

U.S. Office of Personnel Management
Office of Merit Systems Oversight and Effectiveness
Classification Appeal and FLSA Programs

Dallas Oversight Division
1100 Commerce Street, Room 4C22
Dallas, TX 75242-9968

Classification Appeal Decision
Under section 5112 of title 5, United States Code

Appellant: [appellant's name]

Agency classification: Management and Program Assistant (OA)
GS-344-7

Organization: [appellant's activity]
DCMC Lockheed Martin [location]
Defense Contract Management
District [location]
Defense Logistics Agency
[geographic location]

OPM decision: Management and Program Assistant (OA)
GS-344-7

OPM decision number: C-0344-07-01

/s/ Bonnie J. Brandon

Bonnie J. Brandon
Classification Appeals Officer

5/16/00

Date

As provided in section 511.612 of title 5, Code of Federal Regulations, this decision constitutes a certificate that is mandatory and binding on all administrative, certifying, payroll, disbursing, and accounting officials of the government. The agency is responsible for reviewing its classification decisions for identical, similar, or related positions to ensure consistency with this decision. There is no right of further appeal. This decision is subject to discretionary review only under conditions and time limits specified in the *Introduction to the Position Classification Standards*, appendix 4, section G (address provided in appendix 4, section H).

Decision sent to:

Appellant:

[appellant's name and address]

Agency:

[servicing personnel office]

Human Resources
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Introduction

On January 24, 2000, the Dallas Oversight Division of the U.S. Office of Personnel Management (OPM) accepted a classification appeal from [the appellant]. Her position is currently classified as Management and Program Assistant (OA), GS-344-7. However, she believes the classification should be Management Analyst, GS-343-9. [The appellant] works in the [appellant's activity] Defense Contract Management Command (DCMC) Lockheed Martin [location]. We have accepted and decided her appeal under section 5112 of title 5, United States Code.

In reaching our decision, we considered information submitted in writing by the appellant and her agency, including her official position description [number]. We also conducted telephone interviews with the appellant and her supervisor. Both the appellant and her supervisor agree that the official position description accurately depicts the appellant's duties and responsibilities.

Position information

The primary purpose of DCMC-Lockheed Martin is to provide contract administration services on contracts awarded to Lockheed Martin by various buying offices. The appellant is a member of the [appellant's activity]. The team consists of 13 employees who report to the [activity] supervisor. The appellant's position supports the team by serving as the administrator of a number of data bases which are utilized by Administrative Contracting Officers, the Divisional Administrative Contracting Officer, and program pricers. The appellant also provides support to the team by assisting in the analysis and maintenance of the Performance Measurement and Tracking System. The appellant's position description and other material of record provide more information about her duties and responsibilities and how they are performed.

Series, title, and standard determination

We reviewed standards for both the GS-343 and GS-344 series because of the appellant's belief that the position should be assigned to the GS-343 series.

The GS-343 Management and Program Analysis Series includes positions which primarily serve as analysts and advisors to management on the evaluation of the effectiveness of government programs and operations, the productivity and efficiency of the management of Federal agencies, or both. Positions in this series require 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 and improving organizational effectiveness and efficiency. The work requires skill in the application of fact-finding and investigative techniques, oral and written communications, and development of presentations and reports.

Illustrations of work in this series follow:

- analyzing and evaluating (on a quantitative or qualitative basis) the effectiveness of line program operations in meeting established goals and objectives;
- researching and investigating new or improved business and management practices for application to agency programs or operations;
- analyzing new or proposed legislation or regulations to determine impact on program operations and management;

- developing management and/or program evaluation plans, procedures, and methodology;
- analyzing and evaluating agency functions and activities being considered for conversion to contract operations;
- analyzing and evaluating proposed changes in mission, operating procedures and delegations of authority.

Positions that are typically classified as analyst positions require a high level of analytical ability combined with a comprehensive knowledge of (1) the functions, processes, theories, and principles of management and (2) the methods used to gather, analyze, and evaluate information. Skills typically would be gained through college level education or progressively responsible experience exceeding a support or technical expertise level. Although some management and program analysts perform work similar to that performed by management and program assistants, the characteristics and requirements of the work, as well as management's intent for establishing the position, must be considered.

The GS-344 Management and Program Clerical and Assistance Series includes positions involved in supervising or performing clerical and technical work in support of management and program analysis. The work requires a practical knowledge of (1) the purposes, methods, and techniques of management and/or program analysis and (2) the structures, functions, processes, objectives, products, services, and resource requirements of a government program or organization.

