, regulatory, or policy development (or comparable) programs; or</li> <li>• overseeing major, highly technical operations at the Government’s largest, most complex industrial installations.</li> </ul> <p><b>Effect of the Work</b> – Work results and decisions:</p> <ul style="list-style-type: none"> <li>• impact operations of headquarters, bureauwide programs, or most of a field establishment;</li> <li>• impact accomplishment of primary missions;</li> <li>• impact large segments of the Nation’s population; or</li> <li>• receive frequent or continual congressional or media attention.</li> </ul> <p><a href="#"><u>Illustration(s)</u></a></p>	

<b>Level 1-5</b>		<b>1665 Points</b>
FLD	<p><b>Scope of the Work</b> – Work is at the highest agency level and involves directing one or more programs at the following levels:</p> <ul style="list-style-type: none"> <li>• nationwide;</li> <li>• agencywide;</li> <li>• Governmentwide;</li> <li>• industrywide programs; or</li> <li>• programs of national interest or the agency’s national mission.</li> </ul> <p><b>Effect of the Work</b> – Work results:</p> <ul style="list-style-type: none"> <li>• are subject to continual or intense congressional and media scrutiny or controversy; or</li> <li>• have pervasive impact on the general public.</li> </ul> <p><a href="#"><u>Illustration(s)</u></a></p>	

**FACTOR 2 – SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED**

This factor covers the delegated supervisory and managerial authorities exercised on a recurring basis. To be credited with a level under this factor, a position must meet the authorities and responsibilities to the extent described for the specific level.

NOTE: In the tables below, Factor Level Descriptions are referred to as FLDs.

	<b>Level 2-1</b>	<b>505 Points</b>
FLD	<p>The core authorities and responsibilities a supervisor must exercise are:</p> <ul style="list-style-type: none"> <li>• makes personnel changes including, but not limited to, selecting, removing, advancing in pay, or promoting subordinate employees; or recommends such actions and those recommendations are usually accepted;</li> <li>• plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules for completion of work;</li> <li>• assigns work to subordinates based on priorities, consideration of the difficulty and requirements of assignments, and the capabilities of employees;</li> <li>• evaluates work performance of subordinates;</li> <li>• recommends awards or bonuses for nonsupervisory employees;</li> <li>• gives advice, counsel, or instruction to employees on both technical and administrative matters;</li> <li>• identifies developmental and training needs of employees; and</li> <li>• provides or arranges for needed development and training.</li> </ul> <p>NOTE: Credit is given to supervisors who regularly oversee organizations in which contractors perform a significant amount of line work when the supervisor has direct responsibility (i.e., not through a subordinate supervisor).</p> <p><a href="#"><u>Illustration(s)</u></a></p>	

<b>Level 2-2</b>	<b>875 Points</b>
FLD	<p>Positions at this level must meet paragraph <i>A</i> <b>or</b> <i>B</i> below:</p> <p>A. Supervisors at this level:</p> <ul style="list-style-type: none"><li>• set a series of annual, multiyear, or similar long-range work plans and schedules;</li><li>• prioritize goals and objectives;</li><li>• ensure implementation of goals and objectives;</li><li>• determine the best approach for resolving budget shortages (as needed); and</li><li>• advise high-level program officials on decisions related to broad staffing, budgetary, policy, and regulatory matters affecting the overall program.</li></ul> <p style="text-align: center;">OR</p> <p>B. Supervisors at this level exercise authority through multiple subordinate supervisors, team leaders, or comparable personnel. Further, the supervisor's organizational workload is so large and the work is so complicated that two or more subordinate supervisors, team leaders, or comparable personnel are necessary. Absent such conditions, the presence of these subordinate positions, by itself, is not enough to meet this factor level.</p> <p><a href="#"><u>Illustration(s)</u></a></p>

