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Management and Compensation Division

Test and Validation of the Proposed Supergrade Factor Evaluation System By Senior Representatives of DDA

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SUPERGRADE FACTOR EVALUATION SYSTEM

1. Introduction

The Position Management and Compensation Division of the Office of Personnel has developed, tested and refined criteria and methodology for determining whether Agency managerial, first-line supervisory and nonmanagerial positions justify allocation at supergrade levels. This was a two year effort which has culminated in a draft product known as the Supergrade Factor Evaluation System.

The objectives of the Supergrade Factor Evaluation System are to lessen the subjectivity in the evaluation of current and proposed supergrade positions, and to achieve a greater degree of consistency in its application than has been the case with previous job evaluation methods and techniques used in the Agency for supergrade positions. A further objective of this system is to promote a better understanding among senior Agency managers of the criteria and methodology used in classifying Agency supergrade positions.

This system reflects adaptations of the criteria and methodologies used in the Government-wide Factor Evaluation System for grading nonsupervisory positions GS-01 through GS-15. It also reflects adaptations of the job evaluation system for executive positions which was developed on an experimental basis in the late sixties by the U.S. Civil Service Commission but was never implemented for Government use.

This system utilizes five factors whose presence is measurable in all Agency supergrade positions. These five factors are: (1) Knowledge and Abilities, (2) Difficulty of Work, (3) Responsibility, (4) Personal Relationships and (5) Supervision and Guidance Received.

The system also provides for the application of the concepts and criteria embodied in the Government-wide Supervisory Grade Evaluation Guide, Part II, in determining whether basic managerial and first-line supervisory positions should be evaluated at GS-16 rather than GS-15.

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The principal element of this system is the Supergrade Position Evaluation Guide against which individual position descriptions are compared for grade determining purposes. In addition, the system contains a guide for writing position descriptions in the supergrade factor format, a sample position description, and a statement of methodology for constructing a grade conversion table and rating scale.

2. Design of Supergrade Position Evaluation Guide

The Supergrade Position Evaluation Guide consists of three principal elements: (a) description of the concepts underlying each factor, (b) descriptions of three levels for each factor which indicate the extent to which the factor concepts are present in various work situations and (c) a rating scale that reflects the point value range and midpoint assigned to each factor level. In addition, the Supergrade Position Evaluation Guide contains the following appendages which also comprise essential elements in the total evaluation process: (a) distinguishing characteristics of GS-14 or GS-15 nonmanager positions, (b) definition of terms, (c) hierarchy of occupational disciplines that relates to the Agency's mission and functions and (d) a table for converting assigned points to GS supergrade levels. Factor level descriptions are expressed in broad terms and reflect the approximate midrange of the level. The grade conversion table is actually a modified extension of the CSC/FES conversion table, which is applicable to nonsupervisory positions at grades GS-01 through GS-15.

The hierarchy of occupational disciplines is arranged by group, field and specialty and represents branches of knowledge which collectively comprise the primary academic qualifications required for Agency professional occupations. These occupations in turn are identified with the intelligence process either in a direct or supportive manner.

3. Use of Supergrade Position Evaluation Guide

Positions are evaluated on a factor-by-factor basis. This involves comparing the factor data in the position descriptions with the factor level descriptions in the Guide. Thus, it is essential that a current and complete position description be prepared in the supergrade factor format. The Guide is not intended to be an inflexible instrument that, when applied, will determine the grade of a position beyond question. Therefore, considerable judgment must be exercised in interpreting the Guide as it applies to a specific position. Consideration must be given to other factors or conditions that conceivably could impact on the

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evaluation of a position. Furthermore, organizational and position relationships and program priorities should be considered in the evaluation process. Since the descriptive material contained in the Guide is representative and not all inclusive of the kinds of work found in Agency supergrade positions, considerable judgment must be exercised in determining whether position factor data are fully equivalent to the overall intent of the selected factor level description. Points are assigned at either end of the point range, or at midpoint for a given factor level depending upon the evaluator's judgment as to whether the position factor data exceed, are less than, or are substantially equal to, the factor level description. In evaluating nonmanagerial positions, the position description should be initially compared with the statement of distinguishing characteristics of GS-14 or GS-15 nonmanager positions contained in Tab A or with an appropriate Agency approved classification standard prepared in FES format. This procedure is necessary to determine whether the position requirements exceed the GS-15 level. Similarly, in evaluating basic managerial and first-line supervisory positions the full performance level of work supervised must be determined before additional criteria as set forth in the CSC Supervisory Grade Evaluation Guide and the Supergrade Position Evaluation Guide are applied. If upon initial review, the factor data in a position description do not meet the minimum points of level 1 of any factor, no points should be assigned to that factor level. Since the factors are assigned different weights and are interrelated, the position must be evaluated by comparison with the remaining factors in the Guide before a final judgment is made that the position fails to meet the minimum points for level 1 of a given factor.

4. Evaluation of Deputy Positions

Deputy positions will be established one grade below that of the Chief position in all cases where the incumbents of such positions are required to spend a preponderance of their time sharing responsibility with the Chief for the day-to-day management of the components.

5. Titling Practices

Supergrade positions will be titled and coded in accordance with instructions contained in the Agency Handbook of Position Titles and Occupational Codes. In this regard, the Position Management and Compensation Division determines whether a supergrade position should be coded in the Policy Direction Group, or in an appropriate subject matter series.

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EVALUATION FACTOR I

Knowledges & Abilities	Weighted Value 20%	Level 1			Level 2			Level 3		
		Point Range	Midpoint		Point Range	Midpoint		Point Range	Midpoint	
		915-1010	965		1015-1120	1070		1125-1230	1180	

Factor Definition:

This factor measures the extent and degree of knowledges required to perform the duties of a position. In applying this factor, consideration should be given to both the breadth and depth of knowledges required, and to the abilities needed to apply the required knowledges in work situations.

Work situations at this level typically require one of the following knowledges identified with concepts, principles and practices of an occupational specialty, occupational field or occupational group:

Manager: An in-depth knowledge of an occupational specialty and a broad knowledge of the occupational field in which such a specialty is included, or a broad knowledge of one or more occupational fields, or a broad knowledge of an occupational group.

All basic managers must possess a broad knowledge of management principles and practices, and demonstrated ability to apply such knowledge in planning, organizing and directing activities as typified in Factor II.

Nonmanager: An in-depth knowledge of an occupational specialty, or an in-depth knowledge of an occupational field or a broad knowledge of several occupational fields associated with an occupational group.

Work situations at this level typically require one of the following knowledges identified with the concepts, principles and practices of an occupational specialty, occupational field or occupational group.

Manager: An in-depth knowledge of two or more occupational specialties and a broad knowledge of the occupational field in which such specialties are included, or a broad knowledge of one or more occupational fields, or a broad knowledge of one or more occupational groups.

All middle managers must possess a broad knowledge of management principles and practices and demonstrated ability to apply such knowledge in planning, organizing and directing activities as typified in Factor II.

Nonmanager: An in-depth knowledge of one or more occupational fields, or a broad knowledge of one or more occupational groups.

Work situations at this level typically require one of the following knowledges identified with the concepts, principles and practices of an occupational specialty, occupational field or occupational group.

Manager: An in-depth knowledge of two or more occupational specialties and a broad knowledge of the occupational field in which the specialties are included, or an in-depth knowledge of an occupational field as such knowledge is applied to programs and activities associated with two or more occupational groups, or a broad knowledge of an occupational group, or a broad knowledge of several occupational fields associated with two or more occupational groups.

All senior managers must possess a broad knowledge of management principles and practices and demonstrated ability to apply such knowledge in planning, organizing and directing activities as typified in Factor II.

