Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200

Series Covered by This Standard:

Human Resources Management GS-0201

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December 2000

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INTRODUCTION

This job family standard provides series and specialty definitions, titling instructions, and grading criteria for nonsupervisory two-grade interval administrative positions in the Human Resources Management Group, GS-0200.

COVERAGE

This job family standard covers the following occupational series:

Series	
Human Resources Management	**GS-0201**

MODIFICATIONS TO AND CANCELLATIONS OF OTHER EXISTING OCCUPATIONAL SERIES AND STANDARDS

Issuance of this job family standard renames or cancels occupational series and/or classification standards as described in the following table. The table also indicates how to classify work previously covered by classification standards affected by this issuance.

Previous Series	Action Taken / How to Classify Work Previously Covered
Personnel Management GS-0201	• Cancels Part I and Part II of this classification standard, last revised in June 1976. • Renames this series. • Classify work previously covered by Part I, Personnel Officer, to the **Human Resources Management Series, GS 0201**. Use the **General Schedule Supervisory Guide (GSSG)** to determine the grade level. • Classify work previously covered by Part II, Nonsupervisory Personnel Positions, to the **Human Resources Management Series, GS-0201**.
Military Personnel Management GS-0205	• Cancels this series flysheet, last issued in June 1971. • Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**
Personnel Staffing GS-0212	• Cancels this series flysheet, last issued in June 1971. • Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**

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Previous Series		Action Taken / How to Classify Work Previously Covered
Position Classification	**GS-0221**	• Cancels this series flysheet, last issued in June 1966. • Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**
Occupational Analysis	**GS-0222**	• Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**
Salary and Wage Administration	**GS-0223**	• Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**
Employee Relations	**GS-0230**	• Cancels this classification standard, last revised in June 1976. • Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**
Labor Relations	**GS-0233**	• Cancels this classification standard, last revised in June 1976. • Cancels this series. • Classify work previously covered by this series to the **Human Resources Management Series, GS-0201.**
Employee Development	**GS-0235**	• Cancels this classification standard, last revised in April 1971. • Cancels this series. • Classify work previously covered by this series relating to administering human resource development programs to the **Human Resources Management Series, GS-0201**. • Classify work previously covered by this series that emphasizes designing and delivering education and training programs to the **Training Instruction Series, GS-1712.**
Contract Industrial Relations	**GS-0246**	• Cancels this series. • Classify work previously covered by this series to the **General Business and Industry Series, GS-1101.**
Federal Retirement Benefits	**GS-0270**	• Cancels this classification standard, last revised in March 1991. • Cancels this series. • Classify work previously covered by this series relating to governmentwide benefits administration work to the **Human Resources Management Series, GS-0201**. • Classify work previously covered by this series relating to claims adjudication to the General Legal and Kindred Administration Series, GS-0901.

GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE

This section provides information on series and specialty definitions, titling instructions, and occupational guidance for nonsupervisory two-grade interval administrative positions in the Human Resources Management Group, GS-0200. It also provides information on titling instructions for managers, supervisors, team leaders, and parenthetical specialties in this Group.

HUMAN RESOURCES MANAGEMENT, GS-0201

QUALIFICATION STANDARDS

Definition

This series covers two-grade interval administrative positions that manage, supervise, administer, advise on, or deliver human resources management products or services.

Titling

The basic title for this occupation is ***Human Resources Specialist***. Use the basic title without a parenthetical specialty title (see below) as the official position title for those positions that include two or more specialized human resources (HR) functions when none predominates or when there is no established specialty. However, if individual circumstances dictate –

- you may use any combination of parenthetical specialty titles in official position titles, e.g., Human Resources Specialist (Classification/Recruitment & Placement); including using Human Resources Specialist (Employee & Labor Relations) as the official position title combining the Employee Relations and Labor Relations specialties; and/or

- for the specialty where the parenthetical title combines two functions (i.e., Recruitment & Placement), you may use single functions in official position titles; i.e., Human Resources Specialist (Recruitment) or Human Resources Specialist (Placement).

Managerial Positions.

Human Resources Officer – Use this as the basic title for positions that involve responsibility for directing a human resources management program.

Assistant Human Resources Officer – Use this as the basic title for a full assistant to the Human Resources Officer.

Director of Human Resources – Use this as the basic title for positions at the highest echelon of a department or independent agency.

Assistant Director of Human Resources – Use this as the basic title for a full assistant to the Director of Human Resources.

Supervisors and Leaders.

- Add the prefix "Supervisory" to the title of positions classified using the General Schedule Supervisory Guide.

- Add the prefix "Lead" to the title of positions classified using the General Schedule Leader Grade Evaluation Guide.

(continued)

HUMAN RESOURCES MANAGEMENT, GS-0201 (continued)

Titling (continued)

Parenthetical Titles.

- Use the following parenthetical titles for specialties as defined:

Information Systems –	Work that involves developing, delivering, managing, and maintaining HR information systems when the paramount knowledge requirement is human resources management, rather than information technology.
Military –	Work that involves administering, delivering, maintaining, advising on, and adapting basic concepts, principles, and theories of military HR to the unique organizational, management, and mission requirements of military departments or organizations.
Classification –	Work that involves position evaluation, establishing and maintaining a position classification program to determine appropriate pay system, occupational grouping, title and grade of positions, and advising on position and organization design.
Compensation –	Work that involves analyzing, interpreting, developing, and/or implementing laws, regulations, policies, and/or guidance involving subject matter areas within compensation administration (e.g., pay and/or leave administration) and advising management on the use of compensation flexibilities to help recruit, manage, and retain employees.
Recruitment & Placement – ***or*** **Recruitment** ***or*** **Placement**	Work that involves recruiting, examining, selecting and placing employees; performing job analysis; workforce planning and analysis; and advising management in identifying, attracting, and retaining a high-quality and diverse workforce that is capable of accomplishing the organization's mission.
Employee Benefits –	Work that involves providing guidance and consultation to agencies, employees, former employees, annuitants, survivors, and eligible family members regarding retirement, insurance, health benefits, and injury compensation.
Human Resource – Development	Work that involves planning, administering, or evaluating programs designed to develop employees and manage learning in the organization.
Performance Management –	Work that involves assisting managers and supervisors in establishing, maintaining, and monitoring effective performance management programs to plan, monitor, develop, rate, and reward employee performance, and services that support formal and informal award programs to provide employee incentives and recognition.
Employee Relations –	Work that involves providing advice and assistance to employees and managers, program administration, research, and case management in matters related to conduct, performance, attendance, and dispute resolution.
Labor Relations –	Work that involves establishing and maintaining effective relationships – including the use of non-traditional collaborative approaches – with labor organizations that represent Federal employees, negotiating and administering labor agreements, and providing guidance and consultation to management on a variety of labor relations matters.

(continued)

HUMAN RESOURCES MANAGEMENT, GS-0201 (continued)

Titling (continued)

Organizational Titles.

Use the official position titles as outlined above for human resources management, budget, and fiscal purposes. This does not preclude continued use of organizational or functional titles for internal administration, public convenience, program management, or similar purposes.

Occupational Information

General Occupational Information.

Human resources (HR) specialists provide a variety of human resources management (HRM) services as well as consultation on the most effective alignment of HR systems to support strategic goals and objectives and produce the results that accomplish the agency mission. Management relies on these specialists and systems to help them apply merit system principles to attracting, developing, managing, and retaining a high quality and diverse workforce. Employees rely on these specialists and systems to provide information and assistance that sustain important features of the employer-employee relationship, such as employee benefits. These specialists provide products and services for a wide variety of employee categories that involve different systems with different statutory and regulatory authorities. Examples of employee categories include:

- General Schedule;
- Federal Wage System;
- Senior Executive Service;
- Foreign Service;
- personnel covered by systems established under a demonstration project authority or other separate statutory authority, such as title 38, United States Code;
- commissioned and enlisted personnel on active military duty and members of the Reserve and the National Guard; and
- retirees, military dependents, or other similar categories.

The development of creative, results-driven approaches to recruitment and placement, strategic rewards, continuous learning, and employee and labor-management relations is an increasingly important function of the HR office. As a result of greater demand for strategic approaches, HR specialists have assumed an integral and critical role in planning and decision-making processes in addition to assuring that merit system principles are observed in executing HRM actions. Although this latter role is essential and fundamental, it has been significantly expanded in most HR offices to include advisory services essential to providing management with the tools necessary to properly plan, develop, organize, manage, and evaluate mission-oriented programs. This requires:

- significantly heightened sensitivity on the part of the HR specialist to the mission and goals of the organization;
- knowledge to identify HRM issues, problems, and opportunities potentially affecting the accomplishment of these goals; and
- expertise with a wide spectrum of functional specializations and their interrelationships.

"Specialist" versus "Generalist." The terms "specialist" and "generalist" as they are applied to the Human Resources Management occupational series deserve a short discussion. The basic title for this occupation is "Human Resources *Specialist*" (emphasis added). Using the term "specialist" in the basic title indicates that, in the broad arena of *general administrative work and functions*, the GS-0201 occupation covers a particular type of work that is commonly known as *human resources management*. That is, one can identify administrative generalists and human resources specialists.

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HUMAN RESOURCES MANAGEMENT, GS-0201 (continued)

Occupational Information (continued)

Across the field of general human resources management (HRM) and the ways its functions are performed in the Federal Government, one finds two kinds of positions. Some practitioners operate as HRM *generalists* by providing a wide range of services. Other practitioners use broad HRM knowledge, concepts, and principles to provide a narrower range of more specialized services, such as classification, labor relations, or HR support for military personnel. This standard provides specific parenthetical specialty titles to indicate the latter kinds of positions. In this context, the "generalist" HRM practitioner carries the official position title "Human Resources Specialist" without a parenthetical specialty designated. The "specialist" HRM practitioner carries the official position title "Human Resources Specialist" augmented with a parenthetical specialty title to denote the particular service and function performed. (As noted elsewhere, you must use these official position titles for human resources management, budget, and fiscal purposes. However, you are also free to use organizational or functional titles for internal administration, public convenience, program management, or similar purposes.)

Ten Specialties Within Human Resources Management. This standard sets out ten specialties for human resources management (HRM) work and defines each in the section on "Titling," above. They are:

- Information Systems
- Military
- Classification
- Compensation
- Recruitment & Placement
- Employee Benefits
- Human Resource Development
- Performance Management
- Employee Relations
- Labor Relations

We listed the specialties in logical order. We put the Information Systems and Military specialties first because they cut across multiple HR functions. We listed the Employee Relations and Labor Relations specialties last because they differ significantly from the other HR functions in two important respects – knowledge required and the application of that knowledge. We recognize that, to provide the most effective HRM services possible, practically all HRM practitioners at and above the journey level must maintain some knowledge of, and skill in applying, principles found in such areas as case law related to the particular specialty, legal opinions, and negotiation and dispute resolution methods. However, whereas knowledge and skill in these areas is ancillary in most HR specialties, they are more central in the Employee Relations and Labor Relations specialties. Accordingly, for Factor 1 – Knowledge Required by the Position**,** we have provided separate Factor Level Description (FLD) information to use in evaluating work for the Employee Relations and Labor Relations specialties.

The Occupation Is Evolving. Setting up the HR occupation this way, with a generic series title and additional parenthetical specialty titles, reflects how this work and workforce have evolved. For classification purposes, we have long recognized that HR specialists provide management advisory services. However, in the past, these services often focused principally on how best to adapt the procedural requirements of the HR systems to meet management goals, with the emphasis remaining on the HR specialist explaining and ensuring compliance with the rules for a particular functional specialty. Many HR policies and programs are now highly decentralized and delegated to the agencies and even to line managers. Consequently, the form and function of those management advisory services have changed considerably with HR specialists often taking a very different approach to providing advice and consultation.

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HUMAN RESOURCES MANAGEMENT, GS-0201 (continued)

Occupational Information (continued)

Strategic and performance plans established under the Government Performance and Results Act must include descriptions of how the agency's approaches to human resources management and development will contribute to reaching strategic goals and objectives. Designing and implementing those strategic approaches require the collaboration of management and the HR office. With the growing delegation and decentralization of HR policies, many HR managers and specialists now routinely consult with management about options best suited to particular missions, labor markets, and work technologies.

Agencies Differ on HR Roles and Structures. Some agencies impose no policy restrictions beyond what law and governmentwide regulation set out, which leaves HR specialists in a key role to work within their organization to invent and adapt HR processes and programs. Management relies on those HR specialists to stay current and provide advice about the latest developments and practices that may enhance achieving mission results and maintaining a strong performance culture for the workforce. Commonly, the most promising approaches integrate methods and options from different HR functions. As a result, many HR specialists increasingly operate as generalist HRM practitioners able to work across multiple HR functions to fashion tailored solutions to human resources management challenges.

In some other settings, however, agency regulations and guidance and other constraints may continue to limit discretion to invent and adapt HR processes. In these situations, HR specialists may retain their more traditional, functional roles. In yet other situations, structural arrangements that some agencies adopt to provide HR services more efficiently may sometimes leave HR specialists carrying out more specialized duties and responsibilities. However, even where policies and structures result in HR specialists retaining narrower roles, the shift in emphasis from rules and process to results is increasingly apparent, both for the HR systems and offices and for the line organizations. That is, HR systems, policies, products, and services that HR offices craft and provide are evaluated more for their contribution to the organization's mission achievement and performance culture and less as ends in themselves.

In particular, automation has greatly affected the way HR products and services are delivered. Such HR information systems development has had a significant impact on management and employee expectations about timely, quality service. In addition, many agencies are using the Internet or their own Intranets to educate managers and employees about HR programs and options. HR managers and specialists are constantly challenged both to find more efficient ways to deliver products and services and to learn and function effectively in their emerging roles as advisors and consultants.

Evidence of Changes in Workforce Structure. Some of these various shifts and alternatives were apparent in the restructuring that occurred in the HR workforce during the years preceding the issuance of this standard. That restructuring has been described in a comprehensive study of the Federal human resources community that OPM's Office of Merit Systems Oversight and Effectiveness conducted at that time (see "An Occupation in Transition" at **www.opm.gov/studies**). To summarize briefly, the HR field had undergone a significant downsizing of 20 percent, disproportionate to the general reductions in the Federal workforce in the 1990s. Many HR offices were faced with severe losses of experienced specialized staff and with no prospect of replacing their numbers or expertise. At the same time, ongoing policy decentralization and delegation of authority suggested that rebuilding the same narrowly specialized workforce, even in smaller numbers, would not be conducive to the more results-oriented, cross-functional solutions that management was demanding. As a consequence, many HR offices redesigned and reclassified their positions from specialized occupations to the more general Personnel Management, GS-0201 occupational series, and the combined population of the specialty series declined by almost 30 percent. This approach meant that existing staff could be deployed more flexibly and new staff could be recruited for broader HR competencies that had less to do with specialized procedures than with general HR knowledge, concepts, and principles.

DISTINCTIONS BETWEEN SPECIALIST WORK AND ASSISTANT WORK

It is not always easy to distinguish between specialist positions classified in two-grade interval administrative occupations and assistant positions classified in one-grade interval occupations. Some tasks are common to both types of occupations, particularly at the lower, developmental grades of specialist work and the higher grade levels of administrative support or assistance work. To decide the proper occupational series, Human Resources Management, GS-0201, or Human Resources Assistance, GS-0203, consider the characteristics and requirements of the work as well as management's intent in establishing the position. Is it:

- a developmental position with clear progression to higher grade levels as a specialist based on progressively more difficult assignments requiring the application of broad HR knowledge, concepts, and principles; or
- a position that management establishes to support and augment the work of a specialist?

Full-performance HR specialists use broad human resources management knowledge, concepts, and principles to perform a wide variety of work in one or more HR specialty areas. Conversely, assistants use a limited variety of techniques, standards, and/or regulations.

IMPACT OF AUTOMATION

Automation greatly affects the way HR products and services are delivered. Managers can initiate and track multiple actions, obtain up-to-date payroll data, generate ad hoc reports, and run these reports from their desks. Such HR information systems development significantly impacts management and employee expectations about timely and quality service. HR specialists are constantly challenged to learn and function effectively with automated tools.

Although specialists use computers to perform basic work processes, knowledge of the rules and processes in an HR office or pertaining to HR procedures remains the paramount subject matter knowledge required to perform the work this job family standard covers. The kind of automation tools involved and the skill required to use them generally replace or supplement work methods and techniques previously performed through manual or machine-enhanced processes. Although computers are used to facilitate work within this occupation, the use of automation does not change the primary purpose of the work in the HR occupation. Proper classification of positions within this and other administrative occupations is based on the relevant knowledge and skills required to perform the primary – in this instance, HR-related – duties of the position.

CROSSWALK TO THE STANDARD OCCUPATIONAL CLASSIFICATION

The Office of Management and Budget requires all Federal agencies that collect occupational data to use the Standard Occupational Classification (SOC) system for statistical data reporting purposes. The Bureau of Labor Statistics will use SOC codes for National Compensation Survey and other statistical reporting. The Office of Personnel Management (OPM) and agencies will develop and maintain the "crosswalk" between the Federal occupational series and the SOC codes to serve this need. These SOC codes and this requirement have no effect on the administration of any Federal human resources management systems. The information contained in this table is for information only and has no direct impact on the classification of positions covered by this job family standard. The SOC codes shown here generally apply only to nonsupervisory positions in these occupations. As changes occur to the SOC codes, OPM will update this table. More information about the SOC is available at **http://stats.bls.gov/soc/**

Occupational Series	Standard Occupational Classification Code Based on Occupational Series		Position Title	Standard Occupational Classification Code Based on Position Title	
Human Resources Management, GS-0201	13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	Human Resources Specialist Human Resources Specialist (Information Systems) Human Resources Specialist (Military) Human Resources Specialist (Performance Management) Human Resources Specialist (Employee Relations) Human Resources Specialist (Labor Relations)	13-1079	Human Resources, Training, and Labor Relations Specialists, All Other
			Supervisory Human Resources Specialist Supervisory Human Resources Specialist (Information Systems) Supervisory Human Resources Specialist (Military) Supervisory Human Resources Specialist (Performance Management) Supervisory Human Resources Specialist (Employee Relations) Supervisory Human Resources Specialist (Labor Relations)	*1st-level:* 13-1079 *2nd-level & above*: 11-3049	Human Resources, Training, and Labor Relations Specialists, All Other Human Resources Managers, All Other
			Human Resources Specialist (Recruitment & Placement)	13-1071	Employment, Recruitment, and Placement Specialists
			Supervisory Human Resources Specialist (Recruitment & Placement)	*1st-level:* 13-1071 *2nd-level & above*: 11-3049	Employment, Recruitment, and Placement Specialists Human Resources Managers, All Other

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CROSSWALK TO THE STANDARD OCCUPATIONAL CLASSIFICATION (continued)					
Occupational Series	Standard Occupational Classification Code Based on Occupational Series		Position Title	Standard Occupational Classification Code Based on Position Title	
Human Resources Management, GS-0201	13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	Human Resources Specialist (Classification) Human Resources Specialist (Compensation) Human Resources Specialist (Employee Benefits)	13-1072	Compensation, Benefits, and Job Analysis Specialists
			Supervisory Human Resources Specialist (Classification) Supervisory Human Resources Specialist (Compensation) Supervisory Human Resources Specialist (Employee Benefits)	*1st-level:* 13-1072 *2nd-level & above:* 11-3041	Compensation, Benefits, and Job Analysis Specialists Compensation and Benefits Managers
			Human Resources Specialist (Human Resource Development)	13-1073	Training and Development Specialists
			Supervisory Human Resources Specialist (Human Resource Development)	*1st-level:* 13-1073 *2nd-level & above:* 11-3042	Training and Development Specialists Training and Development Managers

EXCLUSIONS

Although some positions may include work requiring some knowledge and skills in the human resources management area, classification to the Human Resources Management Series, GS-0201, may not be appropriate. The following table provides examples of situations where the work may involve the application of related knowledge and skill, but not to the extent that it may warrant classification to this series.

NOTE: In the table below, the abbreviation for job family standard is JFS.

If….	See This Standard or Series Definition:
1. Work involves performing management duties or assisting in a line capacity in managing or directing one or more programs when the paramount qualification requirements are management and executive knowledge and when the positions do not require competence in a specialized subject matter or functional area.	**GS-0340, Program Management**
2. Work involves performing various legal assistance functions in connection with hearings, appeals, litigation, or advisory services. The work requires specialized knowledge of law but not bar membership.	**GS-0950, Paralegal Specialist**
3. Work involves duties that require legal training equivalent to that represented by graduation from a recognized law school and bar membership.	**Appropriate standard or series definition within the Legal and Kindred Group, GS-0900**
4. Work involves a variety of management services essential to the direction and operation of an organization when the paramount qualifications required are extensive knowledge and understanding of management principles, practices, methods, and techniques.	**Administrative Analysis Grade Evaluation Guide**
5. Work involves analysis and advisory service to management on the evaluation of the effectiveness of government programs and operations or the productivity and efficiency of the management of Federal agencies or both. The work requires knowledge of the substantive nature of agency programs and activities; agency missions, policies and objectives; management principles and processes; and the analytical and evaluative methods and techniques for assessing program development or execution.	**GS-0343, Management and Program Analysis**
6. Work involves limited HR support work that does not require the broad and in-depth knowledge of Federal HR concepts, principles, and techniques that are characteristic of two-grade interval HR specialist positions.	**JFS for Assistance Work in the Human Resources Management Group, GS-0200**
7. Work involves planning, designing, acquiring, documenting, maintaining, or modifying systems for solving problems or accomplishing work processes by using computers when knowledge of one or more aspects of information technology is paramount.	**GS-0334, Computer Specialist**

(continued)

EXCLUSIONS (continued)

If….	See This Standard or Series Definition:
8. Work involves providing mediation assistance to labor and management in the settlement or prevention of industrial labor disputes connected with the formulation, revision, termination, or renewal of collective-bargaining agreements. The work requires: • skill in applying the techniques of mediation in dealing with the parties to a dispute; • knowledge of labor-management relations, particularly of collective bargaining principles, practices, and processes; • understanding of economic, industrial, and labor trends; and • knowledge of applicable labor laws and precedent decisions.	**GS-0241, Mediation**
9. Work involves promoting apprenticeship and other on-the-job training programs and standards; and providing technical advice and assistance on methods for obtaining more effective utilization of work skills on the job. The work requires: • knowledge of the principles and practices of apprenticeship; • skill to analyze industrial processes and operations; and • knowledge of related industrial relations practices and problems.	**GS-0243, Apprenticeship and Training**
10. Work involves investigating, evaluating, and resolving cases involving charges of unfair labor practices or collective bargaining representation issues or disputes which arise under the National Labor Relations Act. The work requires knowledge of the field of labor-management relations, collective bargaining processes, applicable labor laws and precedent decisions, and the regulations, policies, and practices of the National Labor Relations Board.	**GS-0244, Labor Management Relations Examining**
11. Work involves on-site efforts to obtain compliance by employers with wage and hour related laws; or the establishment, revision, and interpretation of wage and hour program policies and guidelines or the evaluation of enforcement operations. The work requires: • thorough knowledge of the laws enforced; • skill to apply the techniques used to obtain compliance, including investigation, negotiation and conciliation, education and persuasion, and litigation; and • the understanding of business organization, records systems, and practices related to the laws administered.	**GS-0249, Wage and Hour Compliance**
12. Work involves developing, administering, evaluating, or advising on the Federal Government's internal equal opportunity program within various Federal agencies. The work requires: • knowledge of Federal equal employment opportunity regulations and principles; • compliance and enforcement skills; • administrative, management, and consulting skills; and • knowledge of Federal human resources administration.	**GS-0260, Equal Employment Opportunity**

HOW TO USE THIS STANDARD

Evaluate positions on a factor-by-factor basis using the factor level descriptions (FLDs) provided in this standard. Compare each factor in the position description to the appropriate FLDs and illustrations in the standard. If the factor information in the position description fully matches an FLD for the series in the standard, you may assign the level without reviewing the illustrations. FLDs are progressive or cumulative in nature. For example, each FLD for Factor 1 – Knowledge Required by the Position encompasses the knowledge and skills identified at the previous level. Use only designated point values. Record the results of your analysis on the Position Evaluation Summary form on the next page. Convert total points for all factors to grade levels using the grade conversion table that follows the FLDs.