<b>Level 2-3</b>	<b>1015 Points</b>
FLD	<p>Positions at this level must meet Level 2-2 paragraphs <i>A</i> <b>and</b> <i>B</i>. In addition, positions at this level must meet the criteria in paragraph <i>A</i> or <i>B</i> below:</p> <p>A. Supervisors at this level:</p> <ul style="list-style-type: none"> <li>• exercise delegated managerial duties for an organization with subordinate units over which the supervisor has responsibility and authority for setting the critical aspects of the program or program segment (i.e., long-range plans, goals and objectives, budgetary and staffing needs and solutions);</li> <li>• manage the development of policy changes in response to changes in levels of appropriation or other legislated changes;</li> <li>• manage organizational changes throughout the organization or major changes to the structure and content of the program or program segments; and</li> <li>• exercise discretionary authority to approve the allocation and distribution of funds in the organization's budget.</li> </ul> <p>These supervisory positions are found at higher levels in the organizational hierarchy. They include staff-level program supervisory positions with responsibility for policy development and management of agencywide program areas.</p> <p style="text-align: center;">OR</p> <p>B. Supervisors at this level exercise full authority, with a few exceptions, for personnel actions for subordinate supervisory and nonsupervisory employees, which represent the full range of final authorities affecting human resources and pay management.</p> <p>NOTE: The organization and workload must be of sufficient size and complexity to require and permit the exercise of these responsibilities on a recurring basis. Formal approval by others may be required for a few actions, such as removals and incentive awards above set dollar levels.</p> <p><a href="#"><u>Illustration(s)</u></a></p>

### FACTOR 3 – COORDINATION AND INTEGRATION

This factor assesses the coordination and integration required to fulfill the responsibilities of the position.

NOTE: In the tables below, Factor Level Descriptions are referred to as FLDs.

<b>Level 3-1</b>	<b>560 Points</b>
<b>FLD</b>	<p>The work directed is typically procedural and repetitive. Decisions are generally made by following specific guidelines or practices.</p> <p>Coordination and integration is required to:</p> <ul style="list-style-type: none"> <li>• ensure consistency of routine operations involving clerical, technician, or comparable work;</li> <li>• meet timeliness, form, procedure, accuracy, quality, and quantity standards for the unit; and</li> <li>• identify and resolve problems impacting unit products and services.</li> </ul>

<b>Level 3-2</b>	<b>995 Points</b>
<b>FLD</b>	<p>The work directed requires a variety of unrelated processes or methods. Work directed is analytical, interpretive, judgmental, evaluative, or creative. The work assignments frequently shift, requiring a workforce with diverse occupational specialties. Decisions made are based on the need for alternative courses of action in response to varying situations.</p> <p>Coordination and integration across subordinate units, or with parallel units, is required to:</p> <ul style="list-style-type: none"> <li>• ensure consistency of products and services;</li> <li>• ensure compliance with agency policy;</li> <li>• deal with requirements and resolve problems affecting others outside the organization;</li> <li>• meet quality and service standards; and</li> <li>• maintain consistency in interpreting policies where the basic facts, information, and circumstances often vary substantially.</li> </ul>

<b>Level 3-3</b>		<b>1250 Points</b>
FLD	<p>The work involves identifying and analyzing significant internal program and policy issues affecting the overall organization and developing recommendations for solving substantive problems. Work directed is professional, scientific, technical, or administrative. Decisions typically involve assessing unusual circumstances, variations in approach, and incomplete or conflicting data.</p>	
FLD	<p>Extensive coordination and integration within or among subordinate units (or with outside units or organizations) is required to:</p> <ul style="list-style-type: none"> <li>• resolve internal and external issues for a number of major work assignments, projects, or program segments;</li> <li>• consolidate the work of a team or group across units where each member contributes a specific portion of the analyses, information, or recommendations;</li> <li>• ensure compatibility and consistency of policy interpretation and application; and</li> <li>• develop recommendations on resource allocations for projects or program segments.</li> </ul>	

<b>Level 3-4</b>		<b>1495 Points</b>
FLD	<p>The work requires analyzing interrelated, substantive, mission-oriented issues and is often complicated by the need to consider and evaluate changes in legislative and regulatory requirements; long-range program goals and objectives; and political, economic, and social changes. Decisions involve uncertainty in approach, interpretation, and evaluation processes due to frequent changes in the program, technological developments, or conflicting requirements.</p>	
FLD	<p>Significant and extensive coordination and integration of a number of important projects or program segments have a direct and substantial effect on the organization and areas managed and require:</p> <ul style="list-style-type: none"> <li>• coordinating teams of highly technical, professional, administrative, or comparable work involving extreme urgency, unusual controversy, or other comparable demands due to research, development, test and evaluation, design, policy analysis, public safety, public health, medical, regulatory, or comparable implications; or</li> <li>• resolving issues and negotiating with internal organizations to facilitate goal accomplishment.</li> </ul>	

