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**General Schedule  
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# **Grade Evaluation Guide for Supply Positions**



**Workforce Compensation  
and Performance Service**



# Grade Evaluation Guide for Supply Positions

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## COVERAGE

This guide provides grade level criteria for nonsupervisory operating and staff work in the administrative (two-grade interval) supply occupations at grades GS-9 and above. Work covered by the guide requires specialized knowledge and skills in one or more areas of Federal supply operations or Federal supply program management.

## BACKGROUND INFORMATION

This guide is designed specifically to evaluate operating, staff, and program management work concerned with Federal supply support. Typical positions covered by this guide require knowledge of one or more of the supply occupations: General Supply, GS-2001; Supply Management, GS-2003; Inventory Management, GS-2010; Warehousing Management, GS-2030; Packaging, GS-2032; and Cataloging, GS-2050. It does not, however, cover positions the grades of which are based primarily on supervision of employees. Such work is evaluated by application of the appropriate supervisory evaluation guide.

## HOW TO USE THE GUIDE

Positions should be evaluated on a factor-by-factor basis using the FES factor level descriptions contained in this guide. Total points for all factors are converted to grade levels using the table below. This guide contains work illustrations as integrated parts of factor level descriptions, especially in factors 1 and 4. The illustrations provide a frame of reference for identifying the application of FES concepts in work situations that perform at these factor levels. Users should not rely solely on the illustrations in evaluating positions, since they reflect a rather narrow range of actual work examples for positions covered by this guide. Instead, attempt to match the intent of the various factor levels and find concepts and examples which apply to the position being evaluated.

Titling instructions are contained in the series coverage standards developed for the individual supply occupations. Similarly, the series of a position classified in whole or in part by this guide is determined by the assigned duties and responsibilities and qualifications required for the work. Series determination is made by reference to standards covering the specific line of work, or a general standard (e.g., General Supply, GS-2001) when the work does not clearly fall within the definition of a specific series.

The guide does not provide criteria for trainee or developmental work below grade GS-9. Agencies may establish positions at those levels, as needed for entry and development, using the FES primary standard for factor levels falling below those described in the guide, and related classification standards. However, positions with a target full performance level lower than grade GS-9 should be classified to the Supply Clerical and Technician Series, GS-2005.

**GRADE CONVERSION TABLE**

Total points on all evaluation factors are converted to GS grade as follows:

<b>GS Grade</b>	<b>Point Range</b>
9	1855-2100
10	2105-2350
11	2355-2750
12	2755-3150
13	3155-3600
14	3605-4050

## FACTOR LEVEL DESCRIPTIONS

### FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

#### *Level 1-6 - 950 Points*

Employees use practical knowledge of a wide range of well-established and commonly applied supply principles, concepts, and methodologies in one or more of the technical supply specializations (inventory, packaging, storing/distributing, or cataloging) or of supply program operations, when such work requires the application of some judgment and analysis to provide services or resolve problems. Employees perform recurring kinds of assignments, operations, and/or procedures in providing services and resolving issues and problems of a procedural nature in supply operations, planning, or program management. Employees use knowledge of established supply systems in weighing the impact of variables such as cost, existing policies and procedures, data processing requirements, and other issues that influence the course of action taken. They search for and analyze information; trace sequences of transactions to resolve questions; prepare entries for supply record systems; provide supply information, reports, and services; and recommend actions to eliminate problems involved in delivering services to supply customers or in implementing policies.

Some employees in staff level or quality control positions use knowledge at this level to perform analytical assignments involving specific issues associated with supply management or operations, or to study and recommend solutions for a segment of a broad study involving several issues or problems. Typical areas of concern are existing policy, work procedures, work methods, data integrity, or developing requirements for assigned items of supply, and may involve elements of work in other organizations, such as contracting and procurement, data processing, accounting, or those receiving supply support.