This standard provides occupation-specific illustrations as a frame of reference for applying factor level concepts. Do not rely solely on the illustrations in evaluating positions, because they reflect a limited range of actual work examples. Use the illustrations to gain insights into the meaning of the grading criteria in the FLDs. Consider each illustration in its entirety and in conjunction with the FLDs in your analysis, and do not merely use a selected portion of an illustration taken out of context as evidence of a match. The level of work described in some illustrations may be higher than the threshold for a particular factor level. If the factor information in the position description you are evaluating fails to fully match a relevant illustration, but does fully match the FLD, you may still assign the level.

The FLDs in this standard cover nonsupervisory positions at grades GS-5 through GS-15. Evaluate supervisory and leader positions by applying the appropriate guide.

You will find more complete instructions for evaluating positions in the following OPM publications: Introduction to the Position Classification Standards and **The Classifier's Handbook.**

POSITION EVALUATION SUMMARY

Organization _____

Position # _____

Evaluation Factors Standards Used	Factor Level Used (FL#, etc.)	Points Assigned	Comments
1. Knowledge Required by the Position			
2. Supervisory Controls			
3. Guidelines			
4. Complexity			
5. Scope and Effect			
6/7. Personal Contacts and Purpose of Contacts			
8. Physical Demands			
9. Work Environment			
SUMMARY **Total Points**			
Grade Conversion			

Additional Remarks:

Title, Series, and Grade Assigned:

_____

Date: _____

Agencies may copy for local use.

FACTOR LEVEL DESCRIPTIONS

FACTOR 1 – KNOWLEDGE REQUIRED BY THE POSITION

Factor 1 measures the nature and extent of information or facts that an employee must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills necessary to apply that knowledge. You should only select a factor level under this factor when the knowledge described is required and applied.

NOTE: In the tables below, factor level description is abbreviated as FLD.
Factor 1 illustrations are located in Appendix F1.

Level 1-5	**750 Points**
Series	**Human Resources Management, GS-0201**
Series/Specialties	**Human Resources Specialist** **(Employee Benefits)** **(Information Systems)** **(Human Resource Development)** **(Military)** **(Performance Management)** **(Classification)** **(Employee Relations)** **(Compensation)** **(Labor Relations)** **(Recruitment & Placement)**
FLD	Knowledge of basic principles and practices of the HR specialization(s) sufficient to: • perform highly structured, entry-level work designed to develop broader and more in-depth knowledge and skill to perform higher-level assignments; • communicate factual and procedural information clearly, orally and in writing; and • gather and analyze basic facts and draw conclusions.

Level 1-6 — 950 Points

Series

Human Resources Management, GS-0201

FLD

Knowledge common to all specialties: Knowledge of, and skill in applying, fundamental HRM laws, principles, systems, policies, methods, and practices; as well as interviewing, analytical, and research techniques sufficient to conduct factfinding and recommend solutions to moderately difficult but well-precedented and/or recurring issues and problems.

Series/Specialties

Human Resources Specialist	Illustration(s)	**(Recruitment & Placement)**	Illustration(s)
(Information Systems)	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Military)	Illustration(s)	**(Human Resource Development)**	Illustration(s)
(Classification)	Illustration(s)	**(Performance Management)**	Illustration(s)
(Compensation)	Illustration(s)		

FLD

Knowledge of, and skill in applying, fundamental HRM methods, principles, and practices of the specialization(s); and standardized analytical, and evaluative methods and techniques sufficient to:

- advise on and/or resolve moderately complex, non-controversial, well-precedented factual, procedural, and/or recurring issues for which there are one or more readily apparent solutions;
- make informed judgments on problems and issues;
- perform management advisory services for specific requests related to immediate problems of limited scope; and
- analyze segments of broader HRM issues or problems; e.g., the functional relationships between specializations and the impact of decisions made in one specialization on the entire HR system.

Specialties

(Employee Relations)	Illustration(s)	**(Labor Relations)**	Illustration(s)

FLD

Knowledge of, and skill in applying, fundamental HRM principles, practices, and techniques of either specialization; standardized research techniques; and analytical and problem-solving methods sufficient to:

- analyze specific phases of moderately difficult, well-precedented and/or recurring cases;
- locate appropriate and applicable precedents, legal documentation, and legislative history;
- interpret and analyze basic issues of fact and law;
- develop and prepare clear explanations of case facts;
- select the appropriate basic legal and regulatory provisions applicable to the case;
- identify and analyze numerous facts and allegations to determine accuracy and applicability to the cases; and
- express legal recommendations clearly and concisely in both written and oral form.

Level 1-7 — 1250 Points

Series

Human Resources Management, GS-0201

FLD

Knowledge common to all specialties: Knowledge of, and skill in applying, a wide range of HRM concepts, laws, policies, practices, analytical, and diagnostic methods and techniques sufficient to solve a wide range of complex, interrelated HRM problems and issues.

Series/Specialties

Human Resources Specialist	Illustration(s)	**(Recruitment & Placement)**	Illustration(s)
(Information Systems)	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Military)	Illustration(s)	**(Human Resource Development)**	Illustration(s)
(Classification)	Illustration(s)	**(Performance Management)**	Illustration(s)
(Compensation)	Illustration(s)		

FLD

Knowledge of, and skill in applying:

- a wide range of HR concepts, practices, laws, regulations, policies, and precedents sufficient to provide comprehensive HR management advisory and technical services on substantive organizational functions and work practices;
- analytical and diagnostic techniques and qualitative and quantitative techniques sufficient to identify, evaluate, and recommend to management appropriate HR interventions to resolve complex interrelated HR problems and issues;
- techniques for developing new or modified HR work methods, approaches, or procedures for delivering effective HR services to clients;
- consensus building, negotiating, coalition building, and conflict resolution techniques sufficient to interact appropriately in highly charged emotional situations; and
- written and oral communication techniques sufficient to develop and deliver briefings, project papers, status/staff reports, and correspondence to managers to foster understanding and acceptance of findings and recommendations.

Specialties

(Employee Relations)	Illustration(s)	**(Labor Relations)**	Illustration(s)

FLD

Knowledge of, and skill in applying:

- a wide range of HR case law, principles, practices, and regulations sufficient to perform detailed analyses and draw conclusions on complex legal issues, problems, and situations;
- legal research methods, information-gathering techniques, and analytical skill sufficient to locate, interpret, and analyze for applicability and appropriateness, precedent and substantive decisions, and/or legal opinions that various courts and administrative bodies have rendered;
- negotiation procedures and techniques, advocacy, mediation, interest-based bargaining, and other non-adversarial problem solving approaches sufficient to resolve problems and advise management;
- conflict resolution techniques sufficient to interact in occasional highly charged emotional situations because of delicate or highly contested case matters and determinations; and
- oral and written communication techniques sufficient to formulate and present arguments and advisory opinions and to prepare legal and case documents.

Level 1-8 — 1550 Points

Series

Human Resources Management, GS-0201

FLD

Knowledge common to all specialties: Mastery of advanced HRM principles, concepts, regulations, and practices, analytical methods and techniques, and seasoned consultative skill sufficient to resolve HRM problems not susceptible to treatment by standard methods.

Series/Specialties

Human Resources Specialist	Illustration(s)	**(Recruitment & Placement)**	Illustration(s)
(Information Systems)	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Military)		**(Human Resource Development)**	Illustration(s)
(Classification)	Illustration(s)	**(Performance Management)**	
(Compensation)	Illustration(s)		

FLD

Mastery of the concepts, principles, practices, laws, and regulations of the HR specialty, the relationships between subordinate and senior levels of HR management within the employing entity and/or between the organization and programs of other Federal departments, bureaus, or equivalent organizations; and a wide range of qualitative and/or quantitative methods sufficient to:

- design and conduct comprehensive HR studies characterized by boundaries that are extremely broad and difficult to determine in advance;
- identify and propose solutions to HRM problems and issues that are characterized by their breadth, importance, and severity and for which previous studies and established techniques are frequently inadequate;
- collaborate with and/or lead management in employing change process concepts and techniques by assessing organizational readiness for change, marketing organizational awareness, and leading change initiatives;
- develop recommendations for legislation that would modify the way agencies conduct programs, evaluate new or modified legislation for projected impact upon existing agency programs, or translate complex legislation to meet agency needs;
- plan, organize, and/or direct team efforts to persuade management officials to accept and implement recommendations, where the proposals involve substantial agency resources or require extensive changes in established procedures and methods;
- evaluate and make recommendations concerning overall plans and proposals for complex agency projects; and
- develop, interpret, and analyze data extracts and reports from automated HR databases and/or develop the most efficient and effective automated systems approaches for presenting HR reports and graphics for management.

(continued)

Level 1-8 (continued)	1550 Points
Specialties	(Employee Relations) Illustration(s) (Labor Relations) Illustration(s)
FLD	Mastery of HRM legal and regulatory principles, concepts, practices, and techniques of either specialty, consultative skill, and seasoned judgment sufficient to: • provide authoritative advisory service and/or develop authoritative policy interpretations; • plan, organize, and conduct research of complex legal problems that involve major areas of uncertainty in approach, methodology, or interpretation to identify appropriate courses of action; • resolve problems characterized by their breadth, importance, and severity for which previous studies and techniques have proven to be inadequate; • direct and provide oversight of a team engaged in special studies and projects affecting major programs and/or policies; • evaluate and make recommendations concerning overall plans and proposals for HR projects; and • prepare recommendations to significantly change or modify one or more major programs, evaluate the content of new legislation for impact on agency programs and/or to translate legislation into program goals and objectives.

Level 1-9	1850 Points
Series	**Human Resources Management, GS-0201** Illustration(s)
FLD	**Knowledge common to all specialties:** Mastery of the principles, concepts, laws, and regulations of HRM, and consultative skill sufficient to: • generate new concepts, principles, and methods in the field; OR • conceive, plan, and manage entire HRM functions (e.g., recruitment and placement) for broad, emerging, or similarly critical large-scale agency programs of national or international scope with equivalent analytically demanding issues, such as: – uncertainties involving the authorities and scope of the program resulting from intense Congressional interest; – unprecedented factual issues (e.g., stemming from the newness or complexity of the program, departure from previous practices, or intergovernmental requirements) which require the generation of HR innovations, concepts, or principles; – the need for top agency management officials to balance conflicting interests of extreme intensity (e.g., those resulting from the undetermined potential for future applications of the program's product or results, or from public and political controversy that results in the formation of special interest or lobbying groups, or from considerable attention by the national media); and – programs being of such magnitude that they affect the economic health of a major industry whose economic position, in turn, affects the health and stability of the general economy, or significantly affects foreign economies. • serve as an expert and consultant to top agency management officials to advise on integrating the HR function (e.g., compensation, labor relations, etc.) with the programs described above; and • advise other HR experts throughout the agency on issues that involve applying or tailoring methods and procedures developed by the employee to a variety of situations.

FACTOR 2 – SUPERVISORY CONTROLS

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor or another individual over the work performed, the employee's responsibility, and the review of completed work. The supervisor determines how much information the employee needs to perform the assignments; e.g., instructions, priorities, deadlines, objectives, and boundaries. The employee's responsibility depends on the extent to which the supervisor expects the employee to develop the sequence and timing of the various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives. The degree of review of completed work depends upon the nature and extent of the review; e.g., close and detailed review of each phase of the assignment; detailed review of the completed assignment; spot check of finished work for accuracy; or review only for adherence to policy. The primary components of this factor are: **How Work Is Assigned, Employee Responsibility,** and **How Work Is Reviewed**.

NOTE: In the tables below, factor level description is abbreviated as FLD.

Level 2-1	**25 Points**
Series	**Human Resources Management, GS-0201**
FLD	**How Work Is Assigned** – The supervisor or designated employee instructs the employee on what to do, the methods to use, what to look for, and what to bring to the supervisor's or designated employee's attention. When assigning developmental tasks, or tasks involving the use of new formats, methods, or procedures, the supervisor or designated employee typically provides detailed and specific instructions. **Employee Responsibility** – The employee: • performs work as instructed; • consults with the supervisor or designated employee when clarification of instructions is necessary; and • receives guidance on problems and work methods not specifically covered by the original instructions. **How Work Is Reviewed** – The supervisor or designated employee reviews work while in progress and upon completion to see that the employee followed directions and the results are complete and accurate.

Level 2-2 — 125 Points

Series

Human Resources Management, GS-0201

FLD

How Work Is Assigned – The supervisor instructs the employee on the purpose of the assignment and its scope, limitations, expected deadlines, and priorities. The supervisor also advises the employee on peculiarities of new assignments.

Employee Responsibility – The employee:

- works independently, but within the framework the supervisor established and in conformance with established practices and prescribed procedures; and
- refers problems not covered by the supervisor's instructions or guides to the supervisor for help or a decision.

How Work Is Reviewed – The supervisor:

- reviews completed work closely to verify accuracy and conformance to required procedures and any special instructions;
- reviews findings and conclusions to ensure they are supported by facts; and
- typically reviews in detail the more difficult work of a type the employee has not previously done.

Level 2-3 — 275 Points

Series

Human Resources Management, GS-0201

FLD

How Work Is Assigned – The supervisor outlines or discusses possible problem areas and defines objectives, plans, priorities, and deadlines. Assignments have clear precedents requiring successive steps in planning and execution.

Employee Responsibility – The employee:

- independently plans and carries out the assignments in conformance with accepted policies and practices;
- adheres to instructions, policies, and guidelines in exercising judgment to resolve commonly encountered work problems and deviations; and
- brings controversial information or findings to the supervisor's attention for direction.

How Work Is Reviewed – The supervisor:

- provides assistance on controversial or unusual situations that do not have clear precedents;
- reviews completed work for conformity with policy, the effectiveness of the employee's approach to the problem, technical soundness, and adherence to deadlines; and
- does not usually review in detail the methods used to complete the assignment.

Level 2-4 450 Points

Series

Human Resources Management, GS-0201

FLD

How Work Is Assigned – The supervisor outlines overall objectives and available resources. The employee and supervisor, in consultation, discuss timeframes, scope of the assignment including possible stages, and possible approaches.

Employee Responsibility – The employee:

- determines the most appropriate principles, practices, and methods to apply in all phases of assignments, including the approach to be taken, degree of intensity, and depth of research in management advisories;
- frequently interprets regulations on his/her own initiative, applies new methods to resolve complex and/or intricate, controversial, or unprecedented issues and problems, and resolves most of the conflicts that arise; and
- keeps the supervisor informed of progress and of potentially controversial matters.

How Work Is Reviewed – The supervisor reviews completed work for soundness of overall approach, effectiveness in meeting requirements or producing expected results, the feasibility of recommendations, and adherence to requirements. The supervisor does not usually review methods used.

Level 2-5 650 Points

Series

Human Resources Management, GS-0201

FLD

How Work Is Assigned – The supervisor provides administrative and policy direction in terms of broadly defined missions or functions of the organization.

Employee Responsibility – The employee:

- is responsible for a significant program or function;
- defines objectives;
- interprets policies promulgated by authorities senior to the immediate supervisor and determines their effect on program needs;
- independently plans, designs, and carries out the work to be done; and
- is a technical authority.

How Work Is Reviewed – The supervisor:

- reviews work for potential impact on broad agency policy objectives and program goals;
- normally accepts work as being technically authoritative; and
- normally accepts work without significant change.

FACTOR 3 – GUIDELINES

This factor covers the nature of guidelines and the judgment employees need to apply them. Individual assignments may vary in the specificity, applicability, and availability of guidelines; thus, the judgment employees use similarly varies. The existence of detailed plans and other instructions may make innovation in planning and conducting work unnecessary or undesirable. However, in the absence of guidance provided by prior agency experience with the task at hand or when objectives are broadly stated, the employee may use considerable judgment in developing an approach or planning the work. Here are examples of guidelines used in administrative work in the Human Resources Management Group:

- Governmentwide human resources (HR) regulations and procedures (e.g., title 5 of the Code of Federal Regulations, OPM Operating Manuals)
- Agency regulations and legislation covering program operations
- Position classification, job grading, and qualification standards
- Executive orders, Federal statutes
- Principles of Federal law and Comptroller General decisions
- Human resources management handbooks, manuals, and instructions
- Agency regulations describing operating program requirements and characteristics
- Standard texts covering the theory, concepts, and practices of HR management
- Governing policies and procedures of the agency
- Precedent cases
- Administrative policies and precedents
- Reference manuals

Do not confuse guidelines with the knowledge described under Factor 1– Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on applications. For example, in some of the functional areas covered by this standard, there may be several generally accepted methods of accomplishing work, perhaps set forth in an agency operating manual. However, in a particular office, the policy may be to use only one of those methods; or the policy may state specifically under what conditions the office may use each method. The primary components of this factor are: **Guidelines Used** and **Judgment Needed**.

NOTE: In the tables below, factor level description is abbreviated as FLD.

Level 3-1	**25 Points**
Series	**Human Resources Management, GS-0201**
FLD	**Guidelines Used** – The employee uses specific and detailed guidelines that cover all aspects of the work. **Judgment Needed** – The employee works in strict adherence to available guidelines, which require little or no judgment. The supervisor or designated employee must authorize any deviations from the guidelines.

Level 3-2 — 125 Points

Series

Human Resources Management, GS-0201

FLD

Guidelines Used – The employee uses a number of guidelines that are directly applicable to the assignment. Guidelines prescribe established procedures and techniques and provide clear precedents.

Judgment Needed – The employee:

- uses judgment in selecting and applying the most appropriate guidelines;
- determines the appropriateness and applicability of any minor deviations within existing guidelines; and
- refers to the supervisor situations to which the existing guidelines cannot be applied or require significant deviations.

Level 3-3 — 275 Points

Series

Human Resources Management, GS-0201

FLD

Guidelines Used – The employee uses a wide variety of reference materials and manuals; however, they are not always directly applicable to issues and problems or have gaps in specificity. Precedents are available outlining the preferred approach to more general problems or issues.

Judgment Needed – The employee uses judgment in researching, choosing, interpreting, modifying, and applying available guidelines for adaptation to specific problems or issues.

Level 3-4 — 450 Points

Series

Human Resources Management, GS-0201

FLD

Guidelines Used – The employee uses guidelines and precedents that are very general regarding agency policy statements and objectives. Guidelines specific to assignments are often scarce, inapplicable or have gaps in specificity that require considerable interpretation and/or adaptation for application to issues and problems.

Judgment Needed – The employee uses judgment, initiative, and resourcefulness in deviating from established methods to:

- modify, adapt, and/or refine broader guidelines to resolve specific complex and/or intricate issues and problems;
- treat specific issues or problems;
- research trends and patterns;
- develop new methods and criteria; and/or
- propose new policies and practices.

Level 3-5	650 Points
Series	**Human Resources Management, GS-0201**
FLD	**Guidelines Used** – The employee uses guidelines that are often ambiguous and express conflicting or incompatible goals and objectives, requiring extensive interpretation. **Judgment Needed** – The employee uses judgment and ingenuity and exercises broad latitude to: • determine the intent of applicable guidelines; • develop policy and guidelines for specific areas of work; and • formulate interpretations that may take the form of policy statements and guidelines. Top agency management officials and senior staff recognize the employee as a technical expert.

FACTOR 4 – COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work. The primary components of this factor are: **Nature of Assignment, What Needs To Be Done,** and **Difficulty and Originality Involved**.

NOTE: In the tables below, factor level description is abbreviated as FLD.
Factor 4 illustrations are located in Appendix F4.

Level 4-2	75 Points
Series	**Human Resources Management, GS-0201**
Series/Specialties	**Human Resources Specialist** **(Information Systems)** **(Military)** **(Classification)** **(Compensation)** **(Recruitment & Placement)** **(Employee Benefits)** **(Human Resource Development)** **(Performance Management)** **(Employee Relations)** **(Labor Relations)**
FLD	**Nature of Assignment –** The work consists of easily distinguishable tasks with a series of related steps or processes. **What Needs To Be Done** – The employee chooses from various alternatives by recognizing differences among a few easily distinguishable situations. **Difficulty and Originality Involved** – The employee exercises judgment regarding the most appropriate approach that is in accordance with established procedures and practices.

Level 4-3 — 150 Points

Series

Human Resources Management, GS-0201

Specialities

Human Resources Specialist	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Information Systems)		**(Human Resource Development)**	Illustration(s)
(Military)	Illustration(s)	**(Performance Management)**	Illustration(s)
(Classification)	Illustration(s)	**(Employee Relations)**	
(Compensation)		**(Labor Relations)**	Illustration(s)
(Recruitment & Placement)	Illustration(s)		

FLD

Nature of Assignment – The work consists of applying established analytical techniques to problems and issues more of a technical rather than an advisory nature, and issues and problems of the same type.

What Needs To Be Done – The employee:

- determines the most effective technical approaches to the problem requiring the application of established analytical techniques and methods and standard regulations and procedures;
- verifies and assesses relevant facts from several sources, examines documentation, ensures compliance with applicable regulations and procedures, analyzes and reconciles discrepancies or inconsistencies, and researches precedent studies; and/or
- resolves a moderate range of problems or situations requiring the use of established analytical techniques to isolate and evaluate appropriate precedents, to examine and analyze documentation, to reconcile discrepancies or inconsistencies, and to develop supportable conclusions based on standardized research.

Difficulty and Originality Involved – The employee:

- identifies a variety of issues and their factual relationships, analyzes relevant factors and conditions, and chooses a course of action from many alternatives;
- considers and integrates management's request with the appropriateness and applicability of established HR policies, regulations, and procedures;
- recognizes the need to modify established procedures in response to persistent problems; and/or
- analyzes appropriate principles, laws, practices, and procedures to determine interrelationships between existing conditions and issues.