<b>Level 3-5</b>		<b>1665 Points</b>
FLD	<p>Decisions require applying technical knowledge, evaluating problematic analyses, and taking calculated risks. The decisions are final, and the consequence of error is high.</p>	
FLD	<p>Coordination and integration requires resolving issues and negotiating with internal and external organizations, other agencies, and stakeholders to facilitate goal accomplishment.</p>	

## FACTOR 4 – PERSONAL CONTACTS

This factor includes face-to-face and remote dialogue (e.g., telephone, e-mail, and video conferences). Levels described under this factor consider what is required to make the initial contact, the difficulty of communicating with those contacted, the setting in which the contact takes place, and the nature of the discourse. The setting describes how well the employee and those contacted recognize their relative roles and authorities. The nature of the discourse defines the reason for the communication and the context or environment in which the communication takes place (e.g., the reason for communicating may be to exchange factual information or to negotiate). The communication may take place in an environment of significant controversy and/or with people of differing viewpoints, goals, and objectives.

Only credit points for contacts essential for successfully performing the work and which have a demonstrable impact on its difficulty and responsibility. **Nature of Contacts** and **Purpose of Contacts** are interdependent, so use the same personal contacts to evaluate these subfactors.

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

<b>NATURE OF CONTACTS</b>	
<b>Level 1</b>	Contacts are with subordinates within the organizational unit(s) supervised, with peers who manage comparable units within the larger organization, with union shop stewards, and/or with the staff of administrative and other support activities within the same organization as the supervisor. Contacts are typically informal.
<b>Level 2</b>	<p>Typical contacts are with:</p> <ul style="list-style-type: none"> <li>• members of the business community or the general public;</li> <li>• higher-ranking supervisors;</li> <li>• representatives of local public interest groups;</li> <li>• case workers in congressional district offices;</li> <li>• staff-level State, and local government employees; and/or</li> <li>• reporters for local and other limited media outlets reaching a small, general population.</li> </ul> <p>Contacts may be informal or occur in conferences and meetings. They sometimes require special preparation.</p>

(continued)

<b>NATURE OF CONTACTS (continued)</b>	
<b>Level 3</b>	<p>Typical contacts are with:</p> <ul style="list-style-type: none"> <li>• high-ranking military or civilian supervisors, agency headquarters administrative support staff, or with comparable personnel in other Federal agencies;</li> <li>• key staff of public interest groups (usually in formal briefings) with significant political influence or media coverage;</li> <li>• journalists representing influential local newspapers, radio, television, or other media;</li> <li>• congressional committee and subcommittee staff;</li> <li>• contracting project officers and high-level technical staff of firms;</li> <li>• local officers of trade associations, public action groups, or professional organizations; and/or</li> <li>• high-level State and local government employees.</li> </ul> <p>Contacts take place in meetings and conferences and may include unplanned contacts for which the employee is designated as a contact point by higher management. They often require extensive preparation or technical familiarity with complex subject matter.</p>

(continued)

<b>NATURE OF CONTACTS (continued)</b>	
<b>Level 4</b>	<p>This is the highest level and is reserved for employees who frequently engage in the most difficult and demanding contacts required by supervisory work. The contacts listed refer to <i>heads of bureaus and higher-level organizations in other Federal agencies</i>, whether they are in the Senior Executive Service (SES), flag or general officers, or executive level managers. Contacts with a SES, flag or general officer, or executive level manager who is not a head of a bureau or higher-level organization in another agency cannot be credited at this level.</p> <p>Frequent contacts are with:</p> <ul style="list-style-type: none"> <li>• influential individuals or organized groups from outside the employing agency (e.g., executive level contracting officials or national officers of employee organizations);</li> <li>• regional or national officers or comparable representatives of trade associations, public action groups, or professional organizations of national stature;</li> <li>• key staff of congressional committees and principal assistants (e.g., majority and minority staff directors, chief counsels, and directors of field operations) to senators and representatives;</li> <li>• elected or appointed representatives of State and local governments;</li> <li>• journalists of major metropolitan, regional, or national newspapers, magazines, television, or radio media;</li> <li>• SES, flag or general officers, or executive-level heads of organizations in other Federal agencies.</li> </ul> <p>Contacts may take place in meetings, conferences, briefings, speeches, presentations, or hearings and may require extemporaneous responses to unexpected or hostile questioning. The persons contacted are sufficiently fearful, skeptical, or uncooperative. Preparation typically includes briefing packages or similar presentation materials, extensive analytical input by the supervisor and subordinates, and/or assistance of a support staff.</p>