#### *Illustrations:*

- The employee maintains inventory control records in an automated system for parts needed in depot support and maintenance programs. The employee monitors usage transactions, tracks the timing of reorder actions, verifies cost changes for parts and subassemblies, and generally observes activity in the account to ensure that parts and supplies are available when required. The employee evaluates fluctuations in rates of usage and adjusts procurement lead times for approved acquisitions. The employee takes note of changes in rate of usage, cost, availability for established suppliers, alternative sources of supply, and other activities in the account requiring intervention, such as changes in pricing, accelerated or decelerated acquisition, notifications to seek additional vendors, or other actions designed to support maintenance operations without interruption in the flow of materials.
- The employee maintains a segment of a cataloging data base at a central cataloging facility involving the records for a variety of electronic parts available for Federal use in maintenance and repair operations. Items are described in terms of their Federal stock

category, approved stock number, item description, usage, packaging criteria, units of issue, and other descriptive information. The employee verifies descriptive data and usage information through coordination with equipment specialists, engineers, or other cognizant personnel.

- The employee provides supply support for the surgery and inpatient care departments in a hospital. The employee orders and stocks a variety of technical supplies ranging from common administrative and medical support materials through surgical instruments and surgical support equipment (e.g., heart-lung machines, X-rays, and supporting supplies such as film). The employee maintains accountability records for non-expendable materials, traces acquisition sources and methods, resolves problems associated with timely deliveries and lead times, arranges for disposal of surplus and excess property and monitors the operations and records of storerooms and distribution points, including stock levels, rates of usage, reorder points, and requests for new items. Problems must be resolved through cataloging, inventory, and acquisition channels involving new or unique surgical equipment and related items peculiar to the missions supported. The employee coordinates requirements with users, seeks assistance in identifying and locating required items, resolves user problems associated with obtaining and maintaining stocks, and prepares written analyses of activities and problems with recommendations for solution for high level supply management.
- The employee plans, evaluates, and selects appropriate sites and facilities for storing items such as aircraft engines, explosives, precision machine boring and cutting tools, and electronic equipment. The employee determines the suitability and usefulness of existing storage sites and facilities, including both covered and open storage areas. The employee plans the layout of storage areas and advises on ways to improve the efficiency and economy of the distribution and storage operations. This is done in terms of the type and physical characteristics of the items, receipt and issue requirements, level of activity, shipping requirements in covered storage areas, and the suitability and usefulness of existing storage areas.

#### *Level 1-7 -- 1250 Points*

The work at this level requires knowledge of a broad range of supply program relationships or significant expertise and depth in one of the specialized fields of supply operations. Assignments require knowledge of specialized methods and techniques to analyze and evaluate the effectiveness and efficiency of supply programs and/or operations. The employee at this level applies a depth of knowledge developed from extensive experience in one or more areas of supply operations or management programs. The work requires the employee to analyze independently and resolve difficult issues and problems in the assigned area of responsibility involving, for example, supply processes, work methods, supply data management, or day-to-day operational procedures.

At this level, employees often use knowledge of interrelated supply processes to--

- coordinate the objectives and plans of two or more specialized supply programs, and/or two or more independent organizations receiving local supply support (e.g., regional office, outpatient clinic, or medical center);
- provide options in study recommendations to allow for differing or conflicting program requirements;
- develop and/or implement procedures and practices to cover multiple supply objectives including inventory management of the supply stock fund for expendable and nonexpendable items; or
- serve on inter-agency or inter-organization committees and groups to identify and resolve, or to assign responsibility for resolving supply issues.

This level of knowledge is also used in supply program planning at a major organizational level. Employees interpret policy direction for specific operating requirements. They develop guidance for applying supply policy, procedures, techniques, equipment, and methods to a variety of work situations involving various degrees or levels of supply controls. This level is used further in responding to problems or questions involving implementation of supply guidelines at lower levels. Employees at this level are commonly considered the major authoritative source of knowledge for organizations supported by the local supply office, about the overall supply program or one of the technical supply specializations, and for interpreting policy originating from higher organizational levels. They--

- develop and/or recommend new or revised local directives, policies, and implementing instructions;
- provide authoritative interpretations and guidance to management officials and other supply specialists at the same and lower levels in the organization;
- resolve issues involving conflicting program requirements; and/or
- review operating supply programs for adequacy, efficiency, and need for improvement.