Nonmanager: An in-depth knowledge of one or more occupational fields, or a broad knowledge of several occupational fields identified with two or more occupational groups.

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EVALUATION FACTOR II

Difficulty of Work	Weighted Value 30%	Level 1	Point Range	Midpoint	Level 2	Point Range	Midpoint	Level 3	Point Range	Midpoint
			1365-1515	1440		1520-1680	1600		1685-1845	1765

Factor Definition:

This factor measures the complexity and difficulty of assigned activities. In applying this factor, consideration should be given to the variety and scope of activities, types and frequency of problems encountered, and extent of program planning and policy formulation.

Manager: Illustrative of programs managed at this level are:

a. Small in terms of resources required but the scope of the activity is Agency-wide and identified with one or more occupational specialties.

b. Supportive to large programs administered at Office or equivalent level, and which in itself, requires large financial resources and is identified with an occupational group.

c. Encompasses all of the major functions of a large program administered at Office or equivalent level, but limited to the management of a major geographical area of the parent organization, and the program requires small to intermediate resources and is identified with two or more occupational fields.

d. Small to intermediate resources required, Agency-wide in scope, and is identified with an occupational field, but represents a major segment of a large program identified with an occupational group administered at Office or equivalent level.

Manager positions at this level involve formulating and recommending new poli-

Manager: Illustrative of programs managed at this level are:

a. Large in terms of resources required; identified with numerous occupational fields and two occupational groups; products involve the application of technology at the state of the art; high technical and operational risks are involved since no precedents or criteria exist for predicting the success or failure of end products; wide diversity of occupations and skill levels represented in the workforce; indirect managerial control over large amounts of nonUSG resources dedicated to the program; frequent re-programming required; segmented into major fields of endeavor for which no precedents exist for measuring results; and administered within an Office or equivalent level but supportive to directorate-wide programs that are global in scope.

b. Provides common support to, and staff cognizance over, a directorate-wide program that is global in scope. The support is identified with several occupational fields that, in the aggregate, span two occupational groups. Small amounts of resources are required.

Manager: Illustrative of programs managed at this level are:

a. Large in terms of resources required; identified with an occupational field; administered at Office or equivalent level; and supportive to all Agency programs on a world-wide basis.

b. Small in terms of resources required; administered within the staff structure of top management (Director level); identified with two or more occupational specialties within an occupational field; and such specialties are applied in an investigative and control relationship to all Agency programs on a world-wide basis.

c. Large in terms of resources required; identified with several occupational fields within an occupational group; administered at Office or equivalent level; covers a broad geographical area or world-wide in scope; workforce dispersed throughout many field offices; some activities may require approval at the highest levels of government; and the program is identified with a major segment of the intelligence process.

d. Large in terms of resources required; identified with several occupational fields associated with two or more occupational groups; administered at Of-

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EVALUATION FACTOR II (continued)

	Point Range	Midpoint		Point Range	Midpoint		Point Range	Midpoint
Level 1	1365-1515	1440	Level 2	1520-1680	1600	Level 3	1685-1845	1765

cies and procedures, and planning and scheduling work activities. Normally, frequent reprogramming and rescheduling of work is required due to such external factors as fluctuations in consumer demands, unforeseen priority requests from higher management, rapidly emerging technologies or constraints imposed on available resources. A preponderance of the problems encountered are related to substantive activities and involve formulating new approaches to problem solution as well as evaluating the results of such approaches.

Nonmanager: Illustrative of work situations at this level are:

a. Principal staff adviser to a Deputy Director in connection with such directorate-wide activities as resources management, assessment of current and proposed programs identified with two or more occupational fields, forecasting future problems and issues and formulating approaches for meeting such challenges. Externally imposed legal and policy restrictions may inhibit the range of alternatives for solving problems related to directorate-wide programs. The programs are subjected to frequent changes in emphasis, which in turn, produce in-

c. Large in terms of resources required; global in scope; identified with two or more occupational fields; and represents the principal segment of a larger program administered at Office or equivalent level.

Manager positions at this level typically cover such activities as formulating plans and programs, developing projections covering resource requirements, presenting and justifying new or revised programs and assessing accomplishments in terms of meeting program goals and objectives. Problems encountered are numerous and frequently require development of new methods or innovative approaches. Programs require constant modification to meet changing needs, and short deadlines for accomplishing changes are frequently imposed.

Nonmanager: Illustrative of work situations at this level is the consultant and adviser to top management on a broad spectrum of Agency-wide programs and activities that, in the aggregate, are multidisciplinary in nature, cover two or more occupational groups and involve large amounts of resources. Work includes assessment of such programs and

office or equivalent level; supportive to major programs conducted on a worldwide basis. Individual projects require several years to complete; involve major advances in technology; and workforce is dispersed throughout many field offices.

e. Large in terms of resources required; identified with several occupational fields associated with two or more occupational groups; administered in the field as a major segment of a larger program; product or services rendered are critical to the fulfillment of U.S. foreign policy objectives and essential to U.S. national security; numerous and complex cover arrangements; subordinate field installations; and oversight of two or more ancillary programs administered on a regional basis and for which extensive coordination is required with departmental components at Office or equivalent level having primary jurisdiction over such regional programs.

Programs managed at this level typically require extensive planning, reprogramming, policy formulation and coordination within CIA and externally. Changes in program emphasis are frequent and unforeseen. Problems encountered are numerous and the solutions usually involve considerable adjustments to programs and the reallocation of resources.

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EVALUATION FACTOR II (continued)

	Point Range	Midpoint		Point Range	Midpoint		Point Range	Midpoint
Level 1	1365-1515	1440	Level 2	1520-1680	1600	Level 3	1685-1845	1765

stability in the planning, programming and budgeting process.

b. Conducts briefings within severe time constraints on a broad spectrum of intelligence matters to officials at the highest levels of government and under conditions that require oral responses to questions without assistance.

c. Focal point at Office or equivalent level for the final substantive review and assessment of all source intelligence materials that are identified with an occupational field prior to release of such materials by senior managers.

d. Focal point within a directorate for monitoring and evaluating activities identified with an occupational specialty when such activities represent a major segment of a large Agency-wide program.

A large portion of work undertaken by nonmanagers at this level requires an in-depth investigation of complex problems and the formulation of viable solutions. The solutions usually involve the application of numerous approaches and techniques and the problems require resolution in short periods of time with limited resources and assistance.

of resources. Work includes assessment of such programs and activities to determine effective utilization of resources, responsiveness to near-term and out-year consumer requirements, and impact on the public image of CIA.

A large portion of the work at this level frequently involves the in-depth study of problems for which no precedents exist, and the drawing of conclusions, projections and recommendations on which policy related to the intelligence process is based. Work may involve chairing ad hoc task forces or study groups to analyze and recommend alternative solutions to problems having interdirectorate implications.

Nonmanager: Illustrative of work situations at this level are:

a. Focal point at top management level for the (1) final review and coordination of interagency national intelligence identified with an occupational field on a functional basis or with an occupational group on a geographic basis, (2) establishment of Community-wide intelligence collection and production priorities, (3) preparation of substantive input to long-range intelligence documents and (4) serving as the primary interface between intelligence consumers and producers.

b. Focal point at Community level for the assessment of those segments of the Community-wide intelligence collection or production programs that are identified with two or more occupational fields to determine effective utilization of resources and responsiveness to near-term and long-range requirements.

Work at this level involves the in-depth analysis of multitiered functional processes that cover the spectrum of the U.S. intelligence mission. Problems encountered are highly complex, frequently without precedents, contain broad policy and jurisdictional implications and their resolution is frequently crucial to the success of such mission.