Level 4-4 — 225 Points

Series

Human Resources Management, GS-0201

Series/Specialties

Human Resources Specialist	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Information Systems)	Illustration(s)	**(Human Resource Development)**	Illustration(s)
(Military)	Illustration(s)	**(Performance Management)**	Illustration(s)
(Classification)	Illustration(s)	**(Employee Relations)**	Illustration(s)
(Compensation)		**(Labor Relations)**	Illustration(s)
(Recruitment & Placement)	Illustration(s)		

FLD

Nature of Assignment – The work consists of:

- resolving problems and issues that often involve conflicting or incomplete information;
- applying analytical techniques that frequently require modification to accommodate a wide range of variables; and/or
- addressing substantive technical issues or problems characterized by complex, controversial, and/or sensitive matters that contain several interrelated issues.

What Needs To Be Done – The employee:

- conducts detailed planning to gather and interpret information and data for assessing complex problems, issues and unusual circumstances;
- determines the most effective and efficient approach to meet customer requirements;
- identifies ways to improve or enhance current HR services to ensure that services meet management's business objectives;
- assesses situations that are complicated by ambiguous, disputed, conflicting, and/or incomplete data requiring significant reconstruction to isolate issues and/or problems;
- participates in analyzing the effects of changes in law and regulations;
- identifies and clarifies problems and issues to propose recommendations;
- reconciles conflicting or incomplete information;
- identifies and extracts additional information;
- defines the problem in terms compatible with appropriate laws, policies, or regulations; and/or
- weighs pertinent facts in formulating a legal and/or factually supportable position.

Difficulty and Originality Involved – The employee:

- exercises originality by analyzing and refining existing work methods and techniques; and/or
- analyzes specific legal issues and problems by refining existing analytical techniques.

Level 4-5 325 Points

Series

Human Resources Management, GS-201

Series/Specialties

Human Resources Specialist	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Information Systems)	Illustration(s)	**(Human Resource Development)**	Illustration(s)
(Military)	Illustration(s)	**(Performance Management)**	
(Classification)	Illustration(s)	**(Employee Relations)**	Illustration(s)
(Compensation)	Illustration(s)	**(Labor Relations)**	Illustration(s)
(Recruitment & Placement)	Illustration(s)		

FLD

Nature of Assignment – The work consists of:

- addressing issues that significantly affect long-range implementation of substantive operational and/or policy program(s) throughout an agency, bureau, service, or major military command with numerous subordinate HR offices;
- resolving different and unrelated problems and issues that affect long-range implementation and administration of substantive interrelated mission-oriented program(s);
- conducting studies to develop responses to management on new requirements in program operations, legislation, or agency regulations;
- analyzing disputed interrelated information that must be reconstructed from circumstantial evidence requiring substantial depth of analysis over a relatively short period. Organizations that are affected by the situations under analysis vigorously support their interests at each stage by challenging facts and disputing methods, approaches, and principles that the employee uses; and/or
- responding to unanticipated changes in judicial and/or administrative law and policy and the conflicting goals and objectives that may result from these changes.

What Needs To Be Done – The employee:

- understands and interprets interrelated program issues that affect long-range program planning, design, and execution;
- integrates the work of a team into authoritative report(s) outlining options, recommendations, and conclusions reached;
- researches statutory, regulatory, court and/or administrative precedents, and other legal opinions or documentary material; and/or
- interprets and evaluates questionable or discrepant information and synthesizes intricate information to arrive at legally supportable conclusions.

Difficulty and Originality Involved – The employee:

- develops new HR techniques and/or establishes new criteria or approaches and methods for program implementation and evaluation requiring a substantial depth of research and analysis which serve as precedents for others;
- performs analyses that are complicated by major areas of uncertainty in the appropriate approach, methodology, or interpretation because of continuing program changes, technological developments, or conflicting requirements; and/or
- works on cases that:
  - involve matters that are contentious and/or susceptible to widely varying interpretations; and
  - require creating new techniques, establishing criteria, or developing new information.

Level 4-6 450 Points

Series

Human Resources Management, GS-0201

Series/Specialties

Human Resources Specialist	**(Employee Benefits)**
(Information Systems)	**(Human Resource Development)**
(Military)	**(Performance Management)**
(Classification)	**(Employee Relations)**
(Compensation)	**(Labor Relations)**
(Recruitment & Placement)	

FLD

Nature of Assignment – The work consists of broad, highly difficult assignments that:

- require analyzing key agency programs;
- involve issues of broad scope and intensity;
- are precedent-setting;
- are of long duration; and/or
- frequently require directing team efforts for concurrent projects.

What Needs To Be Done – The employee:

- works on largely undefined issues, problems, and conditions of a highly variable nature requiring extensive probing and analysis to determine the nature and scope of the problems and issues; and
- may assign tasks, coordinate a team's efforts, and consolidate the team's findings into a completed product.

Difficulty and Originality Involved – The employee encounters extreme difficulty in identifying and isolating the nature of issues or problems into their components. Problems are particularly stubborn and require continuing efforts to establish new concepts and techniques for resolving problems.

FACTOR 5 – SCOPE AND EFFECT

This factor covers the relationships between the nature of work, i.e., the purpose, breadth and depth of the assignment, and the effect of work products or services both within and outside the organization. Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture allowing consistent evaluations. Only consider the effect of properly performed work. The primary components of this factor are: **Scope of the Work** and **Effect of the Work**.

NOTE: In the tables below, factor level description is abbreviated as FLD.
Factor 5 illustrations are located in Appendix F5.

Level 5-1 — 25 Points

Series

Human Resources Management, GS-0201

Series/Specialties

Human Resources Specialist	**(Employee Benefits)**
(Information Systems)	**(Human Resource Development)**
(Military)	**(Performance Management)**
(Classification)	**(Employee Relations)**
(Compensation)	**(Labor Relations)**
(Recruitment & Placement)	

FLD

Scope of the Work – Work involves:

- applying specific and routine procedures in identifying fundamental factual issues or problems of a segment within a larger problem; and
- familiarizing the employee with particular HR programs and procedures.

Effect of the Work – Work facilitates the work of higher grade co-workers within the immediate organization who are tasked with the more substantive aspects of a project.

Level 5-2 — 75 Points

Series

Human Resources Management, GS-0201

Series/Specialties

Human Resources Specialist	**(Employee Benefits)**
(Information Systems)	**(Human Resource Development)**
(Military)	**(Performance Management)**
(Classification)	**(Employee Relations)**
(Compensation)	**(Labor Relations)**
(Recruitment & Placement)	

FLD

Scope of the Work – Work involves applying specific rules, regulations, or procedures and typically comprises a complete segment of an HR assignment of broader scope.

Effect of the Work – Work affects the overall accuracy, quality, and timeliness of the final work products produced by higher grade co-workers.

Level 5-3 — 150 Points

Series

Human Resources Management, GS-0201

Specialties

Human Resources Specialist		**(Employee Benefits)**	Illustration(s)
(Information Systems)		**(Human Resource Development)**	Illustration(s)
(Military)		**(Performance Management)**	
(Classification)		**(Employee Relations)**	
(Compensation)		**(Labor Relations)**	
(Recruitment & Placement)	Illustration(s)		

FLD

Scope of the Work – Work involves:

- applying accepted criteria, principles, and standard methods to resolve a variety of conventional issues and problems; and/or
- portions of broader studies that require developing detailed procedures and guidelines to supplement existing guidance.

Effect of the Work – Work reports and recommendations:

- influence the decisions made by managers and other employees; and
- affect customer perception of the overall quality and service of the HR program.

Level 5-4 — 225 Points

Series

Human Resources Management, GS-0201

Specialties

Human Resources Specialist	Illustration(s)	**(Employee Benefits)**	Illustration(s)
(Information Systems)		**(Human Resource Development)**	Illustration(s)
(Military)		**(Performance Management)**	
(Classification)		**(Employee Relations)**	Illustration(s)
(Compensation)		**(Labor Relations)**	Illustration(s)
(Recruitment & Placement)			

FLD

Scope of the Work – Work involves resolving or advising on complex problems and issues that typically require analyzing and/or troubleshooting a wide range of unusual conditions.

Effect of the Work – Work ultimately affects the objectives and effectiveness of agency HR activities, missions, and programs. The assessment, analysis, and ultimate resolution of problems promote the overall quality, effectiveness, and efficiency of program operations.

Level 5-5 — 325 Points

Series

Human Resources Management, GS-0201

Specialties

Human Resources Specialist	Illustration(s)	**(Employee Benefits)**	
(Information Systems)		**(Human Resource Development)**	Illustration(s)
(Military)		**(Performance Management)**	Illustration(s)
(Classification)	Illustration(s)	**(Employee Relations)**	Illustration(s)
(Compensation)	Illustration(s)	**(Labor Relations)**	Illustration(s)
(Recruitment & Placement)	Illustration(s)		

FLD

Scope of the Work – Work involves:

- analyzing, evaluating, and developing major aspects of agencywide HR programs that require isolating and defining unknown conditions, resolving critical problems, or developing new concepts and methodologies; and
- issues of sensitivity and potential controversy that when resolved may promote advances in principal HR program plans, goals, objectives, and milestones.

Effect of the Work – Work establishes precedents for other technical experts to follow. Findings and recommendations:

- are typically of major significance to agency management officials; and
- often serve as the basis for new legislation, regulations, or programs.

Work may also influence and persuade top management officials to change major HR policies or procedures.

Level 5-6	450 Points
Series	**Human Resources Management, GS-0201**
Series/Specialties	**Human Resources Specialist** **(Employee Benefits)** **(Information Systems)** **(Human Resource Development)** **(Military)** **(Performance Management)** **(Classification)** **(Employee Relations)** **(Compensation)** **(Labor Relations)** **(Recruitment & Placement)**
FLD	**Scope of the Work** – Work involves planning, developing, and carrying out broad and extensive assignments (i.e., involving several agencies) of significant interest to the public and the Government. Human resources studies typically cut across or strongly influence a number of agencies. **Effect of the Work** – Work: • often leads to recommendations for realigning functional responsibilities among agencies or to expansion or contraction of key governmental functions or other equally significant changes in the future direction of HR programs; and/or • affects large numbers of employees on a long-term or continuing basis.

FACTOR 6 – PERSONAL CONTACTS AND FACTOR 7 – PURPOSE OF CONTACTS

These factors include face-to-face and remote dialogue–e.g., telephone, email, and video-conferences – with persons not in the supervisory chain. (**NOTE**: Personal contacts with supervisors are under Factor 2 – Supervisory Controls.) The levels of these factors consider and take into account what is necessary to make the initial contact, the difficulty of communicating with those contacted, the setting in which the contact takes place, and the nature of the discourse. The setting describes how well the employee and those contacted recognize their relative roles and authorities. The nature of the discourse defines the reason for the communication and the context or environment in which the communication takes place. For example, the reason for a communication may be to exchange factual information or to negotiate. The communication may take place in an environment of significant controversy and/or with people of differing viewpoints, goals, and objectives.

Above the lowest levels, credit points under Factors 6 and 7 only for contacts that are essential for successful performance of the work and that have a demonstrable impact on the difficulty and responsibility of the work performed. Factors 6 and 7 are inter-dependent. Accordingly, use the same personal contacts for selection of both the Factor 6 and the Factor 7 levels.

Determine the appropriate level for Personal Contacts and the corresponding level for Purpose of Contacts. Obtain the point value for these factors from the intersection of the two levels as shown on the **Point Assignment Chart** at the end of this section.

PERSONAL CONTACTS	
Human Resources Management, GS-0201	
Level 1	Other employees in the immediate office or related units. Limited contacts with the general public.
Level 2	Employees and managers in the agency, both inside and outside the immediate office or related units, as well as employees, representatives of private concerns, applicants, retirees, beneficiaries, and/or the general public, in moderately structured settings. Contact with employees and managers may be from various levels in the agency, such as: • headquarters; • regions; • districts; • field offices; or • other operating offices at the same location.
Level 3	Persons outside the agency, including consultants, contractors, or business executives, in moderately unstructured settings. This level may also include contacts with agency officials who are several managerial levels removed from the employee when such contacts occur on an ad hoc basis. Must recognize or learn the role and authority of each party during the course of the meeting.

(continued)

PERSONAL CONTACTS (continued)	
Level 4	High-ranking officials from outside the agency at national or international levels, in highly unstructured settings. Typical contacts at this level include: • heads of other agencies and Presidential advisors; • Members of Congress; • State governors or mayors of major cities; • leading representatives of foreign governments; • executives of comparable private sector organizations; • presidents of national unions; and/or • nationally recognized representatives of the news media on human resources management matters of national significance.

PURPOSE OF CONTACTS	
Human Resources Management, GS-0201	
Level A	To acquire, clarify, or exchange facts or information needed to complete assignments.
Level B	To plan, coordinate, or advise on work efforts, or to resolve issues or operating problems by influencing or persuading people who are working toward mutual goals and have basically cooperative attitudes. Contacts typically involve identifying options for resolving problems.
Level C	To influence and persuade employees and managers to accept and implement findings and recommendations. May encounter resistance due to such issues as organizational conflict, competing objectives, or resource problems. Must be skillful in approaching contacts to obtain the desired effect; e.g., gaining compliance with established policies and regulations by persuasion or negotiation.
Level D	To present, justify, defend, negotiate, or settle matters involving significant or controversial issues; e.g., recommendations affecting major programs, dealing with substantial expenditures, or significantly changing the nature and scope of organizations.

POINT ASSIGNMENT CHART

Human Resources Management, GS-0201

		Purpose of Contacts			
	Level	**A**	**B**	**C**	**D**
Personal Contacts	**1**	30	60	130*	230*
	2	45	75	145	245
	3	80	110	180	280
	4	130*	160	230	330

⇦BACK

*THIS COMBINATION IS UNLIKELY.

FACTOR 8 – PHYSICAL DEMANDS

NOTE: Laws and regulations governing pay for irregular or intermittent duty involving unusual physical hardship or hazard are in *section 5545(d), of title 5, United States Code*, and *Subpart I of part 550 of title 5, Code of Federal Regulations.*

NOTE: In the table below, factor level description is abbreviated as FLD.

Level 8-1	**5 Points**
Series	**Human Resources Management, GS-0201**
FLD	The work is sedentary. Some work may require walking in offices, hospitals, shipyards, depots, warehouses, and similar areas for meetings and to conduct HR work. Work may also require walking and standing in conjunction with travel to and attendance at meetings and conferences away from the worksite. Some employees may carry light items or drive a motor vehicle. The work does not require any special physical effort.

FACTOR 9 – WORK ENVIRONMENT

NOTE: Laws and regulations governing pay for irregular or intermittent duty involving unusual physical hardship or hazard are in *section 5545(d), of title 5, United States Code*, and *Subpart I of part 550 of title 5, Code of Federal Regulations.*

NOTE: In the table below, factor level description is abbreviated as FLD.

Level 9-1	**5 Points**
Series	**Human Resources Management, GS-0201**
FLD	The work area is adequately lighted, heated, and ventilated. The work environment involves everyday risks or discomforts that require normal safety precautions. Some employees may occasionally be exposed to uncomfortable conditions in such places as research and production facilities.

GRADE CONVERSION TABLE

Convert total points on all evaluation factors to General Schedule grades using the following table. The shaded area(s) reflect grade levels commonly attained in this job family.

Point Range	GS Grade
190-250	1
255-450	2
455-650	3
655-850	4
855-1100	5
1105-1350	6
1355-1600	7
1605-1850	8
1855-2100	9
2105-2350	10
2355-2750	11
2755-3150	12
3155-3600	13
3605-4050	14
4055-up	15

APPENDICES

APPENDIX F1 – FACTOR 1 ILLUSTRATIONS

Level 1-6: Human Resources Specialist, GS-0201

Knowledge of, and skill in applying:

- methods, principles, and practices of the HR field, particularly those relating to the functional areas of recruitment, position classification, and employee relations; and
- appropriate laws, Executive orders, regulations, and policies related to these functional areas

sufficient to:

- conduct research to gather clear-cut information;
- apply standardized analytical methods and techniques to accurately assess gathered information; and
- establish and maintain effective relationships with management to gain confidence and cooperation of supervisors and managers for the management advisory service provided.

⇐BACK

Level 1-6: Human Resource Specialist (Information Systems), GS-0201

Knowledge of, and skill in applying:

- a wide range of methods, principles, and practices in the HR field, including business process knowledge of staffing, recruitment, benefits, position classification, position management, employee relations, and/or human resource development;
- established HR data standards;
- data contained in HR information systems; and
- established information technology principles

sufficient to:

- translate HR business practices into information system requirements;
- apply information technology principles to HR business processes;
- maintain and enhance data needs of the serviced population; and
- design, integrate, retrieve, and provide HR reports to the serviced population.

⇐BACK

Knowledge of, and skill in applying:

- basic HRM concepts, practices, and procedures;
- database management systems and quality assurance principles and practices; and
- methods to process transactions and record updates to a portion of the databases that are part of the HR information system

sufficient to:

- maintain data quality for the HR database; and/or
- maintain a portion of a large database or a module supporting a business process.

⇐BACK

(continued)

Level 1-6: Human Resource Specialist (Information Systems), GS-0201 (continued)

Knowledge of methods and procedures for developing technical documentation from HRM actions; and skill in applying methods to train users on established practices and uses of the system(s) sufficient to develop and maintain manuals, instructions and operating procedures for a portion of the HR information systems assigned.

⇐BACK

Level 1-6: Human Resources Specialist (Military), GS-0201

Knowledge of, and skill in applying, the principles, practices, and procedures involved in administering a military awards and recognition program sufficient to:

- advise on military awards and decoration submission, approval, processing, and authentication requirements;
- develop, update, coordinate, and ensure timely publication of the directives and objectives of the program;
- compile statistics and analyze trends of award approvals; and
- serve as a technical resource to awards boards.

⇐BACK

Knowledge of, and skill in applying, military personnel policies, procedures, and regulations sufficient to:

- serve as a technical authority for an organization on all elements of a military reserve personnel relocation program, voluntary and involuntary outbound assignments such as retirements, conditional releases, voluntary separations, and inter- and intra-service transfers;
- manage voluntary and mandatory retirement programs; and
- counsel reservists on all aspects of the program.

⇐BACK

Knowledge of, and skill in applying, a wide range of military personnel policies, procedures, and regulations sufficient to:

- review and comment on proposed legislation and regulations concerning appointment of reserve officers;
- develop procedures to implement new regulations throughout the reserves including those applicable to special categories of officers (e.g., chaplains, medical officers, and legal officers); and
- provide policy guidance to operating personnel in field units regarding implementation procedures.

⇐BACK

Knowledge of, and skill in applying, military personnel policies, procedures, and regulations sufficient to:

- analyze data and information to prepare straightforward reports and correspondence related to management inquiries regarding the adequacy/deficiencies of a military personnel employment program; and
- respond to inquiries related to strength accountability, manning control, retraining, position classification, or reserve utilization data.

⇐BACK

(continued)

Level 1-6: Human Resources Specialist (Military), GS-0201 (continued)

Knowledge of, and skill in applying, principles, practices, procedures, and common terminology involved in performing and advising on military HR matters sufficient to:

- prepare grade authorization criteria, qualification criteria, and develop quality criteria distribution recommendations;
- prepare informational material packages; and
- draft and prepare accession schemes.

⇦BACK

Level 1-6: Human Resource Specialist (Classification), GS-0201

Knowledge of, and skill in applying, standardized principles and practices of position classification, as well as analytical and evaluative techniques in gathering job information sufficient to:

- conduct desk audits;
- review management requests for classification actions;
- interpret and apply position classification standards to positions and determine the correct pay category, occupational series, title, and grade level;
- prepare evaluation reports; and
- discuss findings with management and employees.

⇦BACK

Level 1-6: Human Resources Specialist (Compensation), GS-0201

Knowledge of, and skill in applying, basic pay, premium pay and leave administration laws and regulations sufficient to:

- provide advice and assistance to managers and employees on basic pay, overtime or leave entitlement questions or problems;
- interpret and apply pay rules and regulations to analyze employee and payroll information to identify and resolve pay-setting errors or discrepancies; and
- analyze pay and leave laws and regulations to assist in developing guidance and other informational and training materials for managers and employees.

⇦BACK

Level 1-6: Human Resources Specialist (Recruitment & Placement), GS-0201

Knowledge of, and skill in applying, a wide range of methods, principles, and practices commonly used in the recruitment and placement process; and knowledge of the occupational design of positions within assigned organizations sufficient to:

- advise management officials on various types of appointments and their appropriate application in both the competitive and excepted services;
- advise on the procedural and regulatory requirements governing the merit promotion process;
- develop rating factors and crediting plans for vacancy announcements;
- use a variety of standardized internal/external recruitment strategies to aid in strategic recruitment planning; and
- advise on position career patterns.

⇦BACK

(continued)

Level 1-6: Human Resources Specialist (Recruitment & Placement), GS-0201 (continued)

Knowledge of, and skill in applying, basic principles, provisions, practices, and techniques of special emphasis programs sufficient to:

- administer an organization's special emphasis recruitment program such as the upward mobility, career intern, persons with disabilities, and displaced employee programs; and
- advise management on special emphasis placement opportunities.

⇐BACK

Knowledge of, and skill in applying, basic principles, provisions, laws, regulations, practices, and techniques of staffing and recruitment sufficient to:

- identify, categorize, and analyze quantitative data associated with issues such as average cost-per-hire, demographics, and attrition rates for use by higher grade HR staff in developing workforce planning strategies;
- perform preliminary analyses of survey data used to identify hiring trends and to make preliminary projections;
- conduct various studies to compare and chart data pertaining to time of application to actual hiring time spans and hiring ratios; and
- coordinate and administer various workforce surveys designed to gather statistical data from field offices for subsequent analysis by higher grade staff.

⇐BACK

Knowledge of, and skill in applying, basic principles, laws, regulations practices, and techniques of recruitment and placement sufficient to apply standardized legal, regulatory, and policy issuances that govern a specific application of a staffing function such as:

- mandatory placement program guidelines;
- procedural approaches available for workforce shaping; and
- the basic rules of reduction in force to assist with segments of a downsizing project.

⇐BACK

Level 1-6: Human Resources Specialist (Employee Benefits), GS-0201

Knowledge of, and skill in applying, basic laws, regulations, policies, and precedents of Federal employee retirement, group life insurance, health benefits, and Thrift Savings Plan programs sufficient to:

- counsel management, employees, and beneficiaries on program coverage, options, variances in coverage, and advantages and disadvantages of benefits;
- resolve problems in the administration of the program;
- interpret and explain to employees the relationship of the Federal retirement and insurance programs to other retirement and insurance programs (Social Security, military provisions, worker's compensation, and private insurance companies);
- determine the appropriate treatment of matters as they apply to moderately complex retirement and insurance benefits issues relating to the validity of marriage, divorce, and descent and distribution of property; and
- interpret, apply, and explain retirement and insurance laws and regulations to employees.

⇐BACK

(continued)

Level 1-6: Human Resources Specialist (Employee Benefits), GS-0201 (continued)

Knowledge of, and skill in applying, standardized principles, practices, and procedures of injury compensation, and standardized factfinding and research techniques sufficient to:

- administer an organization's injury compensation program;
- analyze information related to on-the-job injuries or illnesses provided by supervisors and employees in support of an on-the-job worker's compensation claim;
- act as a liaison between supervisors and employees to facilitate claims;
- evaluate suspected fraud cases; and
- provide training to supervisors and employees on practices and regulations of the injury compensation program.