<b>PURPOSE OF CONTACTS</b>	
<b>Level 1</b>	<p>The purpose of contacts is to:</p> <ul style="list-style-type: none"> <li>• discuss services provided or received;</li> <li>• exchange factual information about work operations and human resources matters; and</li> <li>• provide training, advice, and guidance to subordinates.</li> </ul>
<b>Level 2</b>	<p>The purpose of contacts is to:</p> <ul style="list-style-type: none"> <li>• provide information to outside parties;</li> <li>• plan and coordinate the work directed with others outside the subordinate organization; and/or</li> <li>• resolve differences of opinion among supervisors, employees, contractors, or others.</li> </ul>
<b>Level 3</b>	<p>The purpose of contacts is to:</p> <ul style="list-style-type: none"> <li>• justify, defend, or negotiate the project, program segment(s), or organizational unit(s) directed;</li> <li>• obtain or commit resources;</li> <li>• gain compliance with established policies, regulations, or contracts; and</li> <li>• resolve problems or issues of considerable consequence or importance to the program or program segment(s) managed.</li> </ul>
<b>Level 4</b>	<p>The purpose of contacts is to:</p> <ul style="list-style-type: none"> <li>• influence, motivate, or persuade persons or groups to accept opinions;</li> <li>• advance fundamental goals and objectives of the program or segments directed; or</li> <li>• obtain major resources when intense opposition or resistance is encountered due to significant organizational conflict, competing objectives, major resource limitations, or comparable issues.</li> </ul>

<b>POINT ASSIGNMENT CHART</b>					
<b>Level</b>		<b>Purpose of Contacts</b>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Personal Contacts</b>	<b>1</b>	<b>100</b>	<b>185</b>	<b>230</b>	<b>270</b>
	<b>2</b>	<b>175</b>	<b>260</b>	<b>305</b>	<b>345</b>
	<b>3</b>	<b>245</b>	<b>330</b>	<b>375</b>	<b>415</b>
	<b>4</b>	<b>315</b>	<b>400</b>	<b>445</b>	<b>485</b>

NOTE: Factor Level 4 point values are weighted more heavily than in the Factor Evaluation System (FES) due to the nature of the supervisor's responsibilities.

## SPECIAL SITUATIONS

Special situations affecting work for which the supervisor is responsible may increase the difficulty of carrying out assigned supervisory duties and authorities.

Credit an additional **50** points for *each* condition met.

### 1. Shift Operations:

Credit this situation when a supervisor is responsible for managing work carried out on at least two fully-staffed shifts. A shift is defined as a full eight-hour tour of duty (e.g., day, evening, and night shifts). Supervising shift work requires greater attention to planning, coordinating, and integrating work (i.e., ensuring work is successfully passed from one shift to another and resources are staged to support the work to be accomplished within each shift).

### 2. Fluctuating Workforce:

Credit this situation when the workforce managed by a supervisor has large fluctuations in size (e.g., when there are significant seasonal variations in staff) which impose a substantially greater responsibility for training, adjusting assignments, and maintaining a smooth flow of work while absorbing and releasing employees.

### 3. Physical Dispersion:

Credit this situation when a **substantial** portion of the workload for which the supervisor is responsible is regularly carried out at one or more locations physically removed from the main unit (e.g., support contractors performing work at remote facilities, different buildings, or widely dispersed locations in a large warehouse or factory building).

When evaluating second-level or higher supervisory positions, care must be exercised to determine whether the physical dispersion of indirectly managed subordinates impacts the position being reviewed. Credit should not be given to a second-level supervisor's position, unless the remote location makes day-to-day second-level supervisory responsibilities difficult to administer.

### 4. Special Hazard and Safety Conditions:

Credit this situation when the supervisor's position is regularly made more difficult by the need to make provisions for significant unsafe or hazardous conditions occurring during performance of the work of the organization.

## Factor Illustrations

### FACTOR 1 – ILLUSTRATIONS

**Level 1-1**

The supervisor directs a unit providing support services to a small field office.

[FACTOR LEVEL DESCRIPTION](#)

**Level 1-2 (Illustration 1)**

The supervisor directs a unit providing budget, staffing, supply, and maintenance services. The unit supports a typical hospital. The services provided directly affect most hospital functions and activities.