Employees using this level of knowledge commonly consider and recommend several alternatives. They must evaluate variables such as availability of materials, relationships with other programs, and cost/benefit considerations. They also consider administrative processes such as:

- the status of funds for purchases;
- the schedule and rate of progress for assembly and delivery;

- conflicting requirements between ongoing and new programs; and
- similar considerations where the employee must make decisions about priorities and allocation of resources.

*Illustrations:*

Employees use this level of knowledge in a variety of technical supply operations and general supply support programs to perform independently work such as:

- resolving issues and controlling actions in an inventory management function for a complete category of materials such as electronic parts, a major commodity such as computers, or a complete system such as a major military vehicle, a naval fire control system, or equipment for physical science laboratories. They approve recommendations made by users and/or lower level inventory management employees to increase stock levels for components or subassemblies, authorize significant changes in expenditure and stocking levels based on order and usage records, and meet with groups of users and suppliers to arrange for or modify stock levels, storage points, acquisition lead times, and units of issue. They participate in original provisioning conferences and establish inventory controls for complete systems, subassemblies, and parts.
- monitoring a block of computer programs to determine their efficiency in meeting established information requirements and recommending changes in data flow, sources of input, report formats, and calculations to satisfy supply management information needs. They accept requests for system changes, conduct research to determine the validity of requests, refine the information provided, and prepare specifications for computer specialists to use in programming, testing, and implementing changes in automated supply systems. In collaboration with computer specialists, they evaluate problems with new and modified systems, including the logical flow, input errors, interconnections among data fields and program elements within a flow of related programs, and recommend solutions to both supply and computer specialists.
- resolving packaging questions for new and/or unique items, or resolving problems with established packaging criteria when there are problems with material breakage or when the established criteria must be reconsidered in light of new delivery requirements, such as air drops. They evaluate the fragility or sensitivity of the material and consider the methods of shipment and delivery, the nature of handling expected (cranes, forklifts, manual, etc.), and any environmental considerations that apply, such as sensitivity to temperature, humidity, or atmospheric pressure (high altitude, undersea, etc.). They consult with other Federal and industrial packaging specialists and determine the amount and kind of cushioning, buffering, blocking, and internal and external wrapping that is required. They design and test packaging alternatives and make recommendations to resolve specific conditions, often on the basis of their packaging expertise, without benefit of testing with the actual items.



- monitoring, resolving problems with, and coordinating solutions for a major commodity area in a depot operation providing worldwide support. They track the flow of materials from original and subsequent acquisition, through shipment and storage, to final distribution and shipment to customers. Employees verify requisition priorities, coordinate documentation to authorize issuance and shipment, trace problems in acquisitions and shipping lead times, and authorize expeditious handling. They consider staging points at depots or installations, access and shipping times, costs, and urgency of requests. They initiate restocking orders, monitor compliance with orders, and specify storage points for delivery. They conduct inventory and catalog searches and assist customers by recommending alternate items.
- furnishing technical advice and guidance to several of the agency's major supply depots concerning their distribution and storage operations and related operating requirements. For example, the employee advises on storage space, staffing levels, modernization programs, the feasibility and estimated cost of particular types of material handling equipment, and the establishment of amortization criteria for facilities and equipment. The employee regularly surveys the depots' distribution and storage operations, evaluates the level of productivity, and assesses compliance with established procedures and policies. The employee recommends needed changes and improvements.

#### *Level 1-8 -- 1550 Points*

Employees at this level, having mastered a major area of supply operations or demonstrated mastery of general supply program management, use comprehensive knowledge of supply policy requirements to function as technical authorities. Assignments require the application of new theories, concepts, and/or developments to supply problems not susceptible to treatment by accepted supply methods, techniques, or procedures. In addition to mastery of a specialty area, employees at this level use knowledge of other supply specialties in resolving major conflicts in policy and program objectives.