⇐BACK

Level 1-6: Human Resources Specialist (Human Resource Development), GS-0201

Knowledge of, and skill in applying, basic principles, practices, laws, and regulations of human resource development sufficient to:

- conduct training needs surveys and analyze the information and data obtained in order to anticipate human resource development and training needs for specific categories of positions that involve fairly well-defined and readily understood duties (e.g., custodial, administrative support and assistance);
- identify management barriers and/or problems that adversely affect employee career growth opportunities; and advise management on the implementation of standardized practices and principles for incorporating career development strategies into the workplace to remedy such obstacles.

⇐BACK

Level 1-6: Human Resources Specialist (Performance Management), GS-0201

Knowledge of, and skill in applying, performance management principles, practices, laws, and regulations, as well as deductive reasoning sufficient to:

- review and evaluate employee performance plans and information justifying employee award nominations;
- conduct research into established policy regarding performance management practices and the appropriate disposition of an employee recognition request; and
- advise management on appropriate procedures and practices involved in developing employee performance plans, conducting appraisal interviews, and submitting and justifying employee award nominations.

⇐BACK

Level 1-6: Human Resources Specialist (Employee Relations), GS-0201

Knowledge of, and skill in applying, employee relations principles, practices, laws, and regulations, as well as a wide range of analytical and evaluative techniques sufficient to:

- identify consider, and advise managers and employees about relatively common issues or problems such as routine leave or attendance questions or disputes; and
- research applicable laws, policy, and agency precedent and apply factfinding techniques to gather clear-cut information and/or evidence specific to the cases.

⇐BACK

Level 1-6: Human Resources Specialist (Labor Relations), GS-0201

Knowledge of, and skill in applying, basic negotiating techniques and methods of presentation, specific phases of the labor relations process, and standardized factfinding and analytical techniques sufficient to:

- prepare labor agreements on relatively uncomplicated labor-management proposals;
- review unit and employee representation, unfair labor practices, arbitration, negotiability, impasses, and other related issues;
- research and evaluate laws, regulations, and precedents; and
- use non-traditional collaborative skills and approaches to labor relations, including labor-management partnership, alternative dispute resolution, interest-based bargaining, and facilitation.

⇐BACK

Level 1-7: Human Resources Specialist, GS-0201

Knowledge of, and skill in applying:

- a wide range of HRM concepts, principles, laws, regulations, and practices;
- a wide range of recruitment and placement concepts, practices, regulations, precedents, and procedures;
- special recruiting authorities and strategies; and
- a wide range of position classification concepts, principles, and practices

sufficient to:

- identify, evaluate, and integrate the widest range of considerations into problem solving efforts for serviced organizations;
- incorporate consideration of career ladders, career development and training, management practices, working conditions, recruitment and retention incentives, organizational design, and position classification and position management into problem solving efforts;
- provide management with flexible alternatives for problem resolution;
- provide internal/external placement services to recruit for highly specialized and hard-to-fill positions that result from technological advances in these fields;
- plan and execute creative recruitment campaigns to locate and identify highly qualified candidates involving numerous public contacts; and
- provide management with insight into establishing organizational structures that support desired grade levels and facilitate employee career development.

⇐BACK

Knowledge of, and skill in applying, a wide range of HRM concepts, principles, and practices; local and higher level HRM procedures; the mission, functions, and programs of assigned organizations; and analytical and evaluative techniques sufficient to:

- provide comprehensive HR services to management and employees throughout a complex multi-mission local facility, or equivalent organization;
- provide recommendations to management on the widest range of alternatives;
- serve as the link between local managers and the higher level in providing HR service delivery; and
- conduct detailed analyses of complex functions within serviced organizations.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist, GS-0201 (continued)

Knowledge of, and skill in applying, the full range of staffing and compensation services with particular emphasis on special salary rates, recruitment and relocation bonuses, retention allowances, alternative work schedules, highest previous rate, superior qualifications appointments, and alternative appointment authorities sufficient to:

- analyze and evaluate an organization's current staffing situation including turnover, vacancies, and current recruiting strategies to identify and forecast staffing problems;
- research and develop solutions and strategies to recruitment and retention problems that integrate a variety of flexibilities; and
- provide technical assistance to managers in developing justifications for requesting the use of special salary rates, recruitment bonuses, retention allowances, or other authorities.

⇐BACK

Level 1-7: Human Resources Specialist (Information Systems), GS-0201

Knowledge of, and skill in applying, a wide variety of HR concepts, principles, laws, regulations, and practices and the interrelationships of various HR specialties as they relate to system processes/functions/capabilities and the infrastructure supporting the HR information system(s); and information technology concepts, practices, and procedures, sufficient to:

- serve as the senior specialist in the design, implementation, maintenance and/or operation of an automated HR information system(s) for assigned facilities;
- develop a plan of action or project plan or specifications necessary to carry out the requirements for the HR information system(s);
- provide assistance in solving workforce issues and implementing organizational and procedural changes;
- conduct systematic studies to identify long and short term needs of serviced organizations;
- provide advice and guidance to management officials on a variety of complex HR problems as they relate to the automated HR system;
- provide technical assistance on the HR automated system's procedures and applications; and
- understand the limitations and capabilities of the infrastructure and how it can support a particular modification or enhancement.

⇐BACK

Knowledge of local HR information system(s) and the HR transaction system sufficient to:

- provide accurate and timely products to management with information necessary to address difficult and complex HR problems;
- implement changes to the modules as new regulations or policies require modifications to the local system(s);
- make recommendations to management on changes necessary to modify HR transaction processing; and
- review the effect of recommended modifications on other portions of the HR information system(s) and on requirements for external reporting requirements for the local databases.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist (Information Systems), GS-0201 (continued)

Knowledge of, and skill in applying, a wide variety of HR concepts, laws, regulations, principles, and practices; as well as databases, higher-order programming tools and retrieval languages associated with the HR information system(s) and system capabilities, procedures, limitations and retrieval options sufficient to:

- identify areas where automation can effectively eliminate labor-intensive HR manual systems or enhance current automation;
- gather requirements for subject processes and translate them into specific products that solve or improve complex HR issues;
- develop a project plan to resource, design, develop, test, integrate, implement, and maintain the proposed system improvements or enhancements;
- make complex retrievals from multiple sources of data;
- utilize various data sources, understand the quality of the data;
- know edits in the system(s) and where edits can be improved to improve data quality; and
- develop programming specifications or documentation specifications.

⇦BACK

Level 1-7: Human Resources Specialist (Military), GS-0201

Knowledge of, and skill in applying, practices and procedures involved in reviewing, analyzing, evaluating, and synthesizing officer/enlisted billet authorizations and assignments sufficient to:

- make officer/enlisted assignment recommendations based on officer/enlisted record briefs, authorizations, and mission priorities;
- ensure qualitative and quantitative distribution of officer/enlisted billets;
- conduct reviews of functions to determine manpower requirements; and
- serve as a consultant to the facility commander on the determinations of ratings and military occupation codes.

⇦BACK

Knowledge of, and skill in applying, military HR evaluation methods sufficient to:

- prepare grade authorization criteria;
- develop standards of grade authorization criteria recommendations;
- assess the impact of military-to-civilian/contract conversions, occupational specialties, consolidation, and manpower resource reduction to the career field; and
- research information/material, prepare drafts, evaluate retention rates of military career field, and analyze historical records and reports on separations, resignations, and retention.

⇦BACK

Knowledge of, and skill in applying, concepts, practices, and techniques relating to a variety of complex analytical HR military personnel functions sufficient to:

- advise on redistributing resources, civilianizing military positions, and identifying positions for assignment to military service schools and special training programs;
- develop operating policies, procedures, and practices to mobilize reservists; and
- serve as a technical expert in examining and evaluating proposed legislation for impact on mobilization policy.

⇦BACK

Level 1-7: Human Resources Specialist (Classification), GS-0201

Knowledge of, and skill in applying, the full range of position classification and position management principles, concepts, practices, and techniques sufficient to:

- advise managers at a military command, complex multi-mission local facility, or equivalent organization in developing position descriptions;
- work on special projects such as serving on a strategic or commercial outsourcing management team; and
- provide management with insight in establishing organizational structures that are efficient, cost effective, support desired grade levels, and facilitate career development.

⇦BACK

Knowledge of, and skill in applying, the full range of position classification and position management principles, policies, concepts, practices, and techniques sufficient to:

- make fine distinctions in the proper crediting of factor levels and ultimate allocation of grade levels to positions;
- communicate grade distinctions to management with supporting criteria and justification;
- provide recommendations to management on organizational design with emphasis on career development principles and practices; and
- relate position classification to the management process and other HR programs.

⇦BACK

Level 1-7: Human Resources Specialist (Compensation), GS-201

Knowledge of, and skill in applying, the full range of pay, premium pay, and leave administration laws, regulations, principles, and practices sufficient to:

- serve as a consultant in providing advice and guidance to managers and employees;
- advise management, employees, and union officials on work scheduling and hours of work requirements and flexibilities (including alternative work schedules) and premium pay entitlements associated with various work scheduling scenarios (e.g., overtime, night or Sunday pay);
- estimate the payroll costs that may be incurred from various work scheduling options;
- provide advice on employee grievances and claims involving pay and leave entitlements; and
- analyze regulations to develop operating procedures or processes for an organization's alternative work schedule; leave bank and leave sharing; and/or recruitment, relocation, and retention incentive programs.

⇦BACK

(continued)

Level 1-7: Human Resources Specialist (Compensation), GS-201 (continued)

Knowledge of, and skill in applying, the full range of pay administration policies, principles, and practices under title 5, United States Code, and other statutes and legal authorities as applicable sufficient to:

- interpret and apply laws, regulations, policies, and practices to provide advice and guidance to officials, supervisors, and employees;
- advise on setting and adjusting pay for new and continuing employees, implementing pay schedule adjustments (may include General Schedule, Federal Wage System, locality pay and/or other geographic pay), special salary rates, pay limitations, allowances, differentials, hours of duty, work schedule (including alternative work schedules), premium pay, Fair Labor Standards Act overtime pay, grade and pay retention, severance pay, recruitment and retention flexibilities, back pay and settlement of claims, and application of single agency compensation authorities where applicable; and
- provide advice to management relative to compliance with the law, achieve correct compensation results, avoid unnecessary costs, settle claims against the Government, and foster an understanding of statutory compensation entitlements, regulations, labor contracts (as applicable), court decisions, and Comptroller General opinions.

⇐BACK

Level 1-7: Human Resources Specialist (Recruitment & Placement), GS-0201

Knowledge of, and skill in applying, laws, Executive orders, regulations, policies, concepts, and various HR policies, practices, procedures, and management controls of the recruitment and placement functions at a regionalized operations center sufficient to:

- provide comprehensive staffing and placement services to on-site advisory centers;
- coordinate with, and advise HR specialists located at the on-site advisory centers on technical issues involving recruitment and placement actions;
- perform internal placement duties including conducting job analysis, preparing promotion and placement products, and issuing promotion and referral certificates; and
- perform external recruitment by developing multiple recruitment strategies utilizing such sources as veteran readjustment, reinstatement, and direct hire appointment authorities.

⇐BACK

Knowledge of, and skill in applying, HR staffing and recruitment principles, concepts, laws, regulations, techniques, and guidelines sufficient to:

- support an organization's recruitment and placement program;
- conduct job analyses on a wide variety of complex positions using research, interview, observation, and analytical techniques to gather, document, and analyze information to develop qualifications rating factors;
- determine appropriate rating and ranking selective factors and develop crediting plans to assess varying degrees of job qualifications; and
- explain the methodology to management.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist (Recruitment & Placement), GS-0201 (continued)

Knowledge of, and skill in applying, a wide variety of staffing concepts, principles, laws, regulations, practices, and procedures sufficient to:

- serve as a senior specialist at an operations center responsible for troubleshooting and resolving the most difficult and complex problems associated with comprehensive recruitment and placement services for assigned organizations. Servicing assignment includes multiple facilities in several states and/or overseas locations owned by multiple commands; and
- provide technical advice to operations center staff in resolving the most difficult and controversial recruitment and placement problems including defining issues, determining applicable precedents, laws, or regulations, and identifying the most effective approach and technique to validate the correctness and propriety of the actions taken.

⇐BACK

Knowledge of, and skill in applying, laws, Executive orders, regulations, policies, concepts, and practices related to recruitment and placement functions at an operating office sufficient to:

- provide management with the widest range of flexibility for providing comprehensive staffing and placement services;
- advise management on a wide variety of technical issues involving recruitment and placement;
- review all job analyses, promotion, and placement products, and promotion and referral certificates to ensure local requirements have been accurately considered; and
- perform external recruitment by developing multiple recruitment strategies utilizing such sources as veteran's readjustment, reinstatement, and direct-hire appointment authorities.

⇐BACK

Knowledge of, and skill in applying, a wide range of staffing and recruitment laws, Executive orders, regulations, policies, concepts, and practices sufficient to:

- serve as an advisor at a multi-mission facility;
- troubleshoot and resolve the most difficult and complex problems associated with providing comprehensive recruitment and placement advisory services for the organization; and
- provide authoritative management advisory service including defining issues, determining applicable precedents, laws, or regulations, identifying the most effective approach, and validating the correctness and propriety of the actions taken.

⇐BACK

Knowledge of, and skill in applying, a wide variety of recruitment and placement concepts, principles, laws, regulations, and practices sufficient to:

- serve as a consultant at a facility providing advice and guidance directly to managers and employees on all phases of the recruitment and placement process;
- advise management on the use of automated processes associated with rating and ranking applicants and issuing merit promotion certificates; and
- provide guidance to management on all recruitment and placement issues and recommend innovative methods and strategies to resolve problems of job turnover, long-and short-term workforce planning, downsizing, and reinvention initiatives while ensuring the correctness and propriety of actions taken.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist (Recruitment & Placement), GS-0201 (continued)

Knowledge of, and skill in applying, a wide variety of recruitment and placement concepts, principles, laws, regulations, and practices sufficient to:

- serve as a consultant at a facility providing advice and guidance directly to managers and employees on all phases of the recruitment and placement process;
- advise management on the use of automated processes associated with rating and ranking applicants and issuing merit promotion certificates;
- provide guidance to management on all recruitment and placement issues; and
- recommend innovative methods and strategies to resolve problems of job turnover, long-and short-term workforce planning, downsizing, and reinvention initiatives while ensuring the correctness and propriety of actions taken.

⇐BACK

Knowledge of, and skill in applying, reduction-in-force policies and procedures of the serviced organization sufficient to:

- analyze the organization's workforce and determine reduction-in-force impact;
- initiate pre-reduction-in-force actions;
- conduct reduction-in-force briefings, and counsel employees;
- work closely with management in resolving controversial issues; and
- research, prepare, and defend action taken relative to reduction-in-force appeals.

⇐BACK

Level 1-7: Human Resources Specialist (Employee Benefits), GS-0201

Knowledge of, and skill in applying, Federal retirement laws, regulations, principles, practices, and procedures sufficient to:

- make retirement determinations involving hard to prove medical impairments;
- decide similarly obscure special entitlement matters; and
- prepare sensitive correspondence on complex, delicate, or highly contested case matters and retirement determinations.

⇐BACK

Knowledge of, and skill in applying, retirement, benefits entitlements, health and life insurance, and Thrift Savings Plan laws, regulations, procedures, respective legislative changes; military service regulations, veterans' benefits, and prior Government service; and counseling techniques sufficient to:

- administer an agency retirement and benefits program;
- respond to complex benefits questions;
- provide information necessary to help employees obtain maximum gains from available benefits;
- provide individual employee counseling on retirement options, eligibility requirements, health and life insurance, and Thrift Savings Plan issues;
- explain options to employees regarding military benefits, veterans' preference, and prior Government service; and
- represent the agency in external matters both in the public and private sector on benefits programs, including making presentations at retirement and benefits seminars.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist (Employee Benefits), GS-0201 (continued)

Knowledge of, and skill in applying, a wide variety of retirement, benefits entitlements, health and life insurance, and Thrift Savings Plan laws, regulations, procedures, and respective legislative changes sufficient to:

- develop agencywide guidance material on the implementation of methods and procedures for retirement program operations involving areas that require new or substantially modified work methods or procedures because of operational problems or deficiencies;
- analyze operational effects of changes in law or regulations; and
- identify and clarify problems and issues, and propose fully researched agency implementation actions.

⇐BACK

Level 1-7: Human Resources Specialist (Human Resource Development), GS-0201

Knowledge of, and skill in applying, HRD learning theories, principles, and methods; and the relationship between agency strategic plans and goals with HRD programs sufficient to:

- perform analysis and research for a variety of HRD initiatives;
- advise management on developing and maintaining the proper balance between organization strategic plans and goals and HRD programs; and
- utilize a wide variety of learning methods including technology-based methodologies to provide consultative services.

⇐BACK

Knowledge of, and skill in applying, HRD learning theories, principles, and methods sufficient to:

- undertake planned systematic studies to determine the immediate and long-range training needs of employees engaged in complex work (e.g., information technology, science, and engineering) at a facility;
- evaluate the merits of employee morale problems, excessive employee turnover, and instances of low productivity relative to training opportunities;
- provide career counseling to employees to assist them in identifying realistic career objectives and in obtaining required skills through training initiatives; and
- provide consultative services relative to changing technologies, obsolete workforce skills, and the challenges of organizations in transition (e.g., problems involved in a full-scale retraining program resulting from the impact of automation).

⇐BACK

Level 1-7: Human Resources Specialist (Performance Management), GS-0201

Knowledge of, and skill in applying, the principles, practices, and techniques of performance appraisal and awards programs within a complex and/or large multi-mission organization with a diverse population sufficient to:

- provide management advisory services in coaching, counseling, recognizing top performers, and taking appropriate actions on performance issues;
- administer the employee appraisal and awards programs to include a comprehensive annual and ongoing evaluation of the programs;
- ensure that mandatory requirements such as employee performance plan issuance, mid-year reviews, and final reviews are met; and
- advise managers and supervisors on evaluation, feedback and recognition techniques, establishment of critical elements and standards, aligning employee performance plans with organizational goals, performance requirements, and the overall adequacy and quality of employee performance plans.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist (Performance Management), GS-0201 (continued)

Knowledge of, and skill in applying, performance management, performance appraisal, and awards program principles, practices, and techniques sufficient to:

- present performance management as a beneficial tool to help managers and supervisors manage and improve individual and organizational performance;
- focus managers and supervisors on all the processes of performance management, including planning, monitoring, developing, and rewarding performance as well as the rating process; and
- develop written policy and guidelines for use by local management in delineating their roles and responsibilities in such matters as developing individual employee appraisal plans, completing appraisal forms, reappraising employees as appropriate, and providing counseling and training as necessary.

⇐BACK

Level 1-7: Human Resources Specialist (Employee Relations), GS-0201

Knowledge of, and skill in applying, employee relations principles, practices, and legal and regulatory requirements; and analytical skill sufficient to:

- advise managers about appropriate disciplinary or other corrective techniques that are responsive to a range of conduct and performance problems;
- explain rules and procedures to employees and help them understand their rights and obligations;
- maintain and encourage objectivity in situations that may be charged with emotion and involve assumptions;
- resolve disputed facts, including those which require credibility determinations;
- interpret facts and events, and/or identify aggravating or mitigating factors relevant to the case; and
- conduct extensive probing and analysis to identify obscure or underlying causes of misconduct or poor performance.

⇐BACK

Knowledge of, and skill in applying, employee relations concepts, principles, practices, and case law (e.g., related to reasonable accommodation, prohibited HR practices, and third party powers and procedures) sufficient to:

- research and apply administrative decisions to analyze and craft defensible solutions to problems that are less well defined and where precedent cases and guidelines are not always directly applicable;
- research fact, legal precedents, and define legal and factual parameters/issues of cases;
- assist in preparation, maintenance, and filing of necessary documents and files; and
- represent management before third parties in quasi-judicial boards and commissions.

⇐BACK

Level 1-7: Human Resources Specialist (Labor Relations), GS-0201

Knowledge of, and skill in applying, the full range of labor relations theories, principles, methods, and techniques sufficient to:

- conduct systematic studies to develop management interests and respond to union interests at the bargaining table. The issues analyzed typically have a significant impact on production, involve large numbers of employees, involve several interrelated issues, and are potentially of considerable cost to the organization; and
- represent management in unfair labor practice and representation hearings before the Federal Labor Relations Authority and in impasse proceedings before the Federal Services Impasses Panel.

⇐BACK

(continued)

Level 1-7: Human Resources Specialist (Labor Relations), GS-0201 (continued)

Knowledge of, and skill in applying, labor relations theories, principles, methods, and techniques sufficient to:

- advise negotiating committee members on the interpretation and applicability of arbitration decisions and precedent decisions to local situations;
- communicate agencywide labor relations policies and procedures to management and staff of the local organization or organizational segments serviced;
- relate existing precedent to the specific issue in justifying management's views; and
- serve as the principal spokesperson of a management negotiating committee involved in contract, midterm, or appropriate arrangement negotiations.

⇐BACK

Knowledge of, and skill in applying, labor relations theory, principles, methods, and precedents; and applicable local negotiated agreements sufficient to:

- serve as the authoritative local interpreter of labor relations law, regulation, Executive order, and decisions of labor relations formal bodies;
- serve as principal point of contact on labor-management matters of overall concern to established bargaining units at the local level. Among these are grievances, unfair labor practice charges, information sharing, contract interpretation, labor relations training, and preparation and conduct of contract bargaining; and
- provide technically accurate interpretations of negotiated agreement provisions and reconcile conflicting technical viewpoints.

⇐BACK

Knowledge of, and skill in applying, labor relations theory, principles, methods, precedents, case law, and negotiation processes and strategies (e.g., mutual gains bargaining, traditional versus collaborative negotiating, non-traditional collaborative approaches, labor-management partnership, alternative dispute resolution, interest-based bargaining, and facilitation); and management's continuing obligations under the Labor Relations Statute and Collective Bargaining Agreement sufficient to:

- conduct extensive research into cases to preclude or counter arguments during bargaining and negotiations;
- negotiate settlement agreements; and/or
- provide labor relations consultative service on reorganizations, realignments, relocations, reduction in force, transfer of function and outsourcing to educate management on potential impact of these decisions on bargaining unit employees.

⇐BACK

Level 1-8: Human Resources Specialist, GS-0201

Mastery of, and skill in applying, a wide range of advanced HR principles, concepts, and practices, as well as seasoned consultative skills sufficient to:

- provide management consultative service involving the full spectrum of HR functions (e.g., recruitment and placement, position classification, employee performance and conduct issues) within a decentralized environment to perform a key role in rendering expert advisory service and/or authoritative policy interpretations on highly complex agencywide or equivalent issues (e.g., reengineering and improving HR processes);
- serve as a recognized senior advisor by other senior HR staff and program managers;
- develop appropriate interventions for management on significant HR issues and concerns;
- apply new developments to problems not susceptible to treatment by accepted methods;
- collaborate with and lead management in employing change management process concepts and techniques such as strategic planning and workforce development;
- develop strategic goals for change (e.g., conduct organizational needs assessments, determine organizational readiness for change, market organizational awareness, and lead change initiatives);
- conduct survey focus groups, group facilitation, and other techniques and methods necessary for organizational assessment and change;
- lead a team on special projects or studies of considerable scope and depth critical to the resolution of operating issues and problems; and
- interpret complex legislative, regulatory, and policy guidance to prepare study recommendations for management.