[FACTOR LEVEL DESCRIPTION](#)

**Level 1-2 (Illustration 2)**

The supervisor directs an operating human resources office providing services to a small installation and its associated service units. The work significantly impacts the employees serviced.

[FACTOR LEVEL DESCRIPTION](#)

**Level 1-3 (Illustration 1)**

The supervisor directs the design and monitors the progress of construction for complex facilities for one or more agencies at multiple sites. The facilities are essential to the field operations of the agencies.

[FACTOR LEVEL DESCRIPTION](#)

**Level 1-3 (Illustration 2)**

The supervisor directs the full range of contracting services for a large bureau. The services provided include pre-award and acquisition planning, solicitation preparation and issuance, contract negotiation, limited price analysis, award, administration, and close-out. These services impact a wide variety of support operations (e.g., supplies, equipment, construction, facilities) essential to the functioning of the bureau.

**FACTOR LEVEL DESCRIPTION****Level 1-3 (Illustration 3)**

The supervisor directs all aspects of a large and extensive natural resources program involving recreation and environmental protection (i.e., fish and wildlife), land management, recreation, resource conservation, cultural resources, and environmental law compliance. Program implementation affects State and local government agencies, communities, and the public.

**FACTOR LEVEL DESCRIPTION****Level 1-3 (Illustration 4)**

The supervisor directs the full range of administrative services (human resources, supply management, budget, facilities management, or similar services) which support and directly affect the operations of a major military command headquarters.

**FACTOR LEVEL DESCRIPTION****Level 1-3 (Illustration 5)**

The supervisor directs the agency's training and employee development programs. The work directed involves developing, interpreting, and implementing training regulations and policies. The supervisor provides leadership for comprehensive training, education, and workforce development programs nationwide. The work directly supports and significantly affects the agency's ability to meet its critical obligation.

**FACTOR LEVEL DESCRIPTION**

**Level 1-4 (Illustration 1)**

The supervisor directs mission-essential, major operating programs at a complex aerospace research and development center. The programs directed receive frequent congressional or media attention or are essential to space exploration.

**FACTOR LEVEL DESCRIPTION****Level 1-4 (Illustration 2)**

The supervisor directs the full range of administrative activities (including budget, management analysis, and human resources) covering the operations of the agency's headquarters. The program segments directed materially shape and improve the effectiveness and efficiency of major portions of the agency's headquarters operations.

**FACTOR LEVEL DESCRIPTION****Level 1-4 (Illustration 3)**

The supervisor manages the nationwide reinsurance accounting operation of the Federal Crop Insurance Corporation and Risk Management Agency (RMA). The supervisor has direct control and supervision of reimbursements to Approved Insurance Providers (AIP) nationwide; monitors financial transactions of the AIPs; formulates fiscal policies, standards, guides, and procedures for RMA; provides financial analysis of private insurance companies seeking Standard Reinsurance Agreements; determines policy and procedures for program accounting operations; and manages the internal control function for financial systems and contracting funds.

**FACTOR LEVEL DESCRIPTION****Level 1-5 (Illustration 1)**

The supervisor directs an agencywide regulatory effort affecting the general public. The supervisor directs a major organization responsible for developing, issuing, and implementing policies, regulations, and other agencywide guidance affecting the general public.

**FACTOR LEVEL DESCRIPTION**

## FACTOR 2 – ILLUSTRATIONS

### **Level 2-1 (Illustration 1)**

The supervisor is responsible for the overall management and delivery of human resources services for various hospitals, clinics, health centers, and health stations. The supervisor plans work to be accomplished by subordinates, sets and adjusts short-term priorities, and prepares schedules for completion of work. The supervisor assigns work to employees based on priorities and the capabilities of subordinates, develops performance standards, sets employee performance goals, and evaluates work performance. The supervisor identifies and provides needed training. The supervisor interviews candidates for positions in the unit and recommends selection of new employees. The supervisor refers more serious unresolved complaints to a higher-level supervisor. The supervisor surveys serviced employees, asking them to rate the quality of human resources services. The feedback from surveys, as well as findings from self-assessments, allows continuous improvement to quality of work.