Some employees use the knowledge at this level to perform key decision-making and policy development responsibilities in very difficult assignments. These include assignments such as:

- planning for significantly new or far-reaching supply program requirements; or leading or participating as a technical expert in interagency study groups to resolve problems in existing supply systems and programs that require innovative solutions;
- advising top level agency supply and subject-matter managers on new developments and advances in supply techniques in the specialty area;
- planning, organizing, and directing studies to develop long-range (i.e., 5-10 years) studies and forecasts;
- recommending methods for enhancing efficiency of supply systems by adapting existing and/or applying evolving technology;

- evaluating and making recommendations concerning overall plans and proposals for major agency and interagency supply projects; and
- developing and implementing national level guidance in agency standards, guidelines, or policies for major supply programs.

Employees use this level and kind of knowledge to serve at a variety of operating and staff level positions requiring expertise in a specialty area of supply or as a generalist concerned with supply policy or program responsibilities. The work is characterized by the depth of analysis involved in resolving problems or issues, and/or the impact on supply support programs that extend beyond local operations. It is typically found at a major level of the organization, such as a major military command, a major depot with national and/or worldwide support requirements, a regional headquarters with delegated supply support responsibilities, or at a national headquarters level, depending on the level of authority and program responsibility delegated to each. Work situations in which this level of knowledge is applied include the following, for example:

- The employee is recognized as an expert in at least one very broad area of supply support and typically is called upon to serve as an expert consultant. As such, the employee is expected to resolve policy issues at a major level of the organization, plan for and develop new policy and program guidance, or to resolve problems in supply support operations and systems where the complexity is such that other employees have been unable to develop solutions.
- This level also includes "team leaders" performing oversight and coordination over segments of work that make up a total project or assignment for a team of employees. The total sum of the work requires expert knowledge characteristic of this level, although each segment of the work may only require knowledge at lower levels. At this level the employee has both the experience and expertise to bring together the collection of knowledge, skills, and abilities to reach a cohesive conclusion from the collective parts of the assignment.

## **FACTOR 2, SUPERVISORY CONTROLS**

### *Level 2-3 -- 275 Points*

The supervisor defines the employee's scope of responsibility and the objectives, priorities, and deadlines. The employee is provided with more detailed assistance in unusual situations which do not have clear precedents.

The employee, having developed competence in the assignment, plans and carries out the steps involved, handles deviations from established procedures, and resolves problems that arise in accordance with agency or local standards, previous training and experience, established practices, or other controls appropriate to each assignment. The work typically includes conflicting information or relationships that require investigation and solution by the employee to determine the methods and procedures to use in the assignment.

Completed work is usually evaluated for technical soundness and appropriateness in relation to the nature and level of supply support required. Techniques used by the employee during the course of the assignment are not usually reviewed in detail.

*Level 2-4 -- 450 Points*

The supervisor sets the overall objectives and decides on the resources available. The employee consults with the supervisor in determining which projects to initiate, develops deadlines, and identifies staff and other resources required to carry out an assignment.

The employee, having developed expertise in the particular supply specialty or program area, is responsible for planning and carrying out the work, resolving most of the conflicts that arise, integrating and coordinating the work of others as necessary, and interpreting policy in terms of established objectives. The employee keeps the supervisor informed about progress, potentially controversial matters, issues with far-reaching implications, and intractable problems.

Finished work is reviewed from an overall standpoint in terms of feasibility, compatibility with other supply program requirements, or effectiveness in meeting objectives and achieving expected results.

*Level 2-5 -- 650 Points*

The supervisor provides broad administrative and policy direction through discussion of financial and program goals, and national, agency, and local supply policies affecting the direction of the supply program. The employee at this level works under broad delegated authority for independently planning, scheduling, coordinating, carrying out, and monitoring the effectiveness of supply operations.

In performing the work, the employee makes extensive unreviewed technical judgments concerning the interpretation and implementation of existing supply policy for the assigned specialty or management area(s) and in deciding which analytical and technical decisions lead to, or form the basis for, major supply program policy and operational decisions by top management. The employee is regarded as a leading technical authority in a supply specialization or supply program management.

The supervisor usually accepts the employee's recommendations without change. The employee's actions, decisions, and recommendations are reviewed primarily for results obtained in achieving supply program goals and objectives, and in providing support for attaining the organization's mission responsibilities. The supervisor evaluates the employee's recommendations for new or revised supply policies, procedures, and controls in terms of impact on end user program goals and objectives, broad supply program goals, and/or national supply program priorities.