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EVALUATION FACTOR III

Responsibility	Weighted Value 30%	Level 1	Point Range	Midpoint	Level 2	Point Range	Midpoint	Level 3	Point Range	Midpoint
			1365-1515	1440		1520-1680	1600		1685-1845	1765

Factor Definition:

This factor measures the impact of decisions and actions on the management of resources, the shaping of policy and the direction of programs and projects. The factor also measures the extent of decision-making authority in these areas. In applying this factor, consideration is given to the magnitude and type of impact—direct or indirect—on such resources, policies and programs at Agency or Community levels, and to the degree of latitude for independent action.

Manager: Positions at this level have limited direct impact on the initial allocation of resources, notwithstanding that the resources required to manage some programs at this level could represent a significant portion of the total resource allocation for the parent organization. Although the positions include responsibility for developing budget estimates and projecting manpower and material requirements, such decisions are subject to a number of higher reviews and approvals. The most significant responsibilities in this area are the control of resources for programs under the incumbents' jurisdiction, and the assurance that the services and work products furnished are timely, accurate and responsive to the needs of consumers. These involve continuous monitoring to ensure that resources are expended for approved programs, and that such programs are administered in the most efficient and economical manner. Independent decisions must be made within budgetary constraints and be consistent with Agency policy. In general, decisions affecting levels of funding and other resource requirements are in the form of recommendations. Intelligence material collected or

Manager: Positions at this level have a direct impact on the utilization of intermediate or large amounts of USG resources, and, in some instances, an indirect impact on the utilization of intermediate or large amounts of contractor resources. Such positions are normally responsible for reviewing and approving budgets submitted by subordinate elements at the basic management level, approving proposed changes in programs and operations, and defending and justifying budget projections and operating programs extended over several years. Although decisions in these areas are subject to review, considerable weight is given by senior officials at Office or directorate level to the rationale that supports such decisions. Normally managers at this level have authority to approve actions recommended by subordinate managers regarding utilization of approved resources and modifications of programs and operations to meet new requirements. Through active participation with senior management, considerable impact is made on the decision-making process as it re-

Manager: Positions at this level have a direct impact on the utilization of large amounts of resources which represent a substantial portion of the Agency's total budget. They include authority within established policy to determine programs and activities, to project budget, material and manpower requirements and to administer all aspects of a large program in such a manner as to ensure the utmost effectiveness and economy of operations. Also included in such positions is the responsibility for presenting and defending budget estimates, evaluating the effectiveness of operations and taking action to correct deficiencies. Positions also include authority to take independent action on operational and management matters such as developing or revising organizational structures, reprogramming the utilization of funds and establishing priorities for programs and activities. Programs managed at this level may have a major indirect impact on the effectiveness of other Agency programs administered on a world-wide basis. Managerial decisions may directly impact on

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EVALUATION FACTOR III (continued)

	Point Range	Midpoint		Point Range	Midpoint		Point Range	Midpoint
Level 1	1365-1515	1440	Level 2	1520-1680	1600	Level 3	1685-1845	1765

produced under the direction of managers at this level may be responsive to critical national requirements, and have an indirect impact on U.S. foreign policy. Such material normally encompasses one or more subject matter fields identified with a broad geographical area. Programmatic decisions made on a day-to-day basis may indirectly impact on the resources management of other Agency programs. These decisions could pertain to position management, job classification and the legality or propriety of Agency programs, operations and activities. Normally, managers at this level have authority to make final decisions on day-to-day operational management matters within the framework of Agency policy.

Nonmanager: Recommendations made at this level indirectly impact on the allocation of large resources since they pertain to the feasibility of undertaking, terminating, expanding or modifying substantive programs normally at directorate level, as well as assessing the cost-benefit factors of such programs that are identified with an entire segment of the intelligence process. Authority is usually

lates to the formulation of new policies, development of new programs and revision of ongoing programs. Programmatic decisions directly affect the substantive quality of program output that is of high interest to policymakers and which represents, in terms of resources, a major segment of the Agency budget. Managerial decisions made at this level may indirectly impact on the quality and timeliness of all-source intelligence reporting on numerous subject matter fields identified with a major geographical area, or upon the substantive quality of intelligence information processed from large scale and sophisticated technical collection systems that are either global or regional in scope.

Nonmanager: Recommendations made at this level indirectly impact on a major segment of the Agency's total resources since they pertain to the feasibility of undertaking, terminating, expanding or modifying large programs, as well as assessing the cost-benefit factors of programs that are identified with all segments of the intelligence process administered

the substantive quality of finished intelligence pertaining to a subject matter field for which the raw data are acquired on an all-source, worldwide basis, and disseminated as a finished product at Office or equivalent level. Decisions at this level may also directly impact on the effectiveness of a HUMINT collection effort at Office or equivalent level covering all subject matter fields for a major geographical area.

Nonmanager: Recommendations made at this level indirectly impact on a major segment of the Community's total resources for administering the foreign intelligence program of the U.S. Government. Normally incumbents of such positions are regarded as experts within the Intelligence Community. Recommendations at this level may also indirectly impact on the substantive aspects of Community-wide intelligence collection or production programs that either encompass all subject matter fields identified with a geographical area, or are global in scope but limited to a major field of endeavor. Consequently, the incumbents exercise consider-

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EVALUATION FACTOR III (continued)

	Point Range	Midpoint		Point Range	Midpoint		Point Range	Midpoint
Level 1	1365-1515	1440	Level 2	1520-1680	1600	Level 3	1685-1845	1765

limited to recommendations which in turn are subject to higher reviews and approvals. However, the conclusions and recommendations made at this level on the substantive aspects of large programs are normally accepted as authoritative and directly influence the programmatic decisions of senior officials at the directorate and Agency levels, and indirectly impact on the quality of services and products furnished.

within the Agency. The decision-making authority is normally in the form of recommendations. However, because of the recognized expertise of the incumbents, recommendations dealing with the substantive aspects of programs are normally accepted by top management of the Agency and, therefore, indirectly impact on the effectiveness of ongoing programs.

able influence on final decisions made by top level policymakers concerning the scope and nature of programs and activities to be undertaken, and on the quality of finished intelligence made available to such policymakers. Substantive recommendations, especially during periods of crisis, may, if adopted, indirectly impact on the course of U.S. diplomatic relations with foreign powers and upon U.S. national security. May represent the DCI's position on substantive issues with authority to commit the Director to a course of action during discussions with other senior officials in the Intelligence Community.

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EVALUATION FACTOR IV

Personal Relationships **Weighted Value 10%**

Factor Definition:

This factor measures the extent, level and purpose of personal contacts. In applying this factor, consideration should be given to the scope, purpose and frequency of contacts, level of persons contacted, the degree of controversy involved in such contacts and the extent to which the nature of the contacts is unstructured. The purposes of contacts are the paramount consideration in this factor, and must be determined before assigning a given factor level.