#### **FACTOR LEVEL DESCRIPTION**

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### **Level 2-1 (Illustration 2)**

The supervisor is responsible for all aspects of recreation resource planning and development at several multiple-use lake projects and manages a total natural resources management program to preserve, protect, and enhance the scenic and aesthetic quality of the physical environment. The supervisor plans and assigns work to subordinates; develops performance standards and evaluates work performance; provides advice, counsel and instruction; hears and resolves employee complaints; takes minor disciplinary action; and finds ways to improve the quality of work directed. The supervisor also oversees the technical work of a contractor workforce of 20-50 employees working under separate contracts and performing information technology, telecommunications, administrative, and trades and crafts work. The supervisor determines the adequacy of, and authorizes payment of completed contractor work.

#### **FACTOR LEVEL DESCRIPTION**

**Level 2-2A Illustration**

The supervisor is responsible for activities in a natural resources conservation organization and provides leadership for national programmatic, policy, and procedural activities of the Conservation Security Program (CSP). The supervisor oversees the accomplishment of goals and objectives in support of the agency's CSP. This program area requires significant development of goals and objectives which have nationwide impact and requires the incumbent to maintain close and frequent contacts with high-level officials in order to develop and carry out the various goals, objectives, and activities of the organization. The supervisor is responsible for formulating long-range plans (annual and multi-year), determining current and future staffing needs, resolving budgetary issues, and obtaining additional resources as necessary.

**FACTOR LEVEL DESCRIPTION****Level 2-2B (Illustration 1)**

The supervisor directs the contracting activity of a large multimission organization through subordinate supervisors, who in turn utilize team leaders to direct, coordinate, and oversee the work of the organization. The supervisor sets and adjusts priorities and assigns work to subordinate units. The supervisor leads management team reviews of employee performance appraisals to ensure equity and consistency throughout the organization. The supervisor identifies opportunities to improve organizational performance and implement changes. The supervisor selects candidates for subordinate supervisor positions and serves as the reviewing official for employees rated by subordinate supervisors. The supervisor serves as the approving official for monetary and honorary awards, approves suspensions and removals, and resolves serious employee complaints and grievances.

**FACTOR LEVEL DESCRIPTION**

**Level 2-2B (Illustration 2)**

The supervisor directs a District Information Management organization responsible for information requirements and planning, information technical (IT) services, and information support services. Through subordinate supervisors and their subordinate team leaders, the supervisor manages the work of subordinate units. The supervisor defines organizational objectives and specific goals, plans short- and long-range work to be accomplished, and adjusts long-range schedules, objectives, and goals based on workload, resources, and priorities. The supervisor analyzes workload distribution and recommends adjustments of resources as necessary. The supervisor keeps higher-level supervisors and managers abreast of IT program accomplishments, problems, and the impact of actual or potential changes. The supervisor recommends awards and changes in position classification. The supervisor interviews candidates for, and recommends selections of, subordinate supervisory and team leader positions. The supervisor implements new processes to increase the quality of information management work, eliminate organizational bottlenecks, and improve information management business practices.

**FACTOR LEVEL DESCRIPTION****Level 2-3A**

The supervisor is responsible for programs related to the development, promulgation, and revision of the U.S. standards for classes and grades of poultry, poultry products, eggs, and domestic rabbits. The supervisor leads agency efforts in participating with international organizations on agricultural initiatives related to international standards, grades, and regulations on poultry and eggs. This position is responsible for the administration of national research and promotion programs related to the poultry and egg industries like those carried out under the authority of the Egg Research and Consumer Information Act. The programs managed develop and coordinate Federal and commodity purchase specifications for various poultry and egg commodities; conduct compliance activities and voluntary programs; conduct reviews and evaluations to assess the program's overall efficiency and effectiveness; develop information resources management systems and policies; direct the agency's nutrition programs and services in support of quality, nutrition, and food safety goals; and develop and coordinate consumer information materials. The supervisor formulates short- and long-range policies and goals for poultry program review and evaluation activities and directs the preparation of findings, opinions, and recommendations for use in policy and program decisions aimed at resolving industry and trade problems and improving operations.