## FACTOR 3, GUIDELINES

### *Level 3-3 -- 275 Points*

Guidelines available and regularly used in the work are in the form of agency policies and implementing directives, manuals, handbooks, supply regulations, and locally developed supplements to such guides, such as detailed work procedures and directives that supplement agency directions. The guidelines are not always applicable to specific conditions or there are gaps in specificity when applying them to specific supply requirements. This level also includes work situations in which the employee must interpret and apply a number of subject-matter policies and regulations such as those that apply to end use repair, replacement, and support requirements.

The employee uses judgment in interpreting, adapting, and applying guidelines where there is some overlap or conflict in the levels of support required, or other conditions requiring the employee to analyze and develop procedures within the intent of available guidelines. The employee independently resolves gaps in specificity or conflicts in guidelines, consistent with stated supply program objectives. The employee analyzes the applicability of guidelines to specific circumstances and proposes regulatory or procedural changes designed to improve the effectiveness or efficiency of supply controls.

### *Level 3-4 -- 450 Points*

Guidelines provide a general outline of the concepts, methods, and goals of supply programs. The guidelines regularly applied at this level consist of broad supply guidance such as directives issued by a national headquarters, general agency policy statements and objectives, interagency supply program policy proposals requiring refinement and coordination, or other guides that are not specific on how they are to be defined, implemented, and monitored at the employee's level. Typically, departmental guidelines available to the employee at this level are purposely left open to some local interpretation. They allow accommodation for local variations and remote environmental conditions that affect the nature of supply operations within overall policy direction. Due to the lack of specificity, the guidelines are often insufficient to accomplish specific objectives.

At this level, the employee exercises a great deal of personal judgment and discretion with broad latitude for interpreting and applying guidelines across the organization. Also included at this level is the interpretation and application of guidelines originating from more than one Federal agency or department which apply to supply programs and organizations involving joint operations. The employee--

- uses initiative and resourcefulness in researching and implementing new and improved supply methods and procedures within the employing organization; and/or
- establishes criteria to identify and analyze trends in supply programs and requirements.



Where guidelines for performing the work are scarce or of limited use, the employee develops guides to be followed by supply specialists at the same and lower levels in the organization.

*Level 3-5 -- 650 Points*

At this level, the employee is a recognized technical authority on the development and interpretation of supply guidelines, policies, legislation, and regulations. The results of the work cover supply operations in one or more substantive national supply programs. Guidelines are nonspecific and stated in terms of broad national or departmental policies and goals, often in obscure legal and technical terminology which necessitates extensive interpretation to define the extent and intent of coverage.

At this level, employees must use initiative, judgment, and originality in researching and interpreting existing national policies and legislation. Some employees review and comment on pending legislation, or develop regulations and procedures for implementing legislation. Some perform analysis and make recommendations when new or revised legislation is needed. They conduct research and prepare recommendations for the content of such legislation. Employees, as recognized technical authorities in one or more supply specializations or in supply program management, develop regulations and supply policies.

They--

- interpret national policies, goals, and legislation;
- develop supply guidance and regulations that apply to the conduct of diverse supply and subject-matter program operations;
- develop guidance for implementing new and revised methods to use in formulating supply programs; and/or
- represent their organizations as technical experts on interagency committees and task forces formulating general program guidance for implementation in a variety of different operating environments.

## **FACTOR 4, COMPLEXITY**

*Level 4-3 -- 150 Points*

Employees perform various duties requiring the application of different and unrelated methods, practices, techniques, or criteria. Employees compile, analyze, and summarize information relating to the designated supply requirements; develop plans for approaches that may be taken in resolving questions; define stock levels and frequency of reordering. They consider normal acquisition channels, lead time, availability, storage or staging space, frequency of use, and documentation requirements in order to provide installation support in buying, storing, and

transferring supplies. They develop the costs for implementing each of several options; and/or recommend a course of action to meet assignment objectives.

The work requires consideration of program plans, applicable policies, regulations and procedures, and alternative methods of implementing and monitoring supply requirements. Employees identify and analyze relationships among organizational needs and objectives, costs, and requirements in supply guides and related information sources. The employee resolves conflicts in customer descriptions of required items, recommends substitutions, and advises about alternative acquisition approaches.