⇦BACK

Mastery of, and skill in applying, a wide range of advanced HR principles, concepts and practices, as well as seasoned consultative skills sufficient to:

- lead a team as a senior evaluator in conducting HRM evaluation studies of the largest and most complex field activity and/or major group component HR programs for implementation and improvement initiatives and for consistency with the organization's prescribed policies and practices;
- determine areas of procedural and regulatory deficiencies and provide recommendations and implementation timeframes to correct discrepancies; and
- provide further guidance to affected organizations on headquarters policies, practices, and procedures as appropriate.

⇦BACK

Mastery of, and skill in applying, a wide range of advanced HR principles, concepts, practices, as well as seasoned consultative skills sufficient to:

- study and evaluate proposed major legislation affecting HRM and determine the agency's perspectives on such proposals;
- determine any impact on the agency's policies and what counterproposals could be advanced to correct negative impact that may be felt by the agency if the proposal(s) were adopted; and
- define problems, identify relationships, evaluate and determine quality, assess impacts, and arrive at conclusions when participating in special studies to improve programs and/or influence policy changes that typically involve long-range, highly complex, and often politically sensitive topics.

⇦BACK

(continued)

Level 1-8: Human Resources Specialist, GS-0201 (continued)

Mastery of, and skill in applying, a wide range of advanced HR principles, concepts and practices, as well as seasoned consultative skills sufficient to:

- provide staff-level advice to major agency component and/or equivalent operating HR offices in the development of solutions to especially complex problems of program improvement in one or more HR specialties;
- conduct policy reviews to evaluate effectiveness of current policies and practices and/or develop proposals to change policy within one or more specialized HR fields; and
- distinguish regulatory issues within the larger context of advising on broader HR systems implementation and improvement initiatives, conduct policy reviews to evaluate the effectiveness of current policies and practices, and/or develop proposals to change policy.

⇐BACK

Level 1-8: Human Resources Specialist (Information Systems), GS-0201

Mastery of, and skill in applying, advanced HR principles, concepts, methods, and practices; business process reengineering concepts; and HR information system(s) concepts and methods sufficient to:

- develop approaches to interpret and implement legislation, policies, procedures, and strategies governing the planning and delivery of large-scale HR information system(s) services;
- lead and/or function as an expert for the HR information system(s) on a business process reengineering team, requirements analysis team, or implementation and conversion team; and
- develop strategic plans for the development, enhancement, maintenance, and future development of the HR information system(s).

⇐BACK

Level 1-8: Human Resources Specialist (Classification), GS-0201

Mastery of, and skill in applying, advanced HR principles, concepts, and practices, including position management and organizational design sufficient to:

- serve as the agency's focal point for technical guidance on implementing and administering position classification programs at assigned facilities;
- maintain and ensure headquarters-wide position classification accuracy and consistency in interpreting and applying position classification standards and in reviewing classification appeal packages for major program implications; and
- advise facilities on the accepted principles and rules of judgment in analyzing contentious and complex individual position and organization structure issues (e.g., resolving borderline pay category issues affecting large numbers of positions, applying broadly written guides to rapidly evolving professional or equivalent occupations, and resolving highly contentious mixed series/mixed grade, interdisciplinary fields, impact of the person on the position, and equivalent issues with widespread internal and potentially external impact).

⇐BACK

Level 1-8: Human Resources Specialist (Compensation), GS-0201

Mastery of, and skill in applying, advanced HR principles; and pay, premium pay and leave administration principles, concepts, and practices, including multiple pay systems and authorities (e.g., title 5 and non-title 5), sufficient to:

- serve as a staff-level advisor providing expert technical advice and assistance to program managers and operating HR offices;
- develop and provide policy guidance on a wide range of compensation programs;
- analyze proposed pay and leave legislation and regulations for impact on agency HR policies and programs; and
- develop broad policies and programs to implement new pay and leave legislation, regulation, and court decisions.

⇦BACK

Mastery of, and skill in applying, advanced HR principles, comprehensive pay and wage administration concepts, practices, and procedures sufficient to:

- serve as an expert technical advisor on matters involving statutory entitlement as interpreted by Federal courts and the Comptroller General;
- review and analyze all new and proposed legislation, administrative rulings, and decisions for impact; and
- analyze broad, complex, sensitive, and controversial pay issues requiring extreme care in problem resolution.

⇦BACK

Level 1-8: Human Resources Specialist (Recruitment & Placement), GS-0201

Mastery of, and skill in applying, a wide range of advanced staffing and placement concepts and practices, as well as seasoned consultative skills sufficient to:

- participate as a senior consultant for major agency components or equivalent organizations in designing and planning a future workforce that is responsive to dynamic changes in mission and business practices brought on by completing factors such as downsizing, technological advances, and competition in the labor market;
- analyze trends and forecast changes in workforce requirements that will meet future mission demands; and
- develop and implement agencywide policy on workforce downsizing and reshaping.

⇦BACK

Level 1-8: Human Resources Specialist (Employee Benefits), GS-0201

Mastery of, and skill in applying, the principles, concepts, laws, and systems of employee benefits sufficient to:

- lead efforts in resolving broad programmatic issues that significantly impact upon governmentwide retirement program administration; and
- develop legislative or regulatory proposals involving broad aspects of Federal employee retirement or insurance benefits programs.

⇦BACK

Level 1-8: Human Resources Specialist (Human Resource Development), GS-0201

Mastery of, and skill in applying, HRD learning theories, concepts, laws, regulations, and principles, as well as state-of-the-art HRD theories and practices regarding career development. Work also requires knowledge of Federal management and HR principles, theories, and practices and how they relate to HRD functions; the relationship of HRD to management and HR objectives; and other internal and external policies and programs sufficient to:

- formulate and evaluate a major facet(s) of an agency's HRD program involving major departures from precedents and established procedures;
- advise management on HRD-related issues such as compensating employees, establishing flexible training programs, provisions of veterans' educational assistance, Federal and State relations under the Intergovernmental Cooperation Act, tax implication of employer-sponsored educational assistance, selling products and/or services to other agencies, establishing new types of flexible training programs, and prohibitions on contracts with discriminatory institutions;
- identify and propose alternative HRD policies;
- analyze, explain, propose, and defend the relative merits of available options; and
- anticipate top management's reactions and explain technically complex matters in understandable terms.

⇦BACK

Level 1-8: Human Resources Specialist (Employee Relations), GS-0201

Mastery of, and skill in applying, advanced employee relations laws, regulations, principles, precedents, and policy sufficient to:

- serve as an agency or equivalent level senior consultant;
- review policy and procedures to ensure consistency in their application and recommend modifications;
- coordinate with other HR functions and/or higher agency levels; and
- analyze and solve particularly complex and sensitive problems and issues, such as those involving apparently conflicting laws or other requirements and those involving vague and untested areas of case law, where policy decisions and case strategy guidance have impact throughout the agency.

⇦BACK

Level 1-8: Human Resources Specialist (Labor Relations), GS-0201

Mastery of, and skill in applying, broad labor relations concepts, principles, and practices, including non-traditional collaborative approaches to labor relations, labor-management partnership, alternative dispute resolution, interest-based bargaining, and facilitation, sufficient to:

- provide staff advisory services on command-wide issues pertaining to the potential impact of negotiations and third-party decisions concerning management rights as defined in statute;
- assess potential impact and precedent-setting implications of pending disputes before third-party authorities;
- resolve unfair labor practice charges and complaints; arbitration of grievances; resolution of negotiability issues; and conformance of labor agreements with applicable laws;
- develop command methods of measurement that provide a valid measurement of the success of the program; and
- develop methods of measurement to provide accurate assessments of those programs.

⇦BACK

(continued)

Level 1-8: Human Resources Specialist (Labor Relations), GS-0201 (continued)

Mastery of, and skill in applying, broad knowledge of labor relations laws, policies, regulations, and precedents sufficient to:

- serve as a management team member to provide strategic labor relations advisory services on organization-wide strategic plans and complex organizational issues such as multiple reductions-in-force, outsourcing, reconfigurations of mission workload and union representational issues; and
- develop the future vision of the labor relations program to include the advancement of non-traditional collaborative approaches to labor relations.

⇐BACK

Level 1-9: Human Resources Specialist, GS-0201

Mastery of broad HR concepts, principles, and practices sufficient to:

- serve as the senior HR advisor for a multi-mission agency engaged in research, development, test, evaluation, and maintenance functions on a national and/or international scale;
- formulate new HR concepts, principles, and methods;
- advise top agency management officials on the development and implementation of the innovations; and
- counsel top agency officials who may appear before Congressional committees and the national media concerning the agency's HR program.

⇐BACK

APPENDIX F4 – FACTOR 4 ILLUSTRATIONS

Level 4-3: Human Resources Specialist, GS-0201

Nature of Assignment – Serves as a member of an HR operations team providing classification, recruitment, and placement services within an assigned organizational area.

What Needs To Be Done – Performs the following duties:

- conducts position maintenance surveys on a routine basis in connection with proposed classification actions; and
- provides management advisory service regarding position structuring, effective position management, career ladders, or identifying career development or upward mobility opportunities.

Difficulty and Originality Involved – Exercises judgment in performing a variety of duties in accordance with established procedures, such as:

- identifying sources of candidates, identifying special qualification requirements, selecting appropriate staffing methods, developing ranking factors, and applying qualification standards in qualifying and ranking candidates; and
- applying appropriate classification standards to positions reviewed and writing evaluation statements that explain proposed classification decisions.

⇦BACK

Level 4-3: Human Resources Specialist (Military), GS-0201

Nature of Assignment – Implements a regionalized DoD component employment program involving strength accountability, control, assignments, and classification for a military personnel flight center that is characterized by organizational stability and comprised of occupations of limited complexity.

What Needs To Be Done – Performs the following duties:

- reviews and certifies military qualifications and assignment eligibility for vacant positions;
- ensures by periodic reviews that military personnel maintain assignment eligibility;
- interprets and implements a regionalized DoD component quality control program on the reassignment of officers and enlisted personnel who are marginally-substandard, involved in drug or alcohol abuse, curtailed or restricted from overseas duty for cause, or sentenced by court-martial, dishonorable, or bad conduct discharges;
- provides customer service in the areas of military privileges and entitlements such as serviceman's group life insurance, casualty service survivor benefits, and hardship discharges;
- processes timely settlements of monetary and allied benefits to next of kin; and
- ensures close coordination with the Department of Veterans Affairs, Social Security Administration, and private insurance firms on both active duty and retiree casualties.

Difficulty and Originality Involved – Exercises judgment in performing a variety of duties within established parameters, such as:

- deciding which guideline is the appropriate one when certifying military qualifications and assignment eligibility, and/or
- analyzing a variety of factors when processing settlements.

⇦BACK

Level 4-3: Human Resources Specialist (Classification), GS-0201

Nature of Assignment – Serves as a member of a position classification and position management office in a facility. Conducts a variety of established classification-related duties.

What Needs To Be Done – Performs the following duties:

- provides limited management advisory services concerning position classification situations arising from decisions that rarely would result in controversy;
- assists a higher level employee in developing training/briefing modules on position classification, position management, reorganizations, and desk audits;
- analyzes, evaluates, and classifies noncontroversial positions in a variety of occupational groups;
- reviews competitive levels for accuracy and currency and, as appropriate, rewrites justifications; and
- prepares evaluation statements that clearly explain classification rationale.

Difficulty and Originality Involved – Performs work within established parameters. Work generally involves noncontroversial positions. Exercises judgment; e.g., deciding which factor level is appropriate when classifying easy-to-understand positions.

⇐BACK

Level 4-3: Human Resources Specialist (Recruitment & Placement), GS-0201

Nature of Assignment – Conducts work related to an HR recruitment, examination, selection, and/or placement program at a facility or at the regional level of an agency or bureau.

What Needs To Be Done – Analyzes and identifies experience, training, education, and other background information to develop crediting plans for common, easily-understood positions using standard merit promotion policies and procedures.

Difficulty and Originality Involved – Within previously established parameters, exercises limited judgment in performing the work, such as:

- deciding which previously-established crediting plans are appropriate to use in various recruiting efforts; and
- applying established, fundamental recruiting and placement principles, practices, and techniques.

⇐BACK

Level 4-3: Human Resources Specialist (Employee Benefits), GS-0201

Nature of Assignment – Executes the Federal Employees' Compensation Act (FECA) program for serviced facilities at numerous widely dispersed locations.

What Needs To Be Done – Performs the following duties:

- evaluates and ensures the prompt submission and processing of compensation claims, maintaining close surveillance of each compensation claim through medical reports and other informational sources;
- validates claims and controverts those considered questionable;
- initiates investigations of all accident reports showing signs of possible fraud or abuse and informs appropriate agencies of the findings;
- recommends corrective action if investigation substantiates fraud or abuse;
- works in close liaison with the Department of Labor to expedite adjudicating and paying legitimate claims and disallowing fraudulent, abusive, or unsubstantiated claims; and
- coordinates with organization heads to develop limited duty possibilities for claimants or returning claimants to work to keep compensation costs to a minimum.

Difficulty and Originality Involved – Exercises judgment; e.g., when deciding on the appropriate guidelines/reference to apply to clear-cut cases. Performs duties in accordance with previously established parameters.

⇐BACK

Nature of Assignment – Serves as the employee benefits administrator for the facility.

What Needs To Be Done – Performs the following duties:

- examines retirement applications filed by employees to compute employee annuity and survivor estimates pending final OPM adjudication;
- decides whether documentation is adequate to establish entitlement to an annuity, whether there is sufficient information to compute an interim annuity amount, and whether the conditions necessary to permit release of payment are satisfied;
- determines the amount of retirement contributions, refunds of contributions, payment, and repayments needed for service credit and whether the requirements for payment of a survivor annuity or lump sum are satisfied;
- conducts health benefits open season for employees in an appropriate timeframe; and
- administers the Federal Employees Group Life Insurance, Health Benefit, and Thrift Savings Plan programs for the facility.

Difficulty and Originality Involved – Within clear-cut parameters established for program implementation established at higher authority, exercises judgment in performing individual duties; e.g., making decisions such as the need for additional information prior to establishing entitlement to an annuity.

⇐BACK

Level 4-3: Human Resources Specialist (Human Resource Development), GS-0201

Nature of Assignment – Assesses skills training needs for an organizational segment of an operating human resource development program at a small field facility. Generally, positions covered are well-defined; e.g., custodial, mechanical, manual-labor, and/or administrative support and assistance.

What Needs To Be Done – Performs the following duties:

- conducts surveys of training needs, analyzes the information obtained, and submits recommendations;
- monitors on-the-job training of employees; e.g., by reviewing training reports submitted by supervisors and trainees themselves;
- takes follow-up action to assure that employees receive the needed training;
- answers inquiries about available training; and
- clarifies eligibility requirements and application procedures.

Difficulty and Originality Involved – Within previously-established parameters, exercises judgment in making such decisions as choosing between several clearly defined alternatives.

⇐BACK

Nature of Assignment – Serves as a member of a cross-functional human resources/human resources development (HR/HRD) team engaged in a variety of HRD-related activities.

What Needs To Be Done – performs the following duties:

- uses such data collection tools as HR/HRD surveys and structured interviews to support a variety of assessment and research projects;
- defines the requirements of encountered circumstances and problems, and plans actions to take based on evaluation of the factors involved; e.g., resource allocations and effects on the office's projects; and
- determines and fulfills any need for additional information to complete tasks.

Difficulty and Originality Involved – Tasks involved have applicable guidelines and precedents. The employee exercises judgment in selecting the appropriate guideline for the task at hand.

⇐BACK

Level 4-3: Human Resources Specialist (Performance Management), GS-0201

Nature of Assignment – Administers a field award program that includes major honorary awards, individual and group monetary awards, suggestions, and quality step increases.

What Needs To Be Done – Performs the following duties:

- determines the legitimacy of requests for awards and assures that performance plans, criteria, and ratings are aligned to justify recommendations for a rating-based award;
- serves as the primary contact for management and the awards committee in developing, monitoring, and executing procedures for award nominations;
- develops and monitors the awards budget and statistical database; and
- provides management with detailed statistical reports pertaining to financial status, types, and numbers of awards granted and pay plan, series, grade, and race and national origin data.

Difficulty and Originality Involved – Makes decisions within established parameters for program execution. For example, decides when to publicize various parts of the awards program; and/or revises local guidelines regarding award eligibility in accord with general guidelines established at a higher level within or outside the agency.

⇐BACK

Level 4-3: Human Resources Specialist (Labor Relations), GS-0201

Nature of Assignment – Serves as a member of a labor relations office and performs a variety of labor relations duties.

What Needs To Be Done – Performs the following duties:

- provides technical advice to management and unions on specific provisions of an existing negotiated agreement;
- analyzes records of past union activity to anticipate possible union demands;
- researches and evaluates basic facts, laws, and precedents concerning present union proposals and prepares initial drafts citing articles agreed to by the negotiating teams;
- performs factfinding in connection with unfair labor practice charges and complaints of limited scope and complexity;
- assesses pertinent information and makes recommendations for resolution to the labor relations officer; and
- uses non-traditional collaborative skills and approaches to labor relations, including labor-management partnership, alternative dispute resolution, interest-based bargaining, and facilitation.

Difficulty and Originality Involved – Exercises judgment within established parameters. For example, in preparing a recommendation for resolution of a basic issue with a union, decides what background is appropriate to use as justification for the recommendation.

⇐BACK

Level 4-4: Human Resources Specialist, GS-0201

Nature of Assignment – Performs the full range of management advisory services at a large or complex multi-mission facility characterized by highly dynamic occupational groups that reflect rapidly changing technological advances.

What Needs To Be Done – Performs the following duties:

- exercises delegated classification authority to develop, evaluate, and certify position and job descriptions by applying position classification criteria and supplemental guidance to determine title, series, and grade;
- for those internal organizations with delegated classification authority, assists managers and supervisors by providing advisory guidance on title, series, and grade;
- understands local and operations center procedures to properly advise management on HR servicing procedures;
- serves as the link between local managers and the operations center by researching and coordinating technical aspects to ensure all personnel actions are researched and coordinated with serviced facility(s) before forwarding to an operations center for appropriate action;
- advises management on recruitment strategies, sources, and special programs that emphasize affirmative action;
- assists management in developing crediting plans and other documentation necessary for the recruitment and placement of well-qualified candidates in internal or external competitive staffing actions;
- provides management-employee relations support in the areas of discipline, adverse actions, grievances, performance management and recognition, and related functions;
- provides advice and assistance to management on labor relations activities, including labor-management partnership arrangements; and
- defends recommendations and defuses/resolves volatile situations or disputes over final decisions.

Difficulty and Originality Involved – Exercises originality in making a wide variety of decisions based on independent analysis and refinement or modification of existing work methods and guidelines.

⇐BACK

(continued)

Level 4-4: Human Resources Specialist, GS-0201 (continued)

Nature of Assignment – Provides the full range of management advisory services within the position classification, recruitment and placement, labor relations and employee relations specialties.

What Needs To Be Done – Performs the following duties:

- advises management on methods to align these HR programs with the organization's vision, values, and corporate direction;
- advises management in the development of HR plans and strategies for achieving the facility's short and long range HR goals;
- provides continuing technical services in these areas involving the identification and cultivation of recruitment avenues and strategies, determining rating and ranking factors, developing crediting plans and assessing applicants' qualifications;
- designs organizational structures, evaluates functions and operating needs, and makes recommendations regarding appropriate title, series, and grades within proposed organizational design; and
- reviews and evaluates serious or sensitive misconduct and disciplinary cases to determine a suitable course of action and to determine if mitigating circumstances are present that would impact on penalty determination.

Difficulty and Originality Involved – Exercises independent judgment in resolving the wide variety of issues encountered. Problems typically encountered include conflicting and incomplete information; e.g., particular initiatives directed by governing bodies may conflict with the organization's stated vision. Develops and/or proposes acceptable compromises in such situations.

⇦BACK

Level 4-4: Human Resources Specialist (Information Systems), GS-0201

Nature of Assignment – Develops and implements procedures, resolves technical problems, and provides technical assistance and advisory services to the HR staff regarding an automated HR management, processing, and records system.

What Needs To Be Done – Analyzes and integrates the HR information required by staff into retrieval capabilities of an automated data system(s) to produce the required HR reports and graphics.

Difficulty and Originality Involved – Exercises ingenuity and originality in:

- determining what information to automate based on knowledge of the needs of the office;
- deciding how to portray the data; and
- developing and presenting training modules to the HR staff to enable quick and efficient staff-wide access to needed information.

⇦BACK

(continued)

Level 4-4: Human Resources Specialist (Information Systems), GS-0201 (continued)

Nature of Assignment – Provides advisory services on HR systems and processes and their impact on users.

What Needs To Be Done – Performs the following duties:

- analyzes conflicting or insufficient data to determine the applicability of established methods;
- tests different technical approaches and projections; and
- considers probable areas of future changes in systems design, equipment layout, or comparable aspects that will facilitate future modernization.

Difficulty and Originality Involved – Exercises ingenuity and originality in determining the disposition of proposals that are unprecedented in nature.

⇐BACK

Nature of Assignment – Serves as lead technical support specialist for a geographically dispersed HR facility with customized applications available over a network.

What Needs To Be Done – Provides HR information services in accordance with established standards for quality and responsiveness.

Difficulty and Originality Involved – Exercises originality and ingenuity in:

- responding to the most complicated service requests, such as those involving multiple applications or affecting a large population of employees;
- making decisions as required to shift resources to resolve urgent problems; and
- modifying the services provided as needed in response to new program requirements.

⇐BACK

Nature of Assignment – Performs extensive troubleshooting of existing databases and modifies established protocols to correct and prevent HR automated systems problems that affect the confidentiality, integrity, and availability of data.

What Needs To Be Done – Performs the following duties:

- describes the organization, format, and database content and documents standard data elements within the physical structure;
- determines physical storage requirements based on volume, size, and use of HR records/files, expected growth, and access methods; and
- coordinates the implementation of HR database designs and modification of design characteristics in response to new design methodologies.

Difficulty and Originality Involved – Exercises originality in independently making decisions as described above.

⇐BACK

Level 4-4: Human Resources Specialist (Military), GS-0201

Nature of Assignment – Provides guidance, interpretations, and/or briefings to field units and higher headquarters on current and proposed policies for a military personnel action program.

What Needs To Be Done – Performs the following duties:

- performs research (i.e., fact/data gathering) on program-related issues and drafts proposals on program initiatives for presentation to decision-making officials;
- prepares staff studies and position papers to defend the program; and
- compiles and analyzes data to identify trends, deficiencies, and accomplishments related to the assigned program(s).