Level 1	Point Range 455-505	Midpoint 480	Level 2	Point Range 510-560	Midpoint 535	Level 3	Point Range 565-615	Midpoint 590
Positions at this level involve personal contacts within own office, at the middle and senior management levels and Deputy Director levels, other Agency directorates and with officials in the Intelligence Community, foreign intelligence services or private industry. Contacts <u>may</u> also be with nationally known authorities in the academic community to keep abreast of trends and developments in scientific or technical fields. Incumbents <u>may</u> also brief White House officials, members of Congress and Cabinet officers on a broad spectrum of intelligence matters. Other purposes of contacts are to exchange information, influence and motivate persons contacted who <u>may</u> possess skeptical or hostile attitudes on subjects under discussion, coordinating activities of mutual interest or providing advice or guidance in resolving problems. Matters being discussed are occasionally controversial and require persuasiveness in reconciling divergent viewpoints. The contacts are normally structured in that the issues to be resolved are predetermined and prior knowledge usually exists of the position taken by the person contacted on such issues.			Positions at this level involve personal contacts within own office, at the senior management, <u>Deputy Director and DCI levels</u> , and with other Agency directorates, Comptroller, Inspector General, General Counsel, Legislative Counsel, officials of other Federal agencies at the Department level, heads of corporations, White House staff members, members of Congress and fellow members of inter-agency committees and working groups. Contacts <u>may</u> also be with heads of foreign intelligence services, leaders of major opposition parties in foreign countries, and with senior officials at the policy-making level in foreign governments which are of critical interest to U.S. foreign policymakers. Contacts are for such purposes as negotiating agreements, coordinating interlocking activities, <u>advising on the resolution of controversial issues</u> and presenting and defending positions <u>on operational matters and resource requirements</u> . Contacts are <u>occasionally</u> unstructured in terms of format and in the fact that no foreknowledge of the opinions and attitudes of the persons contacted concerning specific issues is available.			Positions at this level involve personal contacts with senior managers, Deputy Directors, DDCI, DCI and with Bureau chiefs and officials at comparable levels in other Federal agencies. Contacts <u>may</u> also be with multinational corporations, internationally renowned authorities in a highly scientific or technical field, Heads of State, members of Congress, Cabinet members and top aides to the President. Contacts are for such purposes as presenting and defending budget requirements, developing joint operations, exchanging information concerning major technological advancements in one or more scientific or technical fields, presenting and justifying new or revised operating programs, eliciting cooperation and support from host governments in the interest of furthering U.S. intelligence objectives, and coordinating and resolving policy matters and issues of major significance. Contacts are <u>frequently</u> unstructured and the issues discussed are <u>often controversial</u> , and require considerable tact, forbearance and persuasiveness.		

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EVALUATION FACTOR V
Supervision and Weighted
Guidance Received Value 10%

Level 1	Point Range	Midpoint	Level 2	Point Range	Midpoint	Level 3	Point Range	Midpoint
	455-505	480		510-560	535		565-615	590

Factor Definition:

This factor measures the degree of assistance provided to, and control exercised over, the incumbent in the performance of duties. In applying this factor, consideration should be given to the nature and extent of instructions provided the employee when assignments are made; the extent to which the employee is permitted to plan and schedule work, modify instructions, participate in establishing policies and define objectives; and to the type of review made of completed work.

Assignments are by project, program or activity and are accompanied with instructions regarding scope, priority and policy to be followed, end product or results desired and extent of delegated authority. Guidance is provided in the interpretation of policies for solution of problems. Normal day-to-day activities are accomplished without further guidance. As necessary, broad instructions on executing assignments are modified by the incumbent without prior approval of superior. The formulation and implementation of approaches to problem solution are accomplished without guidance. Performance is evaluated in terms of the effect of actions taken, and decisions and recommendations made, on the fulfillment of program objectives, and on the utilization of available resources. Completed work performed by nonmanagers is accepted as authoritative and reviewed only for adherence to policy and program objectives.

Assignments are general and expressed in terms of broadly defined objectives. Advice and guidance are requested on major problems not covered by policy or precedent. Action is initiated on other matters without further guidance or assistance. Overall performance is evaluated in terms of accomplishment, conformance with policy and program objectives and efficiency of operations. Completed work by nonmanagers is accepted as authoritative and therefore is indirectly assessed in terms of consumer reaction and policy repercussions.

Assignments are in the form of mission directives, definition of goals and objectives, delegation of authority and policy pronouncements. Keeps superior informed of major problems encountered of a policy nature, and consults with superior on new policies needed and appropriate courses of action to be taken pending the development of new policies. Performance is evaluated in terms of meeting goals and objectives and achieving results of optimal value.

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DISTINGUISHING CHARACTERISTICS OF GS-14 OR GS-15 NONMANAGER POSITIONS

To aid in determining whether senior nonmanager positions meet the minimum criteria for supergrade allocation as set forth in the Supergrade Position Evaluation Guide, nonmanager positions that are correctly allocated at GS-14 or GS-15 are normally characterized by one of the following work situations:

- a. located in first-line supervisory or basic management levels; the work involves the application of knowledges identified with an occupational specialty which is relatively narrow in scope notwithstanding that the incumbent may be recognized as an Agency-wide or Community-wide expert in such a specialty; the impact of decisions and recommendations on the resources, total production and overall program responsibilities of the Office or equivalent level organization is relatively minor; the end product frequently represents an integral segment of a larger substantive effort; occasional contacts with Office Heads, Deputy Directors and Community officials on matters in their areas of specialization are usually made as part of a broader program presentation in which the problems addressed clearly transcend the scope of the incumbent's work assignment; and the end product is subject to higher technical reviews.
- b. located in staff components at top management level; the work involves the application of an in-depth knowledge of an occupational specialty or field, and/or a broad knowledge of Agency programs and activities necessary to discharge investigative, oversight or evaluative responsibilities; the interpretations of Agency policy and of prevailing statutes supporting such policy may not be accepted as binding and enforceable, and are frequently challenged and rebutted by Agency managers whose programs are affected by such interpretations; the end product as reflected in staff studies, position papers, survey reports, etc., is subject to higher levels of substantive review; and personal contacts **normally** do not extend above the working group level outside the Agency.

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Defin flows of items

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DEFINITION OF TERMS

I. Position Categories

NONMANAGER:

One who engages in staff or technical activities that involve such responsibilities as developing solutions to major problems, formulating and proposing new policy and operational guidance, evaluating adequacy and effectiveness of operations and serving as adviser to senior managers and directors. Normally nonmanagers have little or no responsibility for program management nor for supervising others.

SUPERVISOR:

One who assigns tasks to be performed, prescribes methods and procedures to be followed, provides advice and guidance on problems encountered during accomplishment of work and reviews completed work for conformance with instructions and for quality. Normally the span of control exercised by the supervisor does not require a deputy.

BASIC MANAGER:

One who is responsible for determining organizational structure and staffing requirements of assigned component, formulating and recommending policies and procedures, projecting resources required to accomplish mission objectives and evaluating efficiency and effectiveness of operations. The span of control requires the component managed to be segmented into two or more subordinate elements at the first level of supervision. The full performance level of professional, administrative or technical work supervised in the subordinate elements normally evaluates at GS-13. The first-line supervisory positions normally evaluate at GS-15 for one or more of the following reasons: (a) responsibility for participating in the management process, (b) the presence of additional elements that increase the complexity of problems associated with supervision such as changing work situations, physical dispersion of workforce and special technical demands imposed upon the incumbent. Basic managers may also direct the activities of a structured organization through first-line supervisors whose positions evaluate at GS-14, provided that the size of the component managed justifies a full-time deputy position that evaluates one grade higher than the first-line supervisory position because of the variety, scope and complexity of the program responsibilities shared with the basic manager. NOTE: The full performance level of work supervised denotes the highest actual grade of at least 25% of the nonsupervisory positions in first-line organizational elements.