Recommendations involve implementation of specific supply actions, and the application of standard methods, techniques, and programs. They are based on factual information such as funding available, minimum regulatory requirements, and delegated authorities.

*Level 4-4 -- 225 Points*

Employees perform assignments consisting of a variety of supply duties involving many different and unrelated processes and methods in well-established areas of supply planning and administration. Typically, the work requires analysis and testing of a variety of established techniques and methods to evaluate alternatives and arrive at decisions, conclusions, or recommendations. Programs and projects may be funded by, or under the cognizance of different organizations with differing supply requirements or variations in ability to fund acquisitions or system implementation. Requirements to follow established supply policies, practices, procedures, and techniques may have to be varied for a number of locations or situations to assure compatibility with existing systems and demands on available resources. Illustrations of work at this level include, for example:

- Developing cataloging guidance (tools) for use throughout a supply cataloging system. Such guidance is used by others to properly identify equipment and parts according to description and stock class, and provide a basis for ordering replacements, and assuring consistency in providing the correct response to supply customers.
- Performing or leading inventory control work when such work involves attending meetings and speaking for the organization during provisioning conferences, establishing lead times for ordering and staging material, and tracking and adjusting inventory levels for major systems such as an aircraft, a military vehicle, a major electronic system such as a specific radar unit, a class of office equipment such as desk top computers, or others that require support in terms of availability, spare parts, and/or service for a variety of customers.

- Coordinating military sales orders and shipments for an assigned block of accounts or countries. The employee reviews documentation to determine kinds and quantities of material involved, assures proper authorizations, verifies availability or back order status, and monitors progress of transactions from ordering through manufacturing, issuing, and shipping. The employee identifies and resolves problems and delays in ordering schedules, manufacturing lead times or delays, and in the processes of staging, packaging, and shipping.

In deciding what is to be done, the employee typically assesses situations complicated by conflicting or insufficient data. Information must be analyzed to determine the applicability of established methods, the need to digress from normal methods and techniques, the need to waive prescribed standards, and/or whether specific kinds of waivers can be justified.

The employee plans the work, develops recommendations, and refines the methods and techniques to be used. The employee takes actions involving:

- the interpretation of considerable data;
- application of established supply methods, equipment, techniques, and objectives to a variety of situations; and
- variations in the level of supply support required.

#### *Level 4-5 -- 325 Points*

Employees perform assignments involving various projects, studies, or evaluations requiring the application of many different and unrelated processes, differing regulatory criteria and procedures, and significant departures from established practices. Employees make decisions, or develop and implement new methods and techniques, that satisfy broad policy and technical requirements. At this level employees make recommendations for changes in basic policy issuances and implementing instructions covering established supply techniques, practices, and methods based on personal analysis of very general policy directives and objectives. Examples of work at this level are--

- Interpreting and implementing new directives for subordinate organizations and field units. The work originates from additions to, or changes in national or agency policies and programs, or identification of deficiencies in established programs.
- Evaluating the efficiency of supply programs involving customers services covering a wide span of supply and acquisitions processes and procedures. The work involves studying and evaluating relationships between customer requirements, acquisitions lead times, storage, inventory, issuance, and delivery by the most efficient and economical means possible. The employee evaluates current methods and processes, identifies areas that can be improved, considers customer missions relative to budget and stock levels, and recommends methods and techniques for improving supply operations.



- Analyzing and evaluating the adequacy of automated supply systems to identify needs for system improvements in the input, flow, output, and uses of data used in supply management programs in a centralized supply records and information support activity. The employee identifies new computer support requirements based on program and policy changes, additions, and deletions. The employee performs steps necessary to define the flow of information and source material in the existing supply system. The employee identifies the kinds of data bases required, the variety of programs needed to make a complete system, and production requirements. The employee translates subject matter requirements for computer specialists and evaluates system tests to determine the adequacy of prototype programs. Analysis and recommendations are based on supply program objectives and policies.