Difficulty and Originality Involved – Exercises originality and ingenuity to convince higher-level program officials to accept proposals developed and presented by the employee.

⇐BACK

Nature of Assignment – Serves as Officer Assignment Manager at a large, multi-mission facility responsible for making officer assignment recommendations to facility officials based on officer record briefs, authorizations, and mission priorities.

What Needs To Be Done – Performs the following duties:

- coordinates with service/component and command headquarters to ensure qualitative and quantitative distribution of officer authorizations and assignments;
- works directly with the Chief of Staff in coordinating special authorizations and assignment actions from the facility commander;
- prepares briefings for senior management/key officials regarding officer assignment matters; and
- prepares correspondence to queries from higher level management regarding officer assignments.

Difficulty and Originality Involved – Exercises ingenuity and originality to effectively coordinate the position duties when differing viewpoints of higher level officials predominate. For example, the employee's superiors may differ on the appropriate assignment of certain officers. The employee must present recommendations, based on the written record, in a tactful and convincing manner.

⇐BACK

(continued)

Level 4-4: Human Resources Specialist (Military), GS-0201 (continued)

Nature of Assignment – As HR officer for a large, multi-mission facility, analyzes military personnel assignments to determine manpower requirements and to ensure proper staffing of the facility's functions and operations.

What Needs To Be Done – Performs the following duties:

- conducts reviews of functions to determine HR requirements;
- serves as consultant on the authorization of military personnel in the determination of ratings and military occupation codes;
- ensures that the skills needed to perform the organization's functions are accurately reflected in the HR systems; and
- ensures that officer assignments reflect the equitable distribution of the facility's military personnel resources and that assignments are compatible with efforts to provide career advancement opportunities.

Difficulty and Originality Involved – Work requires ingenuity to ensure that both the facility's and HR's needs are simultaneously met at all times.

⇐BACK

Nature of Assignment – Serves as a military HR advisor to boards and deciding officials at the service/component level.

What Needs To Be Done – Performs the following duties:

- reviews and analyzes cases, develops recommendations, and presents applications to boards and deciding officials to correct military records;
- determines whether evidence submitted with the request meets the criteria for reconsideration and develops a recommendation for the disposition of the case; and
- reviews factual circumstances of the case, identifies errors and anomalies, and develops a recommendation for the adjudication of the case.

Difficulty and Originality Involved – The majority of cases involve complex and controversial issues. The employee applies ingenuity and originality to decide the appropriate content and method of presentation of the case to the board or deciding official.

⇐BACK

(continued)

Level 4-4: Human Resources Specialist (Military), GS-0201 (continued)

Nature of Assignment – Serves as the focal point for the formulation of policy and guidance pertaining to a military HR program(s) for use by lower organizational levels.

What Needs To Be Done – Performs the following duties:

- authors and coordinates guidance such as regulations, field manuals, or comparable guidelines;
- clarifies issues affecting military personnel for use throughout lower organizational levels;
- performs research on program-related issues;
- drafts proposals on program initiatives for presentation to decision-making officials; and
- prepares staff studies and position papers to defend the program.

Difficulty and Originality Involved – Exercises ingenuity and originality to ensure that:

- all documents the employee prepares and all recommendations and proposals the employee makes are justifiable and are based on sound, in-depth research and analysis; and
- every attempt is made to negate any potential adverse impact on all impacted military personnel.

⇐BACK

Level 4-4: Human Resources Specialist (Classification), GS-0201

Nature of Assignment – Provides complete classification management advisory services at a facility that contains a variety of different types of positions, including numerous complex and dynamic professional positions.

What Needs To Be Done – Performs the following duties:

- assesses and advises management on the impact of proposed reorganizations and recommends alternative position management structures;
- reviews position classification allocations determined by managers who have delegated classification authority;
- provides technical input as appropriate in resolving potential conflicts with classification principles and practices;
- conducts on-site or telephone audits and prepares written evaluation statements as required;
- interprets position classification and position management principles, practices, and criteria for application to management's requests; and
- plans and conducts classification studies to identify short- and long-range position classification and position management needs.

Difficulty and Originality Involved – Exercises ingenuity and originality in:

- providing tactful advice to managers on highly difficult and controversial position classification and position management cases and issues;
- determining the appropriate type and amount of technical input necessary in dealing with delegated classification authority issues; and
- interpreting classification and position management principles as they apply to local situations.

⇐BACK

(continued)

Level 4-4: Human Resources Specialist (Classification), GS-0201 (continued)

Nature of Assignment – Provides position classification and position management advisory services at a multi-mission facility engaged in scientific and engineering functions.

What Needs To Be Done – Performs the following duties:

- assesses and advises management on the impact of proposed reorganizations, and recommends alternative position management structures;
- conducts position classification and position management reviews of positions and organizational structures; and
- explains recommendations and determinations, and defuses/resolves situations or disputes over decisions.

Difficulty and Originality Involved – Exercises ingenuity in:

- handling highly difficult and controversial position classification cases;
- dealing with positions that may be of high level of interest to senior management; and
- expediting high-visibility and controversial position classification reviews.

⇐BACK

Level 4-4: Human Resources Specialist (Recruitment & Placement), GS-0201

Nature of Assignment – Provides input to serviced commands from a regionalized operations center on short- and long-range analyses of recruitment and placement requirements.

What Needs To Be Done – Performs the following duties:

- evaluates trends in missions, technology, manpower, fiscal resources, and other factors influencing future needs;
- coordinates with advisory center staff to obtain management information;
- advises advisory center staff on difficult and unusual recruitment and placement issues or problems, who, in turn, provide this advice to management officials of the serviced activities;
- rates and ranks applicants and prepares and issues referral lists for appropriate advisory center action;
- coordinates with advisory center staff on selection of subject matter experts; and
- oversees the rating panel process.

Difficulty and Originality Involved – Exercises ingenuity and originality in that positions recruited for encompass the full range of complexity from the more routine to shortage category positions and/or positions undergoing rapid, fundamental technological changes.

⇐BACK

(continued)

Level 4-4: Human Resources Specialist (Recruitment & Placement), GS-0201 (continued)

Nature of Assignment – Serves as a senior staffing specialist/advisor at a regionalized operations center. The center provides services to customer service units located in several states and overseas locations.

What Needs To Be Done – Provides continuing technical advice and assistance to the operations center staff and customer service units in all areas of staffing and recruitment, including priority placement, reduction-in-force, furlough, outplacement, and overseas and separation incentives programs.

Difficulty and Originality Involved – Exercises ingenuity and originality to:

- troubleshoot and resolve the most difficult and controversial internal and external staffing and placement problems;
- serve as an authoritative resource to other operations service center staff; and
- provide advice and guidance to advisory staff on unusual, especially difficult, or controversial recruitment situations.

⇐BACK

Level 4-4: Human Resource Specialist (Employee Benefits), GS-0201

Nature of Assignment – Serves as benefits administrator for a bureau, service, or independent reporting facility. Work involves operational responsibility for an employee benefits program entailing retirement, health and life insurance, and Thrift Savings Plan programs.

What Needs To Be Done – Performs the following duties:

- provides direct counseling to management, employees, retirees, and family members on benefit program entitlements/options and on interpretations of the law, regulations, and policies;
- interprets and prepares informative material for employees on new, changed, and pending policy, and outlines impact on existing benefits program entitlements;
- makes coverage determinations on entitlements for employees, dependent family members, and ex-spouses by court decree;
- counsels employees concerning making service credit payments and post-1956 military service deposits;
- assists employees with applications;
- verifies creditability of service;
- provides employees and survivors of deceased employees estimates of expected benefits; and
- acts as subject matter expert on the Thrift Savings Plan (TSP) and is aware of stock market fluctuations that affect interest rates payable by the investment funds of the TSP.

Difficulty and Originality Involved – Exercises ingenuity in :

- tactfully counseling employees to ensure that they have all pertinent information before they make employee benefits-related decisions; and
- handling the most difficult and complex cases such as disability retirements involving sensitive and controversial problems.

⇐BACK

(continued)

Level 4-4: Human Resource Specialist (Employee Benefits), GS-0201 (continued)

Nature of Assignment – Adjudicates appeals in matters of entitlement to annuity and health and life insurance benefits from individuals who believe their rights or interests have been adversely affected by an agency decision.

What Needs To Be Done – Performs the following duties:

- conducts factfinding needed to support technical decisions;
- sets forth the final decision and the basis for conclusions; and
- maintains the appeal file to serve as the administrative record in the event of a further appeal to the Merit Systems Protection Board.

Difficulty and Originality Involved – Exercises ingenuity and originality to resolve appeals that may involve competing claims to benefits and contested issues arising from situations such as multiple former spouses, conflicting court orders, and other unusual circumstances.
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Nature of Assignment – Serves as a benefits officer in an agency bureau office.

What Needs To Be Done – Performs the following duties:

- conducts extensive analysis of regulations, laws, charge-back data, work processes, and interrelated HR issues;
- reviews injury data to detect patterns and trends;
- resolves complex injury compensation issues through coordinated efforts with supervisors, managers, medical professionals, and Office of Workers' Compensation Programs (OWCP) representatives; and
- provides advisory services on related retirement, benefits, and ancillary employee relations issues.

Difficulty and Originality Involved – Exercises originality and ingenuity to formulate creative resolutions to problems.
⇐BACK

Level 4-4: Human Resources Specialist (Human Resource Development), GS-0201

Nature of Assignment – Administers an organization's human resource development (HRD) program that includes leadership development, career planning/monitoring, mentoring, and development of individual HRD plans.

What Needs To Be Done – Performs the following duties:

- advises management officials and employees on all aspects of available program services;
- identifies and prioritizes HRD needs;
- develops approaches/strategies to meet the needs, including identifying and cultivating sources;
- participates with other HR staff and management in developing lines of career progression; and
- comments on proposed legislation, policies, procedures, and directives affecting the organization's HRD program.

Difficulty and Originality Involved – Exercises ingenuity in matching the capabilities of the HRD program with the needs of the organization.
⇐BACK

(continued)

Level 4-4: Human Resources Specialist (Human Resource Development), GS-0201 (continued)

Nature of Assignment – Serves as principal advisor to serviced activities/organizations on a wide variety of issues and topics related to human resource development (HRD), including providing career development and counseling services.

What Needs To Be Done – Performs the following duties:

- advises management on:
  - how the benefits of a comprehensive, on-going training needs identification and training program will yield positive organizational results; and
  - training and HRD problems, needs, and issues that affect individual career progression or that impact on specific occupational groups;
- identifies ways to prioritize training and development programs relative to management needs and points of view;
- identifies performance deficiencies due to lack of training;
- provides guidance in developing individual development plans to assist employees in reaching short- and long-term career goals;
- tracks and reports trends in the distribution of training effectiveness, and assesses costs and benefits; and
- provides career counseling to employees to assist in identifying realistic career objectives and in determining required qualifications and training.

Difficulty and Originality Involved – Exercises originality and ingenuity in solving problems and developing options related to:

- reduced productivity;
- underutilization of employees;
- low employee morale;
- obsolete workforce skills; and
- the challenges of organizations in transition.

⇦BACK

Level 4-4: Human Resources Specialist (Performance Management), GS-201

Nature of Assignment – Serves as senior advisor for a performance appraisal program(s) and incentive awards program for serviced commands under the regional concept.

What Needs To Be Done – Performs the following duties**:**

- explains assessment criteria of the performance appraisal program(s) including advising management about writing critical elements and performance standards;
- administers the awards program involving monetary, time-off, honorary, and informal recognition;
- ensures that performance management skills training is available to supervisors and managers; and
- assists in designing programs that support and align with organizational goals.

Difficulty and Originality Involved – Exercises ingenuity and originality to change management and employee perception of the program; i.e., the employee works to make performance management a management program, not an HR program.

⇦BACK

Level 4-4: Human Resources Specialist (Employee Relations), GS-0201

Nature of Assignment – Analyzes a variety of employee conduct and performance-based problems.

What Needs To Be Done – Performs the following duties:

- assists the parties in problem definition and assessment of alternative approaches to resolving the problem;
- conducts factfinding to provide necessary context and resolve disputes;
- assures that managers are aware of the interaction of different laws, such as those related to leave or reasonable accommodation, and of their obligations under those laws;
- where discipline is warranted, helps managers identify actions that are consistent with the facts and the organization's policy on discipline;
- identifies the employee's due process rights under applicable laws, policy, and negotiated language to provide appropriate notice to both the manager and the employee about the employee's rights and possible forums for review;
- develops case strategy which takes into account the relevant precedents from these forums;
- may respond in writing to appeals; and
- represents the organization in formal administrative proceedings involving various motions, pleadings and argument, and the negotiation of settlements.

Difficulty and Originality Involved – Exercises ingenuity and originality to resolve issues that contain complex, controversial, and/or sensitive issues. Implications of cases may modify or define precedent within the agency.
⇐BACK

Level 4-4: Human Resources Specialist (Labor Relations), GS-0201

Nature of Assignment – Provides labor relations services to a facility and satellite offices.

What Needs To Be Done – Performs the following duties:

- solicits input from managers as to collective bargaining goals and objectives;
- uses this information to draft a management agenda;
- reviews union proposals to determine negotiability; and
- translates the management agenda into proposals and counterproposals.

Difficulty and Originality Involved – Exercises ingenuity and originality to draft management proposals and/or counterproposals that are beneficial to the organization and yet promote continuation of a cooperative working relationship with the union(s).
⇐BACK

(continued)

Level 4-4: Human Resources Specialist (Labor Relations), GS-0201 (continued)

Nature of Assignment – Serves as principal point of contact on labor-management relations matters at an HR advisory center.

What Needs To Be Done – Performs the following duties:

- participates fully in negotiation proceedings to include advising and serving as a member on the negotiating committees for all activities covered by negotiated agreements;
- participates in formulating and presenting various collective bargaining issues and demands, preparing draft agreements, resolving disputes arising out of the bargaining process, and acting as an authoritative local interpreter of law, regulations, Executive orders, and decisions of appropriate labor relations authorities; and
- provides advice to managers on a wide variety of management-employee relations matters such as performance issues, conduct actions, grievances, appeals, and labor-management partnership.

Difficulty and Originality Involved – Exercises originality and ingenuity in advising and selling management at the various serviced sites on issues and options that they may be reluctant to accept.

⇐BACK

Nature of Assignment – Administers a labor-management relations program for numerous facilities at a consolidated HR office.

What Needs To Be Done – Performs the following duties:

- reviews third-party involvement in negotiations, and represents the agency in these cases;
- serves as a point of contact on third-party proceedings arising from the labor-management program, such as unfair labor practices;
- conducts extensive research into factual and case law aspects and develops an appropriate case theory that includes anticipation of counter arguments; and
- makes technical recommendations concerning whether management should agree to a settlement or allow a third-party to arbitrate the case.

Difficulty and Originality Involved – Exercises ingenuity and originality to develop proposals and positions that will benefit the organizations served and, at the same time, facilitate effective union-management relations. Uses non-traditional collaborative approaches to labor relations, including labor-management partnership, alternative dispute resolution, interest-based bargaining, and facilitation.

⇐BACK

Level 4-5: Human Resources Specialist, GS-0201

Nature of Assignment – Provides HR consultative and technical services to program managers at a major level of an organization.

What Needs To Be Done – Performs the following duties:

- collaborates with management on employing change process concepts and techniques involving the development of strategic goals for change;
- conducts organizational needs and readiness assessments;
- leads management in change initiatives; and/or
- may lead a team engaged in broad studies and analyses for the long-range assessment and resolution of substantive operating and/or policy issues.

Difficulty and Originality Involved – The following complicating issues apply to the work:

- the need for the employee to analyze interrelated problems and issues that affect the long-range implementation and administration of substantive mission-oriented programs;
- the need to originate new techniques or develop new information about the subject studied;
- work includes varied duties requiring many different and unrelated processes and methods that are applied to a broad range of activities or substantial depth of analysis; and
- decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, and/or interpretation that result from such elements as continuing changes in programs, technological developments, unknown phenomena, or conflicting requirements.

⇐BACK

Nature of Assignment – Leads a team effort, or works individually, to conduct broad studies and develop responses to management on new requirements in program operations, legislation, or agency regulations.

What Needs To Be Done – Performs the following duties:

- develops strategic plans and evaluation criteria that support the integration of workforce issues into a strategic planning process;
- participates in the analysis of conditions, trends, status, and accomplishments of the workforce;
- collaborates with functional proponents to determine substantive data to be analyzed so that effective program measurement and evaluation can take place;
- develops statistical and narrative reports for the agency; and
- responds to Congressional inquiries involving complex HR issues.

Difficulty and Originality Involved – Exercises considerable originality to conduct studies that involve interrelated HR issues for the agency's substantive mission-oriented programs. The employee must develop new approaches to problem-solving which serve as precedents for others throughout the agency.

⇐BACK

(continued)

Level 4-5: Human Resources Specialist, GS-0201 (continued)

Nature of Assignment – Conceptualizes and develops departmental policy and program directives in two or more of the major HR functions such as employment, merit promotion, performance management, pay and leave, benefits, classification, and/or suitability.

What Needs To Be Done – Performs the following duties:

- initiates, plans, and conducts studies and surveys to determine whether new or revised policies are needed;
- maintains an awareness of, and assesses the impact of proposed and/or new legislation, Executive orders, Comptroller General decisions, court decisions, OPM regulations, and other relevant policies and regulations affecting the department;
- ensures that departmental policy and program guidance are responsive to the needs of the department, meet statutory and regulatory requirements, and are in conformance with principles of effective HR management and sound public policy; and
- maintains liaison with departmental HR offices to provide authoritative advice and guidance on unique or precedent-setting situations, and to secure approval/understanding and coordination in the development and implementation of policies and programs.

Difficulty and Originality Involved – Exercises considerable originality to perform analyses and studies that are complicated by major areas of uncertainty because of continuing program changes, technological developments, and conflicting requirements.

⇐BACK

Level 4-5: Human Resources Specialist (Information Systems), GS-0201

Nature of Assignment – Analyzes, develops, tests, and implements segments of an HR information system(s) to be used by agency, bureau, regional, and field level HR offices

What Needs To Be Done – Performs the following duties:

- responds to current and future needs of the agency's HR community by developing and implementing the present and future information data requirements in accordance with the needs of HR programs throughout the various organizational levels;
- recommends and initiates system changes to automate agencywide HR manual reporting requirements;
- ensures effective information systems applications of OPM and agency regulations and requirements governing HR administration and management information reporting requirements; and
- develops quality control criteria, profile reports, error control criteria, and various system queries to perform continuous review of the system and to maintain accuracy, control, and reliability of data maintained in the information system(s).

Difficulty and Originality Involved – Must exercise considerable originality so that the system is continually responsive to the myriad of HRM needs throughout the organization.

⇐BACK

(continued)

Level 4-5: Human Resources Specialist (Information Systems), GS-0201 (continued)

Nature of Assignment – Participates as a key team member in developing, testing, and implementing the HR management information system and related process locations for a department with sites throughout the country.

What Needs To Be Done – In working with the team of computer applications experts, performs the following duties:

- provides necessary input from a broad range of HRM laws, regulations, principles, and practices;
- translates HRM-related information into terms understandable by computer experts;
- summarizes, evaluates, and develops recommendations relating to current and future administrative management processes and procedures and their development and implementation; and
- documents, analyzes, evaluates, and tests the developed software to ensure that it meets the agency's needs.

Difficulty and Originality Involved – Must exercise considerable originality and ingenuity to continually demonstrate to agency management that the outlay of considerable sums of money is cost-effective in terms of the immediate availability of agencywide HR data to all management levels.

⇐BACK

Level 4-5: Human Resources Specialist (Military), GS-0201

Nature of Assignment – Serves as key advisor to top level management of a military component.

What Needs To Be Done – Performs the following duties:

- serves as the technical expert on all aspects of the military personnel program;
- develops legislative proposals, new policies, and regulations to resolve critical problems affecting major parts of the military HR program; and
- recommends long-range plans and changes in program emphasis.

Difficulty and Originality Involved – Exercises considerable ingenuity and originality to:

- conduct extensive component-wide analyses complicated by major areas of uncertainty in the appropriate approach, methodology, or interpretation because of conflicting requirements; and
- persuade superiors to accept findings, recommendations, and conclusions based on these analyses.

⇐BACK

Level 4-5: Human Resources Specialist (Classification), GS-0201

Nature of Assignment – In the role of chief of position classification and position management for the agency, develops agencywide position classification/position management policy.

What Needs To Be Done – Performs the following duties:

- provides authoritative advisory service to office, bureau, region, and field establishment personnel on position classification and position management issues;
- conducts extensive self-initiated or problem-driven studies to determining what guidance is necessary and feasible;
- adjudicates agency position classification appeals;
- works closely with appropriate program officials to determine the impact of the decision;
- coordinates input into OPM's standards development process;
- develops and prepares for signature the collective agency response after considering all comments from field test applications; and
- participates as agency representative on various governmentwide study groups as needed.

Difficulty and Originality Involved – Exercises considerable originality and ingenuity to overcome a broad range of complexities brought about by:

- the numerous types of different and dynamic occupations over which the employee exercises classification authority (e.g., scientific and engineering, other professional, IT, technical, and assistance occupations, and a variety of Federal Wage System occupations);
- unique job characteristics; and
- a history of agency classification and job grading appeal activity requiring precision in reviewing agency trends and data involving controversial or precedent-setting cases.

⇦BACK

Level 4-5: Human Resources Specialist (Compensation), GS-0201

Nature of Assignment – Serves as an expert technical advisor on matters related to pay administration that involve laws, regulations, court decisions, Comptroller General opinions, and other relevant authorities.

What Needs To Be Done – Performs the following duties:

- reviews and analyzes proposed legislation for potential impact on the agency's pay policies and programs; and
- implements new legislation, administrative rulings, and management decisions.

Difficulty and Originality Involved – Work entails complex, sensitive and controversial compensation issues that require extreme care in review, analysis, and resolution. The employee exercises considerable ingenuity and sound judgment in providing expert advice on such matters as the following:

- setting and adjusting pay for new and continuing employees;
- implementing pay schedule adjustments (may include General Schedule, Federal Wage System, locality pay, and/or other geographic pay);
- special salary rates, pay limitations, allowances, differentials, hours of duty, work schedules (including alternative work schedules), premium pay, Fair Labor Standards Act overtime pay, grade and pay retention, severance pay, recruitment and retention flexibilities, back pay and settlement of claims; and
- application of single agency compensation authorities, where applicable.

⇦BACK

Level 4-5: Human Resources Specialist, (Recruitment & Placement), GS-0201

Nature of Assignment – As command-wide or equivalent focal point, is responsible for advising top management and subordinate management levels on:

- recruitment, examination, and selection;
- reduction-in-force, and voluntary separation incentives;
- qualifications disputes, merit promotion, priority placement; and
- controversial staffing issues related to outsourcing activities.