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- MIDDLE MANAGER:** One who is responsible for developing and recommending programs and objectives, providing policy guidance, approving organization and staffing of subordinate elements at the basic management level, determining the allocation of resources, and evaluating effectiveness of operations. Examples of middle manager positions are: (a) Chief, Communications Engineering Services, OC; (b) Chief, ██████████ DC; (c) Deputy Director of Personnel for Plans and Control, OP; (d) Chief of Station, ██████████ OSO; (e) Chief, Systems Analysis Group, ODE; and (f) Chief, Operations Group, Counter Intelligence Staff, DDO.
- SENIOR MANAGER:** One who participates with Deputy Directors in establishing objectives and goals, defending and justifying programs and budget estimates to Agency Director, OMB, and congressional committees, allocating personnel ceilings among subordinate components and providing policy guidance to officials at the middle and basic management levels. Examples of senior managers are: Office Heads in the DDA, DDS&T and NFAC directorates, and Area Division Chiefs and Senior Staff Chiefs in the DDO directorate.
- DEPUTY DIRECTOR:** One who determines goals and objectives for a major segment of the Agency, establishes policies and priorities and defends and justifies programs and operations to OMB, congressional committees, members of NFIB, et al.
- DIRECTOR:** One who determines overall programs, goals and objectives of the Agency, defends and justifies programs and budgets to Congress, the President and the National Security Council, provides leadership and guidance throughout the Agency, adjudicates disagreements between major elements of the Agency and represents the Agency on national policy matters.

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25X1A

II. Program Size

- SMALL PROGRAM OR PROJECT:** An activity normally requiring the manager to direct less than 100 employees and to administer a program budget of less than one million dollars. Examples of such programs are: Position Management and Compensation Program, CA operations ██████████ intelligence production on Soviet strategic forces.
- INTERMEDIATE PROGRAM:** An activity normally requiring the manager to direct from 100 to less than 300 employees and to administer a program budget of from one to ten million dollars. Examples of such programs are: communications operations in Europe and clandestine operations ██████████

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LARGE PROGRAM: An activity normally requiring the manager to direct 300 or more employees and to administer a program budget of over ten million dollars. Examples of such programs are: Agency Logistics Program, clandestine operations in the Near East and the Scientific Intelligence Production Program.

III. Hierarchy of Occupational Disciplines

OCCUPATIONAL GROUP: An occupational group consists of a number of occupational fields involving activities which require similar basic knowledges and abilities but are sufficiently diverse that extensive retraining is required if rotation is made among fields.

OCCUPATIONAL FIELD: An occupational field consists of a number of occupational specialties within a professional discipline that require similar or closely related basic knowledges and abilities. Normally the similarity is so great that a person trained in one specialty can be rotated to another specialty within the same occupational field without extensive retraining.

OCCUPATIONAL SPECIALTY: An occupational specialty consists of duties identified with a professional discipline sufficiently related in terms of subject matter that a discrete set of knowledges and abilities is required.

IV. Miscellaneous

AGENCY-WIDE PROGRAM: A program that consists of functions that are **either** performed in all major operating components under the policy direction and guidance of an office, **or** administered at headquarters level on a centralized basis. Such functions are in an investigative, oversight, supportive or evaluative relationship to all other major operating components of the Agency and their respective programs. Examples: Position classification, medical services, financial and program auditing, logistical support, inspection and legal services.

COMMUNITY-WIDE PROGRAM: A program administered by an Agency operating component at Office or Directorate level on behalf of the Intelligence Community **either** as a service of common concern, **or** to provide a substantive product or guidance that is disseminated to **all** members of the Community for informational, evaluative, policy setting or coordination purposes. Examples: ██████████ RMS, ORPA.

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INTELLIGENCE PROCESS:

An integrated system for the **requirements formulation, collection, processing, production and dissemination** of foreign intelligence. Each segment of the intelligence process comprises three essential elements which vary in scope and complexity depending upon the program or organizational level in which the segment is administered. These elements are (a) geographic coverage, (b) subject matter fields, (c) functional processes (i.e., tasking, analysis, evaluation, customer feedback, etc.).

IN-DEPTH KNOWLEDGE:

A mastery of the concepts, principles and functional processes identified with an occupational specialty or field sufficient to apply this knowledge in any work situation, including the resolution of highly complex problems, with a level of competence that requires little technical supervision and guidance.

BROAD KNOWLEDGE:

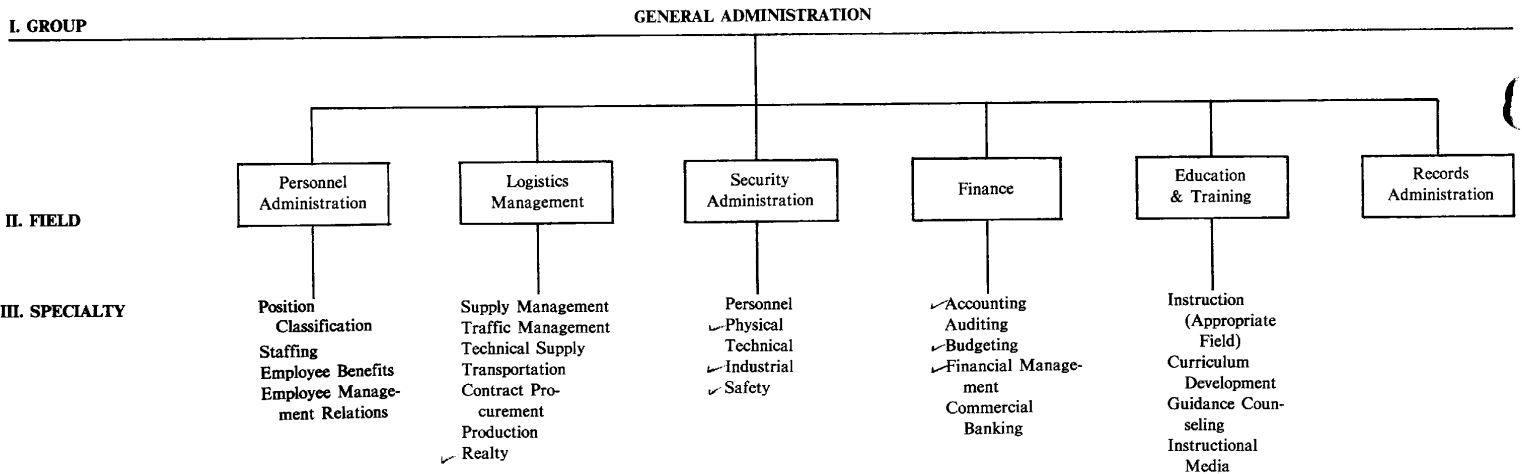
A sufficient understanding of the concepts, principles and functional processes identified with an occupational specialty, field or group sufficient to contribute to the decision-making process as it relates to the quality and timeliness of products and services, program planning and evaluation, resources management and the resolution of issues that involve policy implications.

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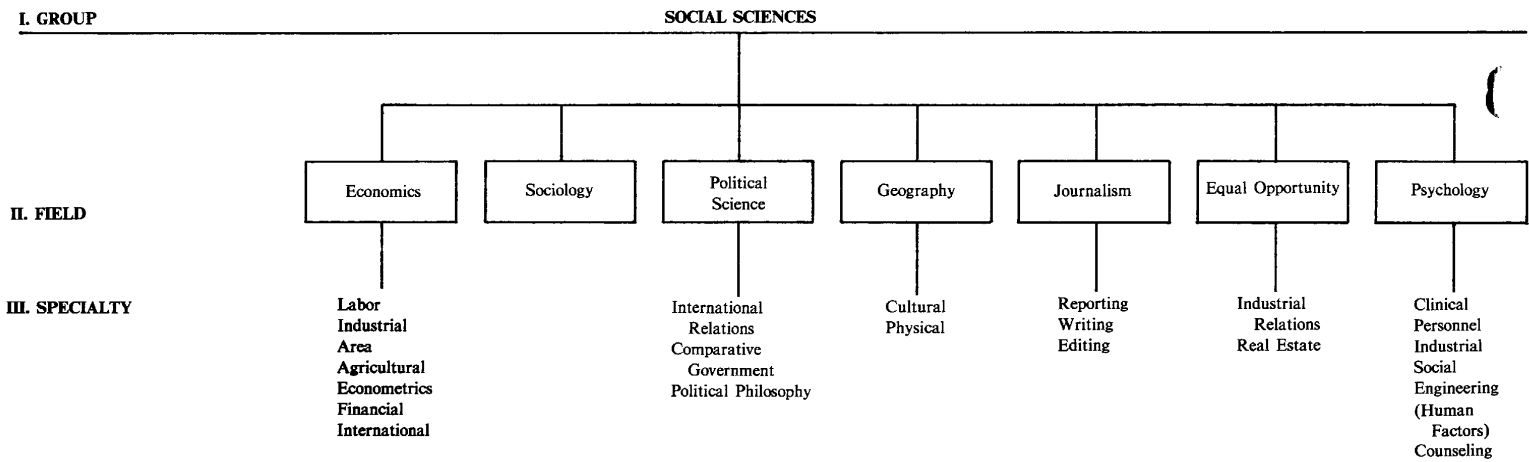
OCCUPATIONAL HIERARCHY