Decisions regarding what needs to be done are complicated by the number and nature of existing supply programs, regulatory guidance, overlapping requirements, or distinct local, environmental, or other considerations that have an impact on the ability to apply established methods. Employees must consider the total range of existing policies, procedures, laws, and regulations. Typically, there are--

- conflicting requirements;
- problems that are poorly defined or require projections based on variable information or technological development; or
- some degree of change that must be anticipated in mission requirements, related supply systems, or funding requirements.

The work involves originating new supply techniques, establishing criteria, developing new information and approaches to problem solutions, and/or developing and interpreting broad supply policies and regulations.

#### *Level 4-6 -- 450 Points*

Employees at this level perform work that defines the course of supply programs across organizational lines in Federal agencies and/or industrial organizations involved in supporting supply systems. Employees conduct research and develop new approaches and applications in supply theory, technological developments, or controls over Federal supply work. They analyze, plan, schedule, and coordinate the development of legislative and supply policy issuances. Assignments typically involve participation, as an expert authority, in group efforts to resolve problems or issues concerning several phases of supply policy development and implementation. Such work often involves overlapping, conflicting, or difficult to resolve supply objectives and requirements. Work at this level may also include problem-solving efforts, as a member on interagency committees or similar organizations, to review, analyze, develop, and issue national policy directives and draft legislation affecting supply policies and programs throughout the Government.



Decisions and recommendations made by the employee require extensive consideration and analysis of very broadly defined, or undefined, issues and problems. The work is often exploratory in nature, in areas where useful precedents do not exist and establishment of new concepts and approaches is required. Difficulty is also encountered in identifying and recommending alternate ways to resolve conflicting objectives between important national subject-matter programs that may overlap or conflict with equally important priorities in national supply programs.

The employee's actions require continuing efforts to establish concepts, theories, or programs, or to resolve previously unyielding problems in establishing and administering supply programs. The work requires extensive coordination and support of other experts both within and outside the organization.

## **FACTOR 5, SCOPE AND EFFECT**

### *Level 5-3 -- 150 Points*

The work involves resolving a variety of conventional supply problems, questions, or situations. The employee monitors established supply systems and programs, or an assigned block of activities in one of the technical supply areas, performs independent reviews, and/or recommends actions involving well-established criteria, methods, techniques, and procedures.

The employee's work products, advice, and assistance affect the efficiency of established supply operations or specialized programs, and contribute to the effectiveness of newly introduced programs requiring supply support. The effect of the work is primarily local in nature, although some programs may be part of multi-facility or nationwide program operations with interlocking supply requirements.

### *Level 5-4 -- 225 Points*

The work involves investigating and analyzing a variety of unusual supply problems, questions, or conditions associated with general questions about supply programs or operations, formulating projects or studies to substantially alter existing supply systems, or establishing criteria in an assigned area of specialization.

The results of the work provide solutions to supply problems and questions. Employees develop alternatives and options that are designed to meet requirements in a variety of physical and environmental circumstances. The employee's work affects supply system design, installation, and maintenance in a wide range of activities within the organization and/or in non-Government organizations.

*Level 5-5 -- 325 Points*

The work involves planning, developing, and carrying out vital supply projects and programs which are central to the mission of the agency, typically having national or international impact. Work on policy matters often involves establishing the agency's position on broad issues or working on national level committees and working groups to develop supply programs of importance to national programs in defense, economic, political, and other programs. Typical of the work at this level is that of a project leader for a group which includes key representatives from other agencies or departments.

The employee's advice, guidance, or other results of the work affect development of major aspects of supply program definition and administration throughout the agency. Such work significantly affects the work methods to be applied by other supply specialists throughout the agency and, sometimes, in other agencies. Recommendations and technical interpretations affect the level of funding required to meet program objectives in conducting major substantive or administrative programs or services. Program and project proposals frequently cut across component or geographic lines within the agency, and may also affect the budgets, programs, and interests of other Federal agencies or organizations, or private industrial firms.

**FACTOR 6, PERSONAL CONTACTS  
AND  
FACTOR 7, PURPOSE OF CONTACTS**

Match the level of recurring personal contacts with their directly related purpose and credit the appropriate point value using the chart below. The contacts may be face-to-face or by telephone, radio, teleconference, or similar means.