What Needs To Be Done – Performs the following duties:

- develops or amends staffing policy in the form of legislative proposals, regulations, and other instructional material. Policy arises from Presidential direction, Congressional concerns, Executive orders, court opinions, and compliance and evaluation studies;
- provides expert guidance on the issues listed above; and
- advises regional and/or local organizations on potential problem areas and necessary actions and/or alternatives.

Difficulty and Originality Involved – Exercises considerable originality and ingenuity to satisfy the broad range of issues brought about by:

- the numerous types of different and dynamic occupations and work environments about which the employee provides advisory services; and
- the organization's history of upheaval; e.g., numerous changes in staffing levels that precipitate large numbers of challenges, media attention, and turnover.

⇦BACK

Level 4-5: Human Resources Specialist (Employee Benefits), GS-0201

Nature of Assignment – Functions as the agency spokesperson on all matters related to policy compliance and efficient retirement processing procedures and practices within the department/agency and operating field personnel offices. Serves as the technical authority for the development and dissemination of policy and procedural guidance to appropriate headquarters and field operating personnel offices.

What Needs To Be Done – Performs the following duties:

- serves as the authoritative resource for the agency on the retirement and employee benefits program;
- provides program leadership for the formulation, establishment, and coordination of a retirement and employee benefits program; and
- develops agency options, interpretive material, and recommended courses of action, subject to only an administrative review, as a result of new legislation or major court, administrative, or top management decisions.

Difficulty and Originality Involved – Exercises considerable ingenuity and originality to develop new approaches to solve problems that serve as precedent for others throughout the agency.

⇦BACK

Level 4-5: Human Resources Specialist (Human Resource Development), GS-0201

Nature of Assignment – Oversees an agency HRD program. Work involves the full range of processes and functions of the HRD field, including:

- policy research and analysis of existing statutes;
- case work;
- analysis of the agency's HRD programs;
- negotiation and consultation;
- needs assessment; and
- providing expert advice and consultation services to management and employees.

What Needs To Be Done – Performs the following duties:

- conducts partnering with HR/HRD offices in other agencies throughout the public sector and with private and/or professional organizations;
- makes decisions on continuing efforts to establish agency HRD policy;
- fosters new ways to utilize HRD to address agency challenges;
- aligns HRD decisions with the agency's strategic plan, mission, goals, and objectives;
- analyzes and coordinates mission-oriented HRD leadership and policy projects; and
- evaluates and recommends actions necessary to resolve conflicts and meet the agency's long-range objectives and strategies.

Difficulty and Originality Involved – Exercises considerable originality and ingenuity to resolve issues caused by the following complicating conditions:

- the presence of undefined issues and elements that require extensive probing and analysis to determine the nature of challenges that need to be addressed;
- courses of action and conclusions to be reached involve a high degree of subjective judgment since few standards or accepted methods exist for analyzing requirements in the assigned area;
- changes in the agency's and subordinate organizations' HR objectives; and
- competition between various program goals and objectives.

⇐BACK

Level 4-5: Human Resources Specialist (Employee Relations), GS-0201

Nature of Assignment – Advises top management officials of the agency or equivalent on issues related to conduct and performance, and related issues such as employee standards of conduct and suitability.

What Needs To Be Done – Performs the following duties:

- devises ways to improve supervisory support for and understanding of policies and approaches to promote acceptable conduct and performance;
- resolves the more sensitive and controversial cases;
- develops and implements new or enhanced methods tailored to the agency mission and structure;
- coordinates consultations with medical and vocational rehabilitation specialists and other experts on topics such as reasonable accommodation; and
- devises agency case strategy, and may prepare, present, and defend the agency's technical position before third parties.

Difficulty and Originality Involved – Cases are characterized by a large body of disputed, interrelated facts, and complicated situations that are difficult to reconstruct, analyze and explain. Alternatively, they may be complicated by conflicting or unfavorable precedent.

⇐BACK

Level 4-5: Human Resources Specialist (Labor Relations), GS-0201

Nature of Assignment – Serves as the principal focal point providing labor relations advisory services on command-wide issues to headquarters staff and HR officials.

What Needs To Be Done – Performs the following duties:

- serves as the agency's technical authority on developing regulations or guidelines for the operation of the labor relations program;
- advises on potential impact and precedent setting implications command-wide of pending disputes before third-party authorities and resolution of unfair labor practice charges and complaints;
- responds to requests for advisory assistance from assigned facilities on a variety of major operational problems such as interpretations of new regulations or laws on labor relations policies and/or significant deviations from standard practices;
- maintains oversight on facility program development to ensure consonance with legal and regulatory requirements across the command; and
- develops command-wide methods of measurement that provide a valid assessment of the success of the program.

Difficulty and Originality Involved – Issues pertain to the potential impact of negotiations and third-party decisions, charges of unfair labor practices, negotiability issues, and impasse resolutions as well as non-traditional collaborative approaches to labor relations, including labor-management cooperative efforts and partnership. Recommendations on proposed program development needs and assessment tools typically serve as the basis for legislation, regulations, or program guidance.

⇐BACK

Nature of Assignment – Responsible for labor relations program development and evaluation and staff advisory functions.

What Needs To Be Done – Performs the following duties:

- serves as a consultant, technical advisor, negotiating team member or chief spokesperson on issues not previously negotiated and where particularly controversial matters are at stake;
- serves as a staff expert to other consultants handling negotiations that typically involve the development of new approaches; and
- serves as a technical advisor to management on the potential impact of negotiations and third party decisions, charges of unfair labor practices, negotiability issues, and impasse resolutions as they relate to organizational and mission goals.

Difficulty and Originality Involved – Issues pertain to the potential impact of negotiations and third-party decisions, charges of unfair labor practices, negotiability issues, and impasse resolutions as well as non-traditional collaborative approaches to labor relations, including labor-management cooperative efforts and partnership. Recommendations on proposed program development needs and assessment tools typically serve as the basis for legislation, regulations, or program guidance.

⇐BACK

APPENDIX F5 – FACTOR 5 ILLUSTRATIONS

Level 5-3: Human Resources Specialist (Recruitment & Placement), GS-0201

Scope of the Work – Work involves providing management advisory services in conformance with established criteria to resolve conventional problems that arise in administering an applicant recruitment program for a serviced facility.

Effect of the Work – Work products ensure that recruitment activities remain competitive and consistent with established recruiting initiatives and criteria.

⇐BACK

Level 5-3: Human Resources Specialist (Employee Benefits), GS-0201

Scope of the Work – Work involves administering an employee benefits program throughout a local facility, includes ensuring accurate and timely retirement calculations and providing accurate, timely, and customer-oriented advice.

Effect of the Work – Problems resolved by the employee affect the facility's benefits and salary costs and employee retirement, insurance, and benefit coverage options. Advice and counseling can affect the quality of employees' future retirement lives and/or their beneficiaries' financial futures.

⇐BACK

Level 5-3: Human Resources Specialist (Human Resource Development), GS-0201

Scope of the Work – Work involves providing established HRD services, including executing tasks and procedures to develop HRD system competency models and assessments, for a local facility.

Effect of the Work – Work products ensure that the office's HRD activities are consistent with the employing organization's HRD needs.

⇐BACK

Level 5-4: Human Resources Specialist, GS-0201

Scope of the Work – Work involves providing management advisory services to program managers on significant issues such as establishing criteria, formulating projects, assessing program effectiveness, or researching or analyzing a variety of unusual conditions, problems, or questions.

Effect of the Work – Work products or services affect a wide range of agency activities, and may affect operations in other agencies.

⇐BACK

Level 5-4: Human Resources Specialist (Employee Benefits), GS-0201

Scope of the Work – Work involves establishing criteria, assessing program effectiveness, or researching or analyzing a variety of unusual employee benefit conditions, problems, or questions.

Effect of the Work – Work products or services contribute to the effectiveness of the agency and influence decisions made by employees on retirement and benefit options. Work impacts employee benefits administration throughout the agency.

⇐BACK

Level 5-4: Human Resources Specialist (Human Resource Development), GS-0201

Scope of the Work – Work involves providing HRD management advisory services to top management of the organization. It also involves designing, developing, and evaluating major portions of the organization's HRD program.

Effect of the Work – Results of the work contribute to the overall effectiveness of program offices throughout the organization, and may serve as a basis for the office to commit to specific courses of action.

⇐BACK

Level 5-4: Human Resources Specialist (Employee Relations), GS-0201

Scope of the Work – Work involves providing management advisory services, developing, and assessing program effectiveness, and formulating policy. The work also involves evaluating and analyzing a variety of complex problems associated with casework.

Effect of the Work – Recommendations serve as a basis for commitment to specific courses of action. Results of the work may serve as a basis for policy decisions within the agency.

⇐BACK

Level 5-4: Human Resources Specialist (Labor Relations), GS-0201

Scope of the Work – Work involves providing advice and guidance to agency management officials.

Effect of the Work – Work products have a direct effect upon mission accomplishment and may provide precedents for bargaining at other activities. As a result of advice provided, actions taken by management may give rise to precedent-setting decisions by third parties.

⇐BACK

Level 5-5: Human Resources Specialist, GS-0201

Scope of the Work – Work involves planning, leading, executing, and coordinating major projects and studies isolating and defining unknown conditions, resolving critical problems, or developing new concepts related to the development, improvement, and evaluation of substantive HR programs. Study reports typically contain findings and recommendations of major significance to top management of the agency.

Effect of the Work – Work products or services affect the work of other experts or often serve as the basis for the development of major aspects of HR programs.

⇦BACK

Level 5-5: Human Resources Specialist (Classification), GS-0201

Scope of the Work – Work involves resolving critical problems and issues resulting from broad consistency reviews and appeal decisions. Involves obtaining top management agreement and/or agency approval on issues concerning implementation of classification decisions that result in adverse impact on substantial numbers of people and require significant departure from previous practice.

Effect of the work – Work products or services affect the work of other experts or often serve as the basis for the development of major aspects of classification programs.

⇦BACK

Level 5-5: Human Resources Specialist (Compensation), GS-0201

Scope of the Work – Work involves advising top agency management on pay administration, and related matters. Obtains top management agreement and/or necessary approval on issues concerning pay administration policies as well as negotiating policies and practices to advance program operation and secure agreement on changes in operating personnel programs and policies.

Effect of the Work – Work products or services affect the work of other experts or often serve as the basis for the development of major aspects of compensation programs.

⇦BACK

Level 5-5: Human Resources Specialist (Recruitment & Placement), GS-0201

Scope of the Work – Work involves oversight and evaluation of the effectiveness of major staffing and affirmative employment program operations. Scope of work entails review and appraisal of field-level policies and practices and reviewing, analyzing, and evaluating numerous facets of organizational, functional, and operational requirements.

Effect of the Work – Decisions and/or recommendations impact policy and precedent, and/or require significant departure from previous practices.

⇦BACK

Level 5-5: Human Resources Specialist (Human Resource Development), GS-0201

Scope of the Work – Work involves analyzing and evaluating the design and execution of major aspects of an HRD program that are of major significance to top management of the agency.

Effect of the Work – Decisions and/or recommendations impact policy as they often serve as the basis for substantive changes in the administration of the program.
⇦BACK

Scope of the Work – Work involves managing the design, execution, and evaluation of an agency's HRD program, including:

- interagency training leadership;
- policy development;
- information dissemination;
- marketing; and
- Intergovernmental Personnel Act mobility programs.

Effect of the Work – Decisions and/or recommendations impact the agency's HRD policy, establish precedents, and may require significant departure from previous practice.
⇦BACK

Level 5-5: Human Resources Specialist (Performance Management), GS-0201

Scope of the Work – Work involves research, development, and implementation of performance management policies and procedures to ensure continued compliance with governing provisions and to promote efficiency and effectiveness throughout an agency.

Effect of the Work – Decisions and/or recommendations often have a wide impact on the overall performance management program due to the controversial and precedent-setting nature of the matters handled.
⇦BACK

Level 5-5: Human Resources Specialist (Employee Relations), GS-0201

Scope of the Work – Work involves the most difficult and controversial employee relations cases within an agency or equivalent level. Work involves a broad range of conduct and performance cases that typically include resolving serious evidence problems, addressing critical organizational issues, or developing new concepts regarding case resolution.

Effect of the Work – Cases typically involve areas of major interest to top management of the agency and may also attract attention from advocacy groups, legislators, and/or the media.
⇦BACK

Level 5-5: Human Resources Specialist (Labor Relations), GS-0201

Scope of the Work – Work involves resolving critical labor relations problems or issues requiring isolating and defining unknown conditions or developing new concepts and methodologies.

Effect of the Work – Decisions and/or recommendations involve areas of major interest to top management of the agency, and affect the work of other experts and/or the development of major aspects of the labor relations program.
⇦BACK

APPENDIX H – HISTORICAL RECORD AND EXPLANATORY MATERIAL

This appendix describes the development of this job family standard (JFS). We highlight some key dates and milestones and provide information about proposals we tested and about our deliberations as we crafted the final version of the standard for issuance. We believe users will find the information helpful as background for understanding and applying the job family standard. Readers with extensive position classification experience may recall the forerunner of this appendix as the Explanatory Memorandum that we formerly issued with some final position classification standards.

KEY DATES AND MILESTONES

In **1992**, the Classifications Programs Division (CPD) (formerly the Office of Classification) within the Office of Personnel Management (OPM) notified agencies that we were about to begin a study to develop the Factor Evaluation System (FES) Position Classification Standards for Administrative Occupations in the Personnel Management and Industrial Relations Group, GS-0200. Soon thereafter, in **1993**, the Vice President Gore's National Performance Review (NPR) issued recommendations for making significant changes to Federal position classification, including reducing substantially the number of separate series in the Federal occupational structure, as well as reducing the number of published classification standards. Pending decisions about whether and how to implement those NPR recommendations, OPM suspended work on most occupational studies and standards revision efforts.

During the years **1993 through 1996**, OPM worked with agency representatives to consider a variety of proposals and approaches for simplifying and streamlining position classification and occupational structures. These approaches included establishing classification standards and grading criteria for related sets of occupations, or "job families," and consolidating the separate series within occupational groups. An interagency working group worked with CPD to plan a major series consolidation effort. After carefully considering all the information it gathered, including extensive agency comments, CPD recommended that series consolidation should not be pursued generally as a way of simplifying the Federal classification system. At the same time, however, OPM and the agencies concluded that instituting job family position classification standards would improve the system and respond to many concerns that NPR had raised. In addition, OPM determined that we would still consider series consolidation in situations where that approach suited a particular occupational group and its component series.

In **1997**, OPM resumed the effort to study occupations in the personnel management group, which by then was more often referred to as human resources management (HRM). We officially notified the agencies that we would be developing a job family classification standard and began our factfinding. The Department of Defense (DOD) raised immediate concerns that such factfinding would be premature and misleading if we conducted it at that time. DOD was in the midst and immediate aftermath of its downsizing, base closures, regionalizing of HRM operations, and centralizing of HRM policy leadership. As a result, OPM delayed its factfinding at DOD locations until **1998.**

The **late 1990s** had also seen tremendous changes in HRM throughout the Government. Some of these changes resulted from the significant downsizing that affected all administrative functions. In addition, HRM as an occupation was undergoing a significant redefinition throughout the national economy. These changes were analyzed in reports that OPM's Office of Merit Systems Oversight and Effectiveness published in **1999**. Their three-part study, called An Occupation in Transition: A Comprehensive Study of the Federal Human Resources Community, highlighted some major shifts that were occurring in the administrative occupations that comprised the Personnel Management and Industrial Relations Group, GS-0200. The clearest trend was the growth in the use of generalist rather than specialist positions. In 1969, 47 percent of administrative personnel management positions were GS-0201 generalist positions. By 1998, 60 percent were generalist positions. To a great degree, the substantial reductions in office staffing levels had precluded continuing a specialized approach. Changes in Federal human resources (HR) policies, such as more complex employee benefits programs, had also led to an emergence of some new substantive areas. Most importantly, however, the HRM field in general was changing its focus from compliance and procedure to being more of an advisor and consultant. Agencies needed their HR staffs to leave behind their roles of technical specialist focused on regulatory compliance and to take on more consultative roles to work with management, employees, and their representatives to ensure that HR programs and practices were properly aligned to help the organization meet its strategic objectives. Although OPM did not find that this role shift had occurred everywhere, it was clear that our customers would expect any new classification standard to reflect and support these changes.

During the period we were drafting this job family standard, OPM provided extensive briefings to the Federal HR community on our progress and general proposals. In **January 2000**, OPM electronically released the Draft Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200A, for agency review, comment, and test application. (To distinguish this draft JFS from the draft JFS for assistance work in the same occupational group, which we released for review at the same time, we informally added "A" after the occupational group code, GS-0200.) In **October 2000**, we provided an advance version of the Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200 for final review and comment before its issuance. In this appendix, we present those proposals, discuss agency comments, and describe how we resolved various issues in this final job family position classification standard.

DEFINING STUDY COVERAGE

In the original 1992 announcement of the study, we posed two important questions to our customers:

(1) Should we include or exclude Personnel Officer positions (i.e., positions covered by Part I of the existing GS-0201 classification standard last revised in 1976), and is the General Schedule Supervisory Guide (GSSG) an appropriate tool for evaluating such positions?

(2) Should we include or exclude Equal Employment Opportunity positions (i.e., positions covered by the GS-0260 Factor Evaluation System (FES) classification standard issued in 1980)?

Agencies provided evenly mixed responses to both these questions. With respect to the Personnel Officer issue, some agencies believed that the GSSG was an appropriate tool for evaluating Personnel Officer positions and that Part I of the classification standard was not necessary. Other agencies believed the opposite, that the GSSG was not an appropriate tool and that Part I was necessary. After weighing these reactions, CPD decided to exclude Personnel Officers from the study, partly as a means of conserving severely limited resources. Also, almost no other occupations had their own measuring tool for supervisory or managerial work.

Agencies were also split down the middle about whether we should include GS-0260 work in the study. Their comments surfaced three main reasons for excluding such work:

(1) Equal Employment Opportunity work and the paramount qualifications required are sufficiently different from the other GS-0200 work to warrant exclusion.

(2) The existing standard was still sufficient to classify Equal Employment Opportunity positions.

(3) Some agencies believed that inclusion of GS-0260 work in the study would represent a conflict of interest. Since many employees file discrimination complaints because of perceived violations of regulations that personnel office representatives drafted, maintained, or interpreted, excluding GS-0260 work would make more sense than including it.

CPD found these reasons compelling and decided to exclude Equal Employment Opportunity positions from the study. We conducted some factfinding of GS-0260 work in connection with our occupational study of the Investigation Group, GS-1800. Preliminary results of that factfinding indicate that some GS-0260 work (i.e., the investigative portion) may be appropriately shifted to the GS-1800 group. However, the Social Science, Psychology, and Welfare Group, GS-0100 may more appropriately cover the management part of the GS-0260 work. We need to study the work in greater depth prior to making any final decisions. Nonetheless, as work proceeded toward release of the draft GS-0200A job family standard, we made special efforts to brief the Federal EEO community and apprise them of our work and preliminary conclusions.

CPD excluded from the study other occupations in the GS-0200 group on the basis that the paramount qualifications are sufficiently different from work involved in providing mainstream HRM services. These were: the Apprenticeship and Training Series, GS-0243, and the Wage and Hour Compliance Series, GS-0249. It appears that work now covered by the GS-0243 standard may belong more appropriately with the Social Science, Psychology, and Welfare Group, GS-0100. Likewise, work now covered by the GS-0249 standard appears more appropriately assigned to the Investigation Group, GS-1800.

In a couple of other situations, we also excluded series that were established to cover work performed by a relatively small number of employees in agencies with very specialized missions, such as the Federal Mediation and Conciliation Service for the Mediation Series, GS-0241, and the National Labor Relations Board for the Labor Management Relations Examining Series, GS-0244. In all these instances, including the Equal Employment Opportunity Series, GS-0260, situation, we have decided to retain existing occupational series and classification standards and guidance until we can make final decisions about appropriate placement in the Federal occupational structure.

RESULTS OF AGENCY REVIEW, COMMENT, AND TEST APPLICATION

A. JOB FAMILY STANDARDS – GENERAL ISSUES. In addition to using the job family standard (JFS) approach to developing and issuing position classification standards, we make every attempt to simplify and streamline position classification concepts, documents, and procedures with every issuance of a new JFS. We tested and implemented several ideas in the GS-0200 JFS for Administrative Work, with the help of agency HR offices and subject matter experts.

1. **Using the Factor Evaluation System (FES) Format for All Job Family Standards.** Prior to April 1999, we polled the agency chiefs of position classification to determine their preferred format for classification standards (i.e., either narrative or FES).

   Agency Comment: Almost unanimously, agency classification chiefs preferred the FES format.

   Our Response: We developed this JFS – and will develop all future JFSs – in the FES format.

2. **Eliminating Occupational Category Code(s) From Job Family Standard Designations.** As noted above, on the draft JFS we had appended "A" to the occupational group code to indicate that it covered administrative work. In the ensuing months, we considered the pros and cons of this convention, particularly with respect to standards for one-grade interval work. For that work, we want to acknowledge the declining use of the term "clerical" to describe support and assistance work, as well as some confusion that has developed over time around using the term "technician" in a position title and the category of technical occupations. In addition, OPM is reexamining the use and meaning of the term "professional" as it applies to occupations in the Federal service. For these reasons, and to prevent confusion in future, more complicated job families, we have decided not to append the occupational category letters (i.e., P, A, T, and/or C) to the occupational group code for job family standards. This does not mean that positions no longer have designated occupational categories. We will continue to use those categories and record them in the Central Personnel Data File (CPDF). This change should have no impact on agency application of the job family standard.

3. **Incorporating Hypertext Linking and Embedded File Features to Improve Navigation Through a Job Family Standard.** Job family standards can incorporate a significant amount of material about various occupations and specializations, only some of which will be relevant to a particular classification determination. Also, we continue to emphasize moving to an automated, electronic environment for using this classification guidance. Consequently, we included in the draft JFS links between factor level descriptions (FLDs) and the related illustrations for particular specialties, as well as other electronic features so that individuals applying the standard could be selective about the material that was actually displayed on the screen.

   Agency Comments: Agencies were mixed in their reactions to these features. Many found them useful. Others found the separation of FLDs and illustrations in a printed version of the

document to be confusing and cumbersome. In particular, the separation of titling and occupational information from the general guidance about series was unpopular.

Our Response: We have decided to retain the embedded links, particularly those that are designed to permit selective reading of illustrations. We believe this feature will be even more valuable in future JFSs that have a larger number of occupations. However, we have reunited all the guidance about series, titling, and occupational information near the beginning of the JFS. Also, we will retain links between our JFSs and the relevant qualification standards. We view the continued development of such features as important to fulfilling our general commitment to make classification less dependent on printed documentation. We believe that our agency customers, particularly those with limited classification experience, will find them beneficial. Of course, users who prefer having illustration material closer to the FLDs are free to print copies of the JFS and rearrange its pages in whatever manner they find most useful.

4. **Guidance on Distinguishing Two-Grade Interval Work From One-Grade Interval Work.** The draft JFS released for comment did not include guidance on how to distinguish specialist (i.e., two-grade interval) positions from support (i.e., one-grade interval) positions. Such guidance had been provided in the 1976 standard for Personnel Management, GS-0201.