**FACTOR LEVEL DESCRIPTION**

## Related Leadership Competencies

<u><b>Supervisory Roles</b></u> (i.e., Direction of Employees and Strategic Management) encompass a number of tasks, each of which is associated with one or more leadership competencies, as listed below.	
<b>DIRECTION OF EMPLOYEES</b>	
<b>Tasks</b>	<b>Related Leadership Competencies</b>
Assigns and prioritizes work.	Accountability
Delegates authority and discretion to carry out work.	Accountability, Developing Others
Keeps abreast on latest information in field of expertise.	Continual Learning, External Awareness, Technical Credibility
Reviews work products.	Accountability, Technical Credibility
Sets employees' performance goals.	Developing Others, Human Capital Management
Evaluates and provides feedback on employees' performance.	Accountability, Developing Others, Integrity/Honesty, Interpersonal Skills, Oral Communication, Written Communication
Rewards and recognizes individual or team performance.	Developing Others, Human Capital Management, Team Building
Recruits personnel.	Human Capital Management, Influencing/Negotiating
Makes decisions on personnel actions (e.g., making selections, promotions, reassignments).	Decisiveness, Human Capital Management, Integrity/Honesty
Provides employees with coaching, training, regular guidance, and career development opportunities.	Developing Others, Human Capital Management
Identifies problems in employee behavior and takes appropriate action.	Conflict Management, Developing Others, Human Capital Management, Problem Solving
Takes steps to prevent and resolve conflicts, concerns, or grievances.	Conflict Management, Interpersonal Skills, Problem Solving
Solves problems and handles conflicts between individuals.	Conflict Management, Interpersonal Skills, Problem Solving
Listens to employees' ideas on work-related issues (e.g., organizational changes, quality of worklife).	Interpersonal Skills, Oral Communication
Keeps in touch with, and understands, the employees' viewpoints.	Interpersonal Skills
Communicates to employees how their work supports the organizations' mission, vision, and strategic goals.	Oral Communication, Vision
Ensures workforce diversity.	Human Capital Management, Leveraging Diversity

(continued)

<b>Related Leadership Competencies (continued)</b>	
<b>STRATEGIC MANAGEMENT</b>	
<b>Tasks</b>	<b>Related Leadership Competencies</b>
Coordinates activities across organizations.	Partnering
Justifies program objectives and required allocations to top management.	Financial Management, Influencing/Negotiating, Interpersonal Skills, Strategic Thinking
Allocates resources (e.g., time, money, staff).	Financial Management, Human Capital Management, Strategic Thinking
Sets and prioritizes strategic goals and objectives.	Strategic Thinking, Vision
Aligns activities, services, or products with strategic goals.	Strategic Thinking, Vision
Identifies issues or opportunities and determines whether action is needed.	Decisiveness, Problem Solving, Strategic Thinking
Monitors programs, projects, or operations and makes adjustments as needed.	Accountability, Flexibility, Problem Solving
Identifies and implements technology to meet program and organizational goals.	Problem Solving, Technology Management
Explains or justifies decisions, conclusions, findings, or recommendations.	Decisiveness, Oral Communication
Evaluates options by considering implications and consequences.	Decisiveness, Problem Solving
Ensures compliance with rules, regulations, or laws affecting programs.	Accountability, Integrity/Honesty
Keeps abreast of external trends and events (e.g., changes in clients' organizations, in local and global business, or in technology).	Continual Learning, External Awareness, Strategic Thinking
Negotiates with internal or external groups to facilitate goal accomplishment.	Conflict Management, External Awareness, Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering
Evaluates the political implications of different courses of action.	External Awareness, Political Savvy, Problem Solving, Strategic Thinking
Develops and articulates vision.	Oral Communication, Vision

## Glossary

The following definitions are included solely for the purpose of applying the criteria in this guide.

**AGENCY** – An executive or military department as specified by 5 U.S.C. 101, 102, and 5102, which has primary authority and responsibility for the administration of substantive national programs enacted by Congress; a comparable independent agency; or a large agency next level below the Department of Defense with worldwide missions and field activities, multibillion dollar programs or resources, and major mission(s) directly affecting national security. The head of an agency is usually appointed by the President with the advice and consent of the Senate. For example, the Departments of Labor, Health and Human Services, Agriculture, Army, Navy, and Air Force; the General Services Administration; the National Aeronautics and Space Administration; and the U.S. Office of Personnel Management are agencies for purposes of this guide.