*Persons Contacted*

1. Contacts are with employees within the immediate organization, office, project, or work unit, and in related or support units.

AND/OR

Contacts are with members of the general public in very highly structured situations, where the purpose of the contact and the question of with whom to deal are relatively clear.

2. Contacts are with employees in the same agency, but outside the immediate organization. Persons contacted generally are engaged in different functions, missions, and other kinds of supply work or are representatives from various levels within the agency (headquarters, region, district, or field offices) or other operating offices in the immediate installation.

AND/OR

Contacts are with the general public, as individuals or groups, in a moderately structured setting. The contacts are generally established on a routine basis, usually at the employee's workplace. The exact purpose of the contact may be unclear at first to one or more of the parties; and one or more of the parties may be uninformed concerning the role and authority of other participants.

3. Contacts are with individuals or groups from outside the employing agency in a moderately unstructured setting (e.g., the contacts are not established on a routine basis, the purpose and extent of each contact is different, and the role of each party is identified and developed during the contact). Typical contacts are with supply specialists and managers from other agencies, vendors, or technical level representatives from foreign governments, or members of professional organizations, the news media, or public action groups. This level also includes contacts with the head of the employing agency or program officials several managerial levels above the employee when such contacts occur on an ad hoc or other irregular basis.
4. Contacts are with high-ranking officials from outside the employing agency at national or international levels in highly unstructured settings. This includes high-ranking officials of Federal, State, major municipal, or foreign governments, or comparable private sector organizations.

#### *Purpose of Contacts*

- a. The purpose of contacts is to obtain, clarify, or give facts or information regardless of the nature of those facts (i.e., the facts or information may range from easily understood to highly technical).
- b. The purpose of contacts is to plan, coordinate work, or advise on efforts and resolve operating problems by influencing or motivating individuals or groups who are working toward mutual goals and who have basically cooperative attitudes.
- c. The purpose of contacts is to influence, motivate, interrogate, or control persons or groups. At this level, persons contacted may be fearful, skeptical, or uncooperative. Therefore, the employee must be skillful in approaching the individual or group in order to obtain the desired effect, such as gaining compliance with established policies and regulations by persuasion or negotiation.
- d. The purpose of contacts is to justify, defend, negotiate, or settle matters involving significant or controversial issues. Work at this level usually involves active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance. The persons contacted typically have diverse viewpoints, goals, or objectives, requiring the employee to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

**P U R P O S E**

<b>C O N T A C T S</b>		a	b	c	d
	1	30	60	130*	230*
	2	45	75	145	245
	3	80	110	180	280
	4	130*	160	230	330

\*These combinations are probably unrealistic.

**FACTOR 8, PHYSICAL DEMANDS***Level 8-1 -- 5 Points*

The work is sedentary and is usually accomplished while the employee is comfortably seated at a desk or table. Some walking and standing may occur in the course of a normal workday in connection with attendance at meetings and conferences, or while researching files. Items carried typically are light objects such as briefcases, notebooks, and data processing reports. Lifting of moderately heavy objects is not normally required. No special physical effort is required to perform the work.

*Level 8-2 -- 20 Points*

The work requires regular and recurring physical exertion, such as long periods of standing, walking, bending, stooping, reaching, and similar activities in and around storage areas.

**FACTOR 9, WORK ENVIRONMENT***Level 9-1 -- 5 Points*

The work is primarily performed in an office-like setting involving everyday risks or discomforts which require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, residences, and private or commercial vehicles. The employee uses safe work practices with office equipment, avoids trips or falls, and observes fire regulations and traffic signals. The work area is adequately lighted, heated, and ventilated.



*Level 9-2 -- 20 Points*

The work is performed in settings in which there is regular and recurring exposure to moderate discomforts and unpleasantness such as high levels of noise in vendor plants, high temperatures in warehouses, or adverse weather conditions at open storage sites. The employee may be required to use protective clothing or gear such as protective helmets, masks, gowns, coats, boots, goggles, gloves, or shields. Similarly, employees may be required to follow special precautions when working around storage areas containing explosives, corrosives, or highly combustible materials.