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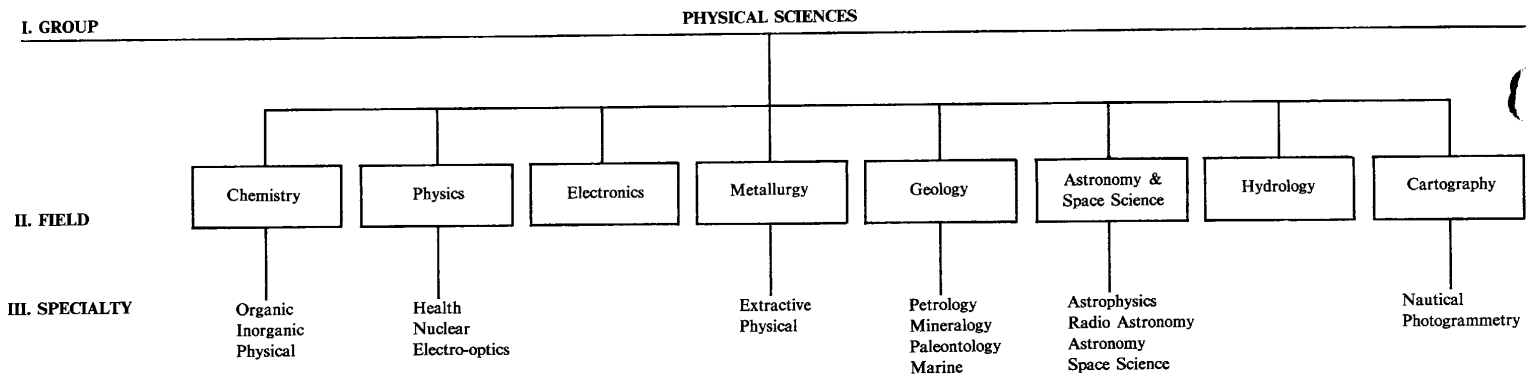
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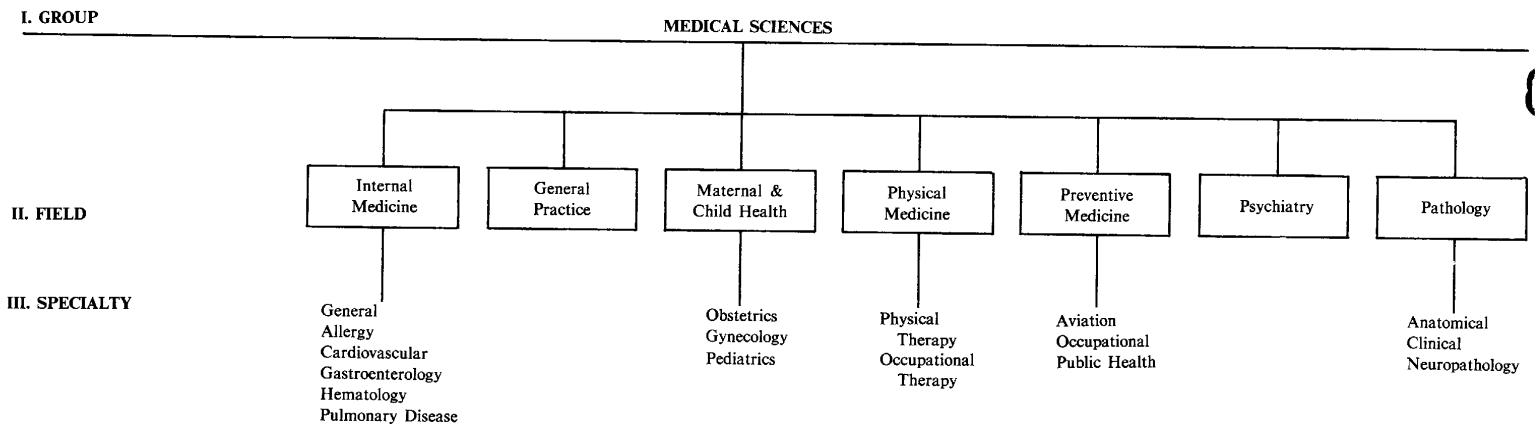
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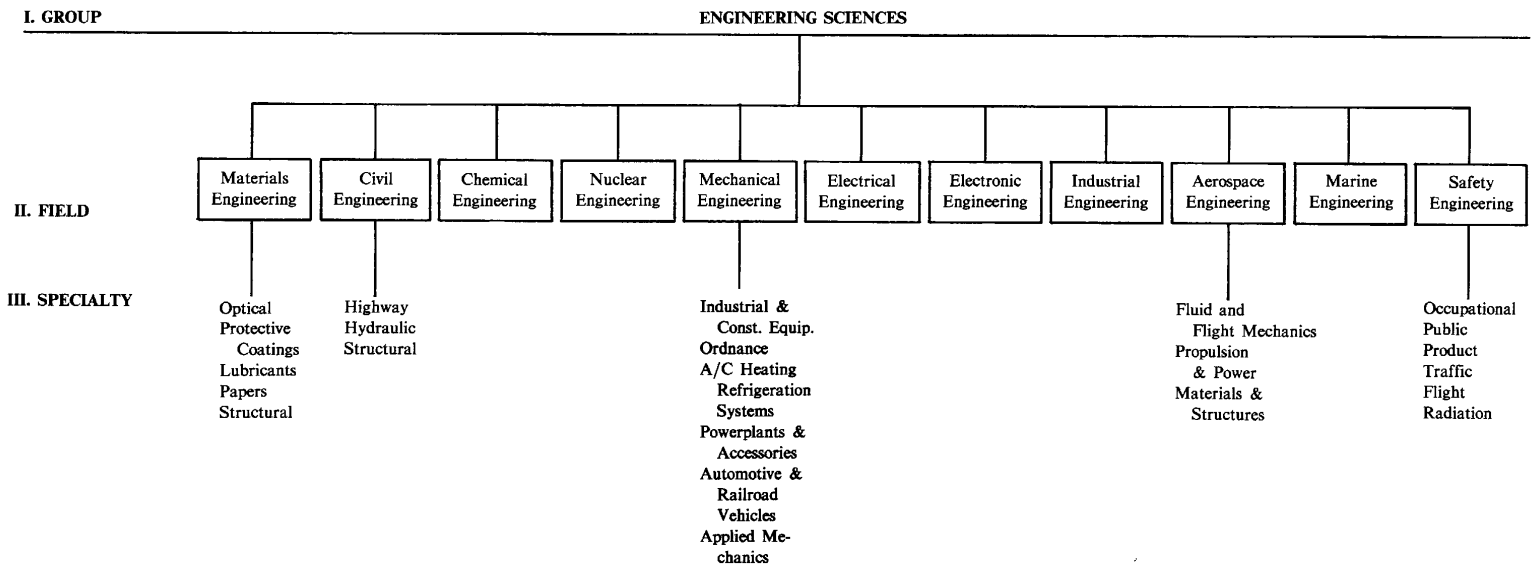
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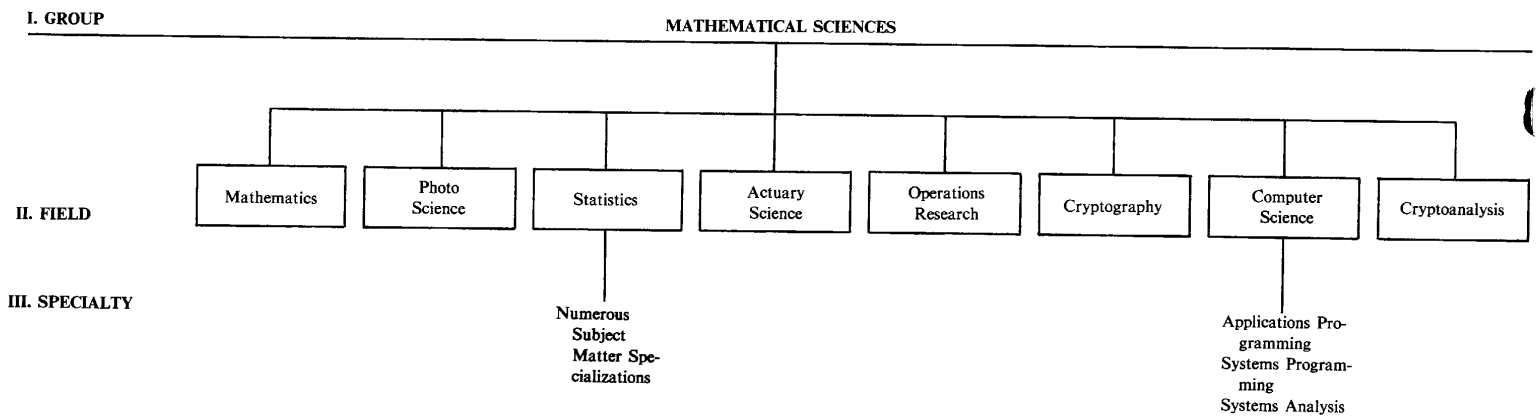
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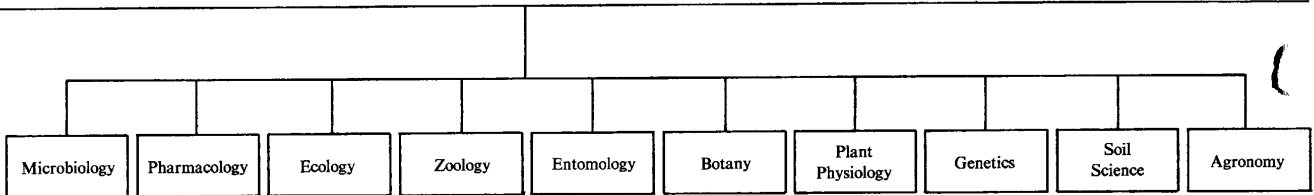
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OCCUPATIONAL HIERARCHY