   Agency Comments: Several commenters noted that such guidance was very helpful, particularly for users without extensive classification experience, and suggested that we restore such guidance to this JFS.

   Our Response: We have added a section about "Distinctions Between Specialist Work and Assistant Work" to **GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE**, and will include similar guidance in future JFSs where it is relevant. For example, the JFS for Assistance Work in the Human Resources Management Group, GS-0200, which is being issued simultaneously with this JFS, contains a similar section.

5. **Providing Information About Standard Occupational Classification (SOC) Codes.** The Office of Management and Budget requires OPM, as a Federal agency that uses and reports statistical occupational information, to use the Standard Occupational Classification (SOC) system to identify occupations. These SOC codes and this requirement have no impact on the administration of any Federal human resources management systems at this time. To help our users acquaint themselves with the SOC structure and coding scheme, we are providing information in a new table, "Crosswalk to the Standard Occupational Classification," within **GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE** in each JFS, to indicate the SOC codes that apply to Federal positions in that job family on the basis of their occupational series and on the basis of their position titles, including, as appropriate, parenthetical specialty titles. We provide the table as information only; it should have no impact on agency application of the job family standard.

6. **Establishing Factor Level Descriptions for Clusters of Specialties.** The factor level descriptions (FLDs) in a JFS can be organized in several ways. Although the concepts behind establishing job families and their related grading criteria will usually lead to FLDs that apply to most of the work in the job family, occasionally it is more meaningful to provide slightly tailored FLDs for some subsets of work. In this JFS, we found that the parenthetical specialty titles fell quite naturally into two groups, one that was oriented more

toward mainstream HR functions like staffing, classification, and human resource development, and another that dealt more with issues of case law, precedent, and negotiation and dispute resolution. Consequently, for Factor 1, Knowledge Required by the Position, several factor levels include an FLD that applies to the entire GS-0201 series followed by FLDs for each grouping or cluster of specialties.

Agency Comments: Agencies did not provide many comments on this aspect of the JFS. The comments about the FLDs appear to accept and support the idea of subdividing or clustering specialties. However, we did get comments about which specialties were in which clusters and made adjustments accordingly (see discussion at B.2. below).

Our Response: We retained the FLDs that were tailored to specific clusters of specialties and will continue to apply and adapt this approach, as appropriate, in future JFSs. Where job families are established without extensive series consolidation, we expect that FLDs may be established for clusters of occupational series in the job family.

7. **Retaining "Knowledge Required by the Position" to Describe Factor 1**. As part of an ongoing effort to work with OPM's Employment Service (ES) to integrate occupational studies and their related products more fully, we had proposed renaming Factor 1 to "Competencies Required by the Position."

   Agency Comments: Most agencies expressed concern about the confusion that using the "competencies" label could cause. Moreover, they noted, correctly, that the competencies that ES is looking at in their models are not confined to the classification and grading criteria covered by Factor 1.

   Our Response: We will continue to use "Knowledge Required by the Position" as the name of Factor 1 in this and future JFSs. Factor level descriptions for this factor will continue to focus on the kind or nature of the knowledge and skill needed and how that knowledge and those skills are used in doing the work. We will also continue to work with ES to find appropriate ways to integrate our occupational studies and our respective classification and qualification standards.

8. **Providing Higher, More Comprehensive Factor Level Descriptions.** Our past practice has been to describe a factor level only when that level represents a significant sample of real nonsupervisory jobs found during an occupational study and when the jobs are similar enough to form the basis for a genuine factor level description (FLD). As a consequence, for example, only a few existing administrative FES standards contain Factor Level 1-9 criteria as of December 2000. After reviewing comments on the draft JFS, we incorporated higher level FLDs for agencies to review in the final comment period.

   Agency Comments: Agencies provided many comments on the adequacy of the FLDs in the draft JFS, particularly with respect to our stated intention to maintain the traditional grade structure for properly classified positions. Commenters pointed out that higher FLDs would be useful and appropriate for several factors in the standard. As we expected, agencies responded positively in their final review to our including the higher level FLDs.

   Our Response: With the issuance of this job family standard, we are changing our practice of only providing FLDs for work observed during factfinding. By its nature, factfinding for

job family studies, with their multiple occupations, is not and cannot be exhaustive. Given that limitation, we must weigh the implications of not finding work at a certain level with what else we know about the evolution of work in a particular area, as well as with users' needs for comprehensive grading criteria. Past guidance for grading positions that appeared to exceed the available factor level descriptions was to apply the Primary Standard and examine related standards and guides. That guidance had been appropriate when agencies carried substantial staffs of experienced position classification specialists. Such staff resources are waning, however, and agencies will probably not reestablish those previous resource levels. Consequently, we have decided to describe higher FLDs when we believe there is justification, so that users can be more fully equipped to make classification determinations. In this instance, this means that we have added higher FLDs for Factor 1 – Knowledge Required by the Position, Factor 2 – Supervisory Controls, Factor 3 – Guidelines, Factor 4 – Complexity, and Factor 5 – Scope and Effect. We believe including them should help address many of the concerns that agencies raised in their comments on the draft JFS about the impact of the grading criteria on the grades of current positions.

However, along with this change in practice, we must also urge caution. It is important for users to understand that we added higher FLDs only to support accurate position classification determinations. We did not include them to signal that work at these levels was found to be typical for the occupations. In particular, we expect that very few work situations will justify crediting Factor Level 1-9 Knowledge in either professional or administrative occupations. Agency officials must be vigilant to maintain classification accountability, as has always been the case.

9. **Using Generic Factor Level Descriptions for Factor 2 – Supervisory Controls and Factor 3 – Guidelines.** In our pursuit of creating classification guidance that is standardized across occupational groups, we have looked for ways we can make JFSs consistent and use similar language and approaches. It appeared to us that the nature of the FLDs needed for Factors 2 and 3 was such that we could craft generic language, at least for administrative work, that would be suitable in multiple JFSs. We asked agencies to examine our proposed generic language and indicate whether they preferred seeing similar language in other JFSs or more occupation-specific FLDs.

   Agency Comments: Understandably, most agencies did not provide extensive comments on this issue. Those that did favored the idea.

   Our Response: In the absence of any objection, we will issue this and future JFSs using generic FLD language for Factors 2 and 3. We should note that Factor 3 – Guidelines will often include at its start a more specific listing of particular guidelines that affect the occupations in the particular job family.

10. **Clarifying the Intent and Use of Illustrations for Assigning Factor Point Values.** When we first began issuing position classification standards in the FES format, they contained benchmark position descriptions (PDs) at various grade levels. These benchmarks were representations of real-life work situations, and our intent was to make them available as short cuts to position classification decisions. That is, users could use either a complete benchmark PD or any portion of a benchmark to justify assigning the appropriate levels and points to the PD being evaluated. In effect, our current practice of linking illustrations to FLDs gives the user such portions of benchmark PDs. An illustration does not describe an

entire job across all the factors. Rather, an illustration provides information about a real-life work situation that is relevant to – or "illustrates" – a given factor level for a specific occupation or specialty within the job family.

Agency Comments: In a few instances, agency comments revealed some confusion about the intended use of illustrations, particularly when used in combination with FLDs and with respect to the concept of FES criteria expressing a threshold that must be met. In the test application of the draft JFS to existing PDs, some reviewers had concluded that unless the duties and responsibilities of the tested position fully met both the FLD threshold and the level described in a relevant illustration for that factor level, they could not assign the points for that level.

Our Response: We found it particularly useful to have this confusion brought to our attention, as we want to continue to use illustrations to add occupation- and specialty-specific guidance to enhance the more general FLDs, particularly for Factor 1 – Knowledge Required by the Position, Factor 4 – Complexity, and Factor 5 – Scope and Effect. By design, FLDs show the application of the Primary Standard to a given series or, in the case of this particular JFS, a cluster of specialties within the series. Consequently, we instruct users that to assign the points at that level, the factor information in a PD must match the FLD fully. No such requirement exists with respect to illustrations, and we have revised the material on *"How to Use This Standard"* to clarify what illustrations are for and how users should apply them. We note that an illustration may describe a level of work that is somewhat higher than the threshold level of its related FLD and that a PD must fully match only the FLD to merit its point value.

11. **Providing Illustrations of Work Both Inside and Outside the Department of Defense.** For some FLDs in the draft JFS, we had provided only illustrations that were describing Department of Defense (DOD) settings and used related DOD organizational jargon (e.g., command, facility).

Agency Comments: Some reviewers expressed concern that users with little classification experience would not be able to apply the illustrations effectively because of confusion over the DOD-specific jargon. In addition, they mentioned that discussing a classification decision with a manager in a non-DOD agency could be easily sidetracked if the manager quickly dismisses an otherwise relevant illustration as inapplicable.

Our Response: Given our reliance on illustrations to provide occupation- and specialty-specific frames of reference to help users make classification determinations, we want to avoid any practice that limits their usefulness. So we will take care always to balance DOD-specific illustrations, which we know are useful to our DOD users, with material that describes non-DOD settings.

B. *THE GS–0200 JOB FAMILY STANDARD FOR ADMINISTRATIVE WORK – SPECIFIC ISSUES.* We also tested several ideas that apply only to the administrative human resources management work that this job family standard covers.

1. **Establishing the Occupational Group Designation "Human Resources Management Group, GS–0200."** We proposed to revise the group name from "Personnel Management

and Industrial Relations" to "Human Resources Management" to reflect general changes in the field.

Agency Comments: Agencies overwhelmingly favored this change.

Our Response: With the issuance of this JFS, we are redesignating this occupational group as the "Human Resources Management Group."

2. **Consolidating Previous Specialized Occupational Series into the General "Human Resources Management Series, GS–0201."** Based on a considerable body of research and evidence, we had concluded that the HR occupation was truly becoming generalized in nature both inside and outside the Federal Government. (See the discussions in the *"General Occupational Information*" section of **GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE** and the *"Key Dates and Milestones"* section of this appendix, above.) Although OPM and the agencies had rejected widespread series consolidation for the General Schedule, CPD concluded that the HR occupational group presented a case where consolidation was justified and would in fact be helpful to agencies and employees. With their severe staff reductions, agencies were interested in gaining more flexibility to classify jobs and assign work. And many employees recognized that broader occupations would enhance their career opportunities. We recognized and pursued this approach even as some agencies struggled through what might be called a "pseudo-generalist" period, where they reassigned former specialists to broader positions but are forced by resource limitations to continue to use them to get their familiar specialized work done. Some agencies in this situation realize that this condition will likely continue until they have a chance to hire and develop true generalists and the former specialists have retired. They, and we, remain committed to acknowledging the change in the field.

   Consequently, we proposed in the draft JFS to consolidate most series in the GS–0200 group and use the GS–0201, renamed from Personnel Management to Human Resources Management, as the single occupational series for a wide range of HR-related work. Adapting the series designation and coding was probably the least challenging part of this entire project. The basic title CPD proposed – Human Resources Specialist – was being used as an organizational title in various agencies and the private sector long before we released the draft JFS. At the same time, we proposed a set of parenthetical specialty titles that agencies could use in situations where specialized work predominates in the position. (See below for a further discussion of the final specialty titles.)

   We proposed canceling the Occupational Analysis Series, GS-0222, and the Salary and Wage Administration Series, GS-0223, and classifying that work under the GS-0201 series. We also proposed canceling the Contractor Industrial Relations Series, GS-0246, and classifying that work under the General Business and Industry Series, GS-1101.

   At the same time, we proposed retaining a few series with relatively small populations whose missions differ substantially from the traditional mainstream HR service delivery in support of organizations' missions. We will determine their appropriate place within the Federal occupational structure after additional study. These include the Mediation Series, GS-0241 (which we will include in our upcoming study of alternate dispute resolution work), the Apprenticeship and Training Series, GS-0243, the Labor Management Relations Examining Series, GS-0244, and the Wage and Hour Compliance Series, GS-0249. This approach also

applies to the Equal Employment Opportunity Series, GS-0260, which we are studying further.

Agency Comments: Reactions to the proposed series consolidation were very mixed. Many commenters felt strongly that OPM should maintain separate occupational series, especially for position classification and labor relations. Others recognized the direction that the field is moving in and agreed that series consolidation was an important development that they needed to support. Reviewers from some specialized areas advised us that existing occupations, such as Labor Relations Specialist, need to retain a separateness to accommodate changes that have occurred in that field and are likely to continue. Some commenters, noting that we proposed to maintain some separate occupational series that were used by only one agency, argued that similar logic should apply to retaining a renamed Military Human Resources Management Series, GS-0205.

Comments about our proposals to cancel some narrower series and retain others were less prevalent and generally positive.

Our Response: We are proceeding with consolidating the previous specialized administrative occupational series in the GS-0200 group into a single occupational series, Human Resources Management Series, GS-0201. We will proceed with canceling series as proposed.

We are well aware that reviewers had significant concerns about OPM emphasizing an HR generalist role to the possible detriment of clear programmatic and professional identification. We appreciate being reminded about ongoing change in areas like Labor Relations and will continue to monitor these dynamic situations. We expect that future developments in some of these fields could well lead to further realignment of the occupations. For example, we are already planning to look at alternative dispute resolution work, which is an area of growth in the Federal Government that has never been effectively credited in the Federal occupational structure and classification system. At this time, however, we will establish classification standards that reflect the place these occupations still commonly hold within the HR office in their agencies. Again, the future may present a different picture. At present we have regrouped the specialties into more sensible clusters. To recognize their special character within the Human Resources Management, GS-0201 occupation, we have clustered the Employee Relations and Labor Relations specialties together and given them separate FLD information for some levels of Factor 1 – Knowledge Required by the Position.

We also did not retain and rename a separate Military HR Management occupational series. The knowledge and skill requirements for this work are essentially similar to other occupations that we are consolidating. While we acknowledge those agencies that expressed concern with our proposal to eliminate the separate military HR series, we did not receive any strong or convincing rationale for retaining it. The basic knowledge of HR and the general kinds of work, if not the precise details, of the services to be performed are similar for both civilian and military situations. Moreover, the idea that a separate HR system should correlate to a separate occupational series would only lead to a further proliferation of barely distinguishable occupations given the current and likely future developments that will lead to Federal employees being subject to HR systems with some different characteristics. Our current practice is to consolidate similar series where it is reasonable as one way to help

meet our strategic goal of simplifying the classification system. Consequently, we have proceeded to consolidate the military HR series along with other former GS-0200 series. We have established a specific parenthetical specialty title for military HR work that should serve many of the purposes that maintaining a separate series would.

We have not maintained Part I, Personnel Officer, in the new JFS. However, we have added guidance about using ***Human Resources Officer*** and ***Director of Human Resources*** as titles. The JFS also clarifies that agencies should apply the General Schedule Supervisory Guide when classifying Human Resources Officer positions. Agencies that have concerns about their proper classification of work that was formerly titled Personnel Officer are welcome to request advisory information from the Classification Programs Division.

3. **Accommodating Work in Transition and Emerging Roles.** By far the most challenging aspect of this project was to accommodate the emerging roles that are developing in the HR field. At the same time, CPD intends that all draft JFSs align properly with statutory and regulatory classification principles to maintain the integrity of the Federal position classification system. Our most serious problem was that although the literature and various competency models provide a clear image of such work, it did not turn up frequently in our factfinding. So we did not have examples of properly classified "new role" positions to use in crafting the JFS, FLDs, and illustrations. Nonetheless, it was clear that some of our customers expected such an HR consultant role to be clearly expressed and supported in the JFS. We worked hard in designing our draft JFS to make that role clear and, if anything, de-emphasize some of the traditional, functional regulatory and technical roles that personnel management staffs had played in the past. In particular, we used the Factor Level 1-8 FLD for this purpose. After reviewing agency comments on the draft JFS, we made considerable revisions to the FLDs and illustrations to make sure the JFS could clearly accommodate both new and more traditional roles.

   Agency Comments: Agencies commented on this aspect of the draft JFS the most and, unfortunately, with the greatest disparity about what they considered to be workable solutions. Some commenters expressed profound disappointment that the draft JFS had not gone further to lead the field into the future. Others provided heated arguments that we had an obligation to accommodate and support their discretion over how they would structure their HR organizations and staff roles. In the latter case, some agencies had made conscious choices to remain more conservative in their approaches as a matter of effective resource management and service delivery.

   In particular, we received a number of technical comments about the quality and effect of the FLD for Factor Level 1–8. Some said that we had deviated unacceptably from the Primary Standard. Others predicted an unacceptable amount of downgrading because we had established as a threshold in the FLD work that was not yet being performed in agency HR Offices. After reviewing the extensive changes we made on the basis of such comments, the final comments from agencies expressed satisfaction and appreciation that we had made appropriate adjustments.

   Our Response: CPD has adopted an approach to dealing with the agency comments on the draft JFS that basically devises a broad path on which many can make their way. We revised the draft JFS in several ways to accommodate agencies' sharply differing interests and points of view. None of them is wrong, and we consider ourselves responsible to serve all our users

while maintaining the overall classification system. Consequently, we have changed the FLDs considerably – particularly for Factor Level 1-8 – and added illustrations to make clear that work in more traditionally structured roles is identifiable and supportable at existing grades. We also continue to support clearly the new HR Specialist/consultant role without making that new role a threshold that only very few can reach at this time.

We have taken great care to make sure that our application of the Primary Standard and guidance from related functional guides is appropriate and defensible. The inclusion of higher FLDs across more factors should also help allay concerns. We believe that this final JFS presents a comprehensive response to the various concerns that agencies raised. The days of the highly specific grading criteria are past. Users must apply their judgment and rely on using well-crafted FLDs together with appropriate illustrations to add a more specific frame of reference. We believe this approach will serve the Federal HR community well in general and in particular with respect to the current instance of classifying this HR work and its roles that are undergoing such profound change.

4. **Recognizing the Role of Automation and Information Technology in HR.** The field of HR has changed most dramatically in the past 25 years with respect to the automated applications and HR information systems we use. Agencies are at different states in this regard, but all use information technology (IT) to some extent. At the time CPD drafted this JFS, we were considering a number of options for addressing this kind of work. We were also drafting a JFS for Information Technology Management Work. Consequently, we released the draft JFS for HR work without a specialty focused on HR information systems.

   Agency Comments: Although many agencies acknowledged that the proper resolution of this issue would require further work more directly on the IT Management classification standards, several commented on the draft JFS that it would be important to incorporate some appropriate references to HR information systems in the JFS for GS-0200 Administrative Work. Consequently, we received positive feedback in the final review for including an Information Systems specialty.

   Our Response: We agree that we should recognize this IT-related work more directly in this JFS. Consequently, we have included a new parenthetical specialty, (Information Systems), and have added a number of illustrations to apply in classifying such work. In addition, we have added to the **EXCLUSIONS** a clear indication that work where the paramount qualifications are focused on IT knowledge and the application of that knowledge, rather than broad human resources management knowledge, concepts and principles, is properly classifies as IT Specialist work. Finally, we added a section to the **GENERAL SERIES, TITLING, AND OCCUPATIONAL GUIDANCE** about the "Impact of Automation" to clarify the effect that increased use of IT applications in HR offices has on classifying HR positions.

5. **Establishing Parenthetical Specialty Titles:** In the draft JFS, we proposed eleven parenthetical specialty titles. Most of them were directly linked to separate occupational series that we were consolidating into the GS-0201 series. A couple of them were new and reflected developments in the HR field. Near the very end of the final review period, we proposed substituting "Human Resource Development" for the earlier proposal "Employee Development" to reflect more current usage in the training and learning management community.

Agency Comments: Agencies provided mixed comments about the proposed specialties. Those who opposed series consolidation saw no reason for them, of course. Others who supported or were more neutral about series consolidation raised questions about the distinctions among some titles and suggested dropping some that were unclear and adding others that would be useful. A couple of agencies recommended retaining "Employee Development" as the name of the specialty that would be the successor to the specialized occupational series of that name, but most agencies agreed that the more current label was more appropriate.

Our Response: We found all the comments helpful. As a result, we are establishing ten parenthetical specialty titles, as follows:

a. Specialties Derived Directly from Canceled Series:

- (Military) From GS-0205
- (Recruitment & Placement) From GS-0212
- (Classification) From GS-0221
- (Employee Relations) From GS-0230
- (Labor Relations) From GS-0233
- (Human Resource Development)* From GS-0235
  *originally (Employee Development)
- (Employee Benefits) From GS-0270

b. Specialties Added to Reflect Changes in the Field of Practice:

- (Information Systems) Added to reflect increasing HR automation
- (Compensation) Added to reflect increasing practitioner role
- (Performance Management) Added to reflect increasing practitioner role

c. Specialties Proposed But Deleted from Final JFS:

- (Affirmative Recruitment) Incorporated into (Recruitment & Placement)
- (Employee Recognition) Incorporated into (Performance Management)
- (Employee Assistance) Incorporated into (Employee Relations)

In addition, we have added guidance to clarify that agencies are still permitted to establish organizational titles.

6. **Accommodating the Need to Reflect Diverse Organizational Structures.** One of the challenges involved in drafting this JFS was the recognition that different agencies had very different ways of organizing their HR work as well as their mission-related work. We tried to provide illustrations that would help users recognize this variety and see how general FLDs could apply to their specific situations.

Agency Comments: Many agency comments on the draft JFS, particularly from DOD, raised concerns about how well it would work in their regionalized service delivery structure. Also, the illustrations had used language to denote hierarchical levels that proved confusing. Other agencies had concerns about the grade levels in their decentralized service delivery structures not being fully supported by the FLDs. After reviewing changes we made before requesting a final review, agencies were satisfied we had addressed their concerns.

Our Response: We revised the FLDs and illustrations and added illustrations to address the issues that the draft JFS raised. We believe that users will recognize a wide range of structural approaches. In particular, the JFS reflects other than headquarters level organizations, and we revised much of the language in the FLDs for Factor 4 – Complexity and Factor 5 – Scope and Effect to eliminate some references to organizational levels.

7. **Assessing Impact on Grades.** We followed our usual practice of requesting that agencies report any effects that applying the draft JFS had on the grades of the tested positions.

   Agency Comments: While most agencies reported specific results, others provided general comments, such as "no impact" or "minimal impact." The cumulative effects from the agencies that reported specific results showed that 93 percent of the tested positions had no changes in grade, although 7 percent faced potential downgrades. In particular, comments about the lack of higher FLDs and the nature of the FLD for Factor Level 1-8 indicated that we would need to make changes there, and we did so. After agencies had a chance to review such changes, they indicated that we had addressed their concerns and that they anticipated few if any downgrades.

   Our Response: As noted earlier, we added a number of higher FLDs. We also carefully reviewed and clarified the factor level distinctions by referencing the Primary Standard to ensure that we captured the proper relationships. We made extensive revisions to the FLD for Factor Level 1-8 to make sure that it would appropriately measure both the traditional and the emerging HR roles.

   We are convinced that these actions, taken as a whole, will alleviate any unwarranted downgrading actions. At the same time, we are reassured that this JFS is consistent with all other FES classification guidance that we have issued.