In addition, consider as agencies, bureaus and bureau-equivalent organizations which, if removed from their location within departments and viewed as separate entities, would be comparable to independent agencies and some cabinet-level departments. Such organizations have staff, a budget, worldwide installations and missions, and similar characteristics equal to or surpassing those of some cabinet-level departments and most independent agencies. Organizations meriting treatment as agencies include the Social Security Administration and Internal Revenue Service. An organization immediately below department level may be considered an agency when the organization meets five or more of the following conditions:

1. organization comprises or manages more than half of a cabinet level department's resources;
2. organization has an international mission or numerous nationwide and worldwide field offices;
3. organization manages multibillion dollar funds in accounts typically separate from normal, department budgets (e.g., Social Security trust funds, Internal Revenue Service collections);
4. organization deals directly with Congress on major budgetary, program, or legislative matters affecting large segments of the population or the nation's businesses, or both. There must be a direct and continuing congressional contact outside of normal department processes, and matters must be pervasive enough to affect large segments of population or businesses. Further, the interest of the Congress as a whole must be engaged in dealing with the organization's programs;
5. organization head is appointed by the President with the advice and consent of the Senate;
6. organization exercises special statutory powers such as a nationwide, quasi-judicial function affecting major industries or large segments of the population;

7. organization manages delegated or statutorily-assigned programs with Governmentwide or nationwide impact receiving frequent, intensive, congressional, and media scrutiny because of their scope and impact.

**BUREAU** – An organizational unit immediately below the agency level which is normally headed by an official of Executive Level IV or V, or Senior Executive Service (SES) rank, or the equivalent who reports to the Agency Director or the Director's immediate staff (e.g., the Department of Labor's Bureau of Labor Statistics and the Department of Agriculture's Forest Service).

**MAJOR MILITARY COMMAND** – A military organization immediately below the Department of Army, Air Force, or Navy and headed by a flag or general officer who reports directly to agency headquarters. It is the military equivalent of a civilian agency bureau (e.g., Air Force's Air Training Command, Army's Army Materiel Command, and Navy's Naval Sea Systems Command).

**MAJOR ORGANIZATION** – An organizational unit located immediately below the bureau or major military command level and headed by an official of SES rank, GS-15, or GS-14, or civilian or military equivalent. At agency headquarters, major organizations include major staff functions at the agency level (e.g., agency human resources office, agency budget office, and agency information technology office) and major line organizations, the heads of which report directly to an Assistant Secretary or other office next below the head of the agency.

**MULTIMISSION ORGANIZATION** – Multimission organization is comparable to one of the two following situations:

1. A complex, multimission installation or a group of several organizations including four or more of the following:
  - a medical center or large hospital and medical laboratory complex;
  - multimillion dollar (annual) construction, civil works, or environmental cleanup projects;
  - a test and evaluation center or research laboratory of moderate size;
  - a supply or maintenance depot
  - an equipment or product development center;
  - a service school;
  - a major command higher than that in which the servicing position is located or a comparable tenant activity of moderate size;
  - an aerospace operation (e.g., NASA).

2. A large military installation or group of activities with a total serviced or supported employee-equivalent population exceeding 4,000 personnel and with a variety of serviced technical functions. These personnel are directly affected by, but not supervised by, the position under evaluation. Federal civilian and military employees, contractor personnel, volunteers, and similar personnel may be used to derive the population total; non-employed personnel such as dependents are significant only if directly impacted by the program segment and work directed. The supported employee-equivalent population includes people who actually receive service, not the population potentially eligible for services.

**MULTISECTOR WORKFORCE** – A workforce comprising, in addition to Federal civilian employees, state and local government employees; uniformed personnel; volunteers; and contractor personnel who perform work, sometimes in the same workplace, but under substantially different governing laws and different systems for compensation, appointment, discipline, and termination.

**ORGANIZATIONAL UNIT** – Any component, subdivision, or group of employees directed by a supervisory position.

**PROGRAM** – Programs encompass the missions, functions, operations, activities, laws, rules, and regulations an agency is authorized and funded by statute to administer and enforce. Programs normally provide products and/or services to the public. Agencies distribute available funding to carry out these continuing programs and any ongoing staff support they require. Agencywide line or staff programs essential to the operation of an agency are considered programs in applying this guide; the impact of these programs may be limited to activities within one or a few Federal agencies.

Typical programs are professional, scientific, technical, or administrative in nature and have broad objectives like those of national defense; law enforcement; public health, safety, and well-being; collection of revenue; regulation of trade; collection and dissemination of information; and delivery of benefits or services. However, specialized or staff programs may be considerably narrower in scope (e.g., merit systems protection, nuclear safety, and agencywide human resources or budget programs). Programs are usually of such magnitude they must be carried out through a combination of line and staff functions.

**PROGRAM SEGMENT** – Any subdivision of a program.