I. GROUP

BIOLOGICAL SCIENCES

II. FIELD



NOTE: All of the occupational fields identified with this group are interdisciplinary and, therefore, contain subject matter and functional specializations too numerous to record on this chart. Such specializations can be found in the appropriate CSC standard.

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Approved For Release 2001/11/08 : CIA-RDP83-01004R000100260002-4

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GRADE CONVERSION TABLE

GS-16	4555 - 5070
GS-17	5075 - 5620
GS-18	5625 - 6150

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GUIDE FOR WRITING POSITION DESCRIPTIONS UNDER THE SUPERGRADE FACTOR EVALUATION SYSTEM

This guide is designed to assist you in writing a description of your position duties and responsibilities in the format required by the Supergrade Factor Evaluation System. In preparing your position description be sure to address all of the measurable points that are identified for each factor. Under the Supergrade Factor Evaluation System each factor present in your position is assigned a point value based upon a comparison of the factor data in your position description with the factor level descriptions contained in the Supergrade Position Evaluation Guide. Failure to cover a factor properly could result in an incorrect evaluation.

A. POSITION IDENTITY

Briefly identify your position as to title, organizational location and position number. Indicate the size, occupational make-up and level of your immediate staff.

B. MAJOR DUTIES

Describe concisely each major duty you are required to perform. Tell what you do, how you do it and why. You may organize your duty statements either in order of importance or sequence of performance.

Be specific in the use of words. Avoid ambiguous words such as assists, coordinates, handles or prepares, unless further qualified. Use action verbs such as compiles, searches, establishes, evaluates or analyzes.

C. EVALUATION FACTORS

Factor I. . . . **Knowledges and Abilities**

Specify the nature and extent of knowledge required of a subject matter field(s) to perform the duties of your position. Identify those subject matter fields for which your position requires a mastery of the

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underlying concepts, principles and functional processes, and identify those fields for which a broad understanding is required sufficient to contribute to the decision-making process as it relates to the quality and timeliness of products and services, program planning and evaluation, resources management or the resolution of issues that involve policy implications. Identify the nature and the extent to which certain abilities are needed to apply the required knowledges in work situations (e.g., analytics, leadership, judgment, creativity, etc.).

Factor II. . . . Difficulty of Work

Indicate the variety and scope of activities which you either perform or manage. Identify the types and frequency of problems you encounter, and the extent to which you develop new techniques or approaches for resolving problems where established policy or procedure does not exist. Indicate the extent to which you must vary work processes, revise priorities and reallocate resources. Indicate the extent to which you are required to formulate policy, and plan programs and activities consistent with such policy. State the number of employees under your direction and the dollar value of the budget that you administer.

Factor III. . . . Responsibility

Indicate the extent to which your decisions and actions impact directly or indirectly on the management of resources, the shaping of policy and the direction of programs and projects either within your own office or beyond at directorate, Agency or community levels. Specify the areas of your work in which you are delegated authority to act independently or within prescribed limitations including the authority to commit the Agency to a course of action relative to specific programs and activities.

Factor IV. . . . Personal Relationships

Identify by title and organization those officials with whom you are in contact within your immediate office and the Agency, and from other government agencies and departments, private industry and institutions, and state the frequency of such contacts. Specify the purpose of your contacts, e.g., to exchange information, coordinate matters of mutual interest, negotiate agreements, present and defend

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program and budget submissions, develop joint operations, etc. Indicate the degree of controversy involved in the issues under consideration. Indicate the extent to which the personal contacts are unstructured in terms of the absence of foreknowledge as to the format of the meetings, and the identities, opinions and attitudes of the participants as they relate to specific issues.

Factor V. . . . Supervision and Guidance Received

Indicate the nature and extent of instructions given you upon receiving an assignment. Indicate the extent to which you receive technical or policy guidance in planning and accomplishing assignments. Identify those aspects of your program and technical responsibilities for which you are authorized to plan and schedule work, establish deadlines and priorities and resolve problems without direction or guidance. Indicate whether your work is reviewed in process or upon completion, and whether such review is close or general in determining the technical accuracy of your findings and adherence to policy and program objectives. Indicate the extent to which your products or services are indirectly assessed on the basis of customer reaction.

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SAMPLE POSITION DESCRIPTION

A. Position Identity

Chief, Advanced Systems Development Engineering Division, Office of Applied Research and Development Engineering, Position #XYZ. The Advanced Systems Development Engineering Division has a total multidisciplinary workforce of 63 employees comprised of physical scientists, engineers, physicists, mathematicians, operations research analysts, and clericals. The Division consists of three branches in Headquarters and two field offices in proximity to contractor plants. It is structured along functional and project management lines commensurate with the major segments of its mission; namely, the design, development, fabrication, testing and delivery of ground technical intelligence collection systems.

B. Major Duties

1. Plans, directs and coordinates a development engineering program which culminates in the certification and delivery of advanced systems for the ground collection of technical intelligence. In this connection, evaluates, presents and defends proposals to senior and top management for development of new advanced systems with consideration given to cost and time constraints, user requirements, contractor capabilities, technological challenges, etc. Upon receiving project approval, allocates and manages the resources including funding, facilities and the mix of in-house and contractor personnel necessary to achieve project objectives.

2. Reviews Requests for Proposals (RFPs) received from contractors and recommends source selection based on contractors' technical capabilities, previous performance, financial stability and reasonableness of cost estimates.

3. Provides guidance and technical assistance to subordinate program managers and project engineers in such areas as formulating technical approaches, participating in contract negotiations and monitoring contractor performance in terms of meeting critical milestones within programmed funding levels and time periods.

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4. Approves amendments to contracts where proposed changes in engineering design or in materials are within the original scope of work and funding authorizations. Recommends approval or rejection of proposed out-of-scope contract amendments resulting from overruns or unforeseen changes in user requirements that impact on the capabilities and operational utility of the systems under development.

5. Serves as member of the Office level Project Review Board, and in this capacity, participates in the review and assessment of current and proposed advanced developmental projects.

6. As a recognized authority in ground technical intelligence collection systems, serves as Agency representative on interdepartmental and NFIB committees engaged in planning, programming and coordinating R&D programs for such systems, and in assessing technological gaps between user requirements and current technical collection capabilities.

C. Evaluation Factors

I. Knowledges and Abilities

A broad knowledge of theories, concepts, principles and practices of more than two specialties each in the physical and engineering sciences. A broad knowledge of the potential uses, capabilities and limitations of ground technical intelligence collection systems.

A broad knowledge of project management principles and practices, and demonstrated ability to apply such knowledge in planning, directing and coordinating the activities of subordinates and contractors and in developing and achieving program goals.

Ability to visualize future technical intelligence collection needs of the Agency and to conceive innovative developmental projects that will serve to meet such needs.

A broad knowledge of research methods and techniques as they relate to the planning, direction and administration of advanced developmental projects.

II. Difficulty of Work

The projects managed by the incumbent are multidisciplinary and involve the development and application of new concepts and technologies that advance the state of the art. The number of ongoing

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projects during a fiscal year average seven and are characterized by requiring the expenditure of funds ranging from \$3,000,000 to \$5,000,000. The average duration of such projects is one to three years from initial design to hardware delivery for operational use. The projects are of such scope as to require a systems approach rather than the sequential independent development of specific components. The incumbent of this position is, therefore, frequently required to monitor the efforts of integrating contractors. Technical problems occur frequently and are usually without precedent, hence new approaches to problem solution are frequently conceived and tried. Such problems are not readily foreseen, thus their effect on the technical and financial aspects of the projects cannot be predetermined. Project management requires that a mix of related factors including contractor performance, time and budgeting constraints, cost-sensitive technical decisions and changing goals be maintained in proper balance and perspective.

III. Responsibility

Incumbent's responsibility for determining internal staffing, budgetary and material requirements are subject to review and approval at Office, Directorate and Agency levels. Similarly, responsibility for determining program goals and objectives, selecting and establishing priorities for projects and redirecting ongoing projects, often with funding and technological implications, is also subject to higher reviews and approvals. Incumbent is authorized to make and implement decisions on day-to-day technical and project management matters that are within the scope of the basic contract. Incumbent is responsible for tracking and assessing contractors' performance, and for alerting senior and top management officials to potential problem areas such as overruns and dim prospects of meeting critical milestones. As a member of the Office level Project Review Board, incumbent exercises considerable influence on final decisions relative to the undertaking, expansion and termination of advanced developmental projects that involve the expenditure of large amounts of funds. Incumbent is authorized to commit and allocate personnel and funds to approved developmental projects. Although some latitude exists for experimental errors arising from technically high risk projects, failure to make sound technical and managerial decisions and recommendations could result in the excessive waste of Government funds and man-hours, and the loss of valuable intelligence because of malfunctioning technical collection systems or the nonavailability of such systems to meet current and future requirements.

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IV. Personal Relationships

Position involves personal contacts with Agency officials at Office and Directorate levels, Office of the Comptroller, other Federal agencies and the scientific communities for such purposes as presenting and defending project proposals, exchanging information on projects of mutual interest, remaining apprised of the state of the art, providing guidance to contractors in the resolution of technical problems, coordinating interlocking developmental projects and assessing technological gaps between user requirements and current technical collection activities. Contacts in industry range from the nonsupervisory scientist and engineer levels through the project manager and corporate levels of management. Personal contacts are also with the Agency contracting officers to provide counsel on the technical aspects of contract negotiation and administration. Matters being discussed occasionally are controversial, such as suspected duplication of effort on developmental engineering projects both within the Agency and the Intelligence Community. Matters of this kind necessarily require the exercise of tact and persuasiveness.

V. Supervision and Guidance Received

Receives broad direction and policy guidance from Director, Office of Applied Research and Development Engineering. Assignments are general in nature and include information on program goals and priorities, scope of projects, suggested developmental approaches, funding constraints and interpretations of new or revised policies to be followed.

Receives minimal guidance in planning, organizing and directing work to be accomplished both by subordinate professional staff and contractor workforce. Performance is evaluated for technical cost-effectiveness, conformance with instructions and governing policies and quality and timeliness of end product. Superior has general oversight responsibility over incumbent's participation on interdepartmental and NFIB committees to insure that the Agency's position on R&D programs of Community-wide scope or interest is properly reflected, and that incumbent's recommendations and opinions expressed in such meetings are consistent with Agency policy.

G
How scale design?

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CONSTRUCTION OF GRADE CONVERSION TABLE AND RATING SCALE

1. A weighted value is assigned to each selected factor based on the relative importance of each factor to the grade determining process. The weighted values total 100% in the aggregate for all factors.

2. As the system is an extension of the CSC/FES method of assigning point ranges for grades GS-01 through GS-15, it was necessary to assign an arbitrary maximum point value for GS-15 rather than leaving it open ended as reflected in the CSC/FES Grade Conversion Table.

3. An original grade conversion table is constructed by assigning a point range to the GS-16 grade and to each succeeding supergrade as a continuation of the maximum point value assigned to the GS-15 grade, and in a manner that provides a broader point range for each successively higher supergrade, and a five-point gap between the maximum points for one grade and the minimum points assigned to the next higher grade.

4. Since factor levels 1, 2 and 3 correspond with GS-16, 17 and 18 respectively, the point range for these levels is determined by multiplying the minimum and maximum points assigned to each supergrade as shown on the grade conversion table by the weighted values assigned to each factor in a manner that rounds off the last digit to 0 or 5, whichever is closer to the actual digit, and that also reflects a five-point gap between the maximum points for one level and the minimum points assigned to the next higher level.

5. As a result of the rating scale for each factor having a five-point gap between the maximum points assigned to one factor level, and the minimum points assigned to the next higher level, the sum of the minimum points assigned to levels 2 and 3 of each factor exceeds the minimum points assigned to GS-17 and GS-18 in the original grade conversion table. Thus, the grade conversion table was adjusted to reflect an increase of 20 points at the higher end of the point range for GS-16, both ends of the point range for GS-17, and the lower end of the point range for GS-18, thereby maintaining the correlation between the point range for each supergrade with the sum of the point values assigned to each level of all factors.

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