Employees in the GS-344 series perform many different kinds and combinations of work at different organizational levels. Their primary function is to perform the routine, procedural, or standard assignments that support management or program analytical work. Some employees perform basic procedural tasks needed to complete management or program analysis projects and processes. Examples of work in this series follow:

- reviewing performance management and program analysis documents for appropriate format, distribution, and inclusion of required information and explaining reporting procedures and requirements to operating officials;
- compiling and distributing reports on proposed program goals and performance criteria to operating officials for review and comment;
- preparing charts, graphs, and narrative information for management or program analysis reports from material provided by higher level employees.

Some employees in the GS-344 series complete limited, uncomplicated management or program analysis projects, or segments of larger analytical projects or studies under the direction of higher level employees. This may include collecting data, detecting and evaluating trends or problems, and/or identifying solutions. It might also include studying reports on program workload figures and production rates and determining the extent of deviation from established goals and requirements.

Employees in the GS-344 series also work independently to control and maintain installed administrative or information management systems (such as forms, records, mail, directives, or publication management systems). Work in this area includes assisting operating personnel in understanding and using the systems, identifying problems or deviations in system use, and making operational changes or improvements within the policy or structural limitations of the systems. In addition, most employees in this series use one or more automated systems to

perform their duties. This includes word processing, spreadsheet, data base, project management, graphic design, and management information systems. Employees in this series also use their knowledge of automated systems to enter, search for, edit, and extract data and information and to create statistical diagrams, organizational and workflow charts, and other graphics.

Support work, such as that described in the GS-344 series, usually involves proficiency in one or more functional areas or in certain limited phases of a specified program. Normally, a support position can be identified with the mission of a particular organization or program. Employees who perform support or assistance work follow established procedures and methods. They may occasionally develop or recommend new procedures, but these are typically related to the employee's assignment or work unit. Support work can be based on practical knowledge of the purpose, operation, procedures, techniques, and guidelines of the specific program area or functional assignment. Support personnel typically learn to do the work on the job through what may sometimes be many years of experience.

In reviewing the type of work assignments completed by the appellant and in weighing management's intent for the position, we find that the appellant's position is properly assigned to the GS-344 series.

Approximately 45 percent of the appellant's work involves completing limited, uncomplicated management or program analysis projects or segments of larger, analytical projects or studies under the direction of higher level employees. Within the area of performance measurement and tracking system analysis and maintenance, the appellant works with the Program Improvement Officer to capture trends in the Contract Administration Office's overall performance. The appellant is responsible for analyzing process data to determine whether process areas have met performance goals according to established performance metrics. After analyzing the data, the appellant presents her findings, along with process managers, at monthly management review meetings. In presenting her findings, the appellant extracts data from spreadsheets and data bases, creates appropriate graphs and charts, and develops presentation slides. She also works with the Program Improvement Officer to determine which processes are able to meet their metrics-based goals; and for those processes that do not meet the goals, the appellant recommends the adoption of a "local" goal. Although the appellant and the Program Improvement Officer work together in analyzing process performance, the Program Improvement Officer is responsible for analyzing those processes that are determined to be more complex and require a greater degree of organizational knowledge.

Approximately 35 percent of the appellant's work involves the control and maintenance of installed administrative or information management systems. In the area of data base maintenance and management, the appellant is responsible for utilizing and updating a variety of data bases, including the Contract Audit Follow-Up data base, the Contractor System Status Table data base, and the Mechanization of Contract Administration Services data base. When working with the Contractor System Status Table data base, the appellant is responsible for the input of status information. However, her work is reviewed by the Divisional Administrative Contracting Officer to ensure that the inputted information is complete and current. The Divisional Administrative Contracting Officer is also responsible for the final upload of the information into the data base. When working with the Contract Audit Follow-Up data base, the appellant logs and tracks audits and determines whether audits are reportable or nonreportable. If an audit is deemed reportable, she establishes resolution and disposition dates. If an audit is

nonreportable, the appellant transfers the audit to the appropriate Administrative Contracting Officer for resolution and disposition.

The appellant's other duties are also covered by the GS-344 series. In the area of organizational information needs analysis, the appellant serves as the primary needs analyst for the Contract Administration Office. She is responsible for interpreting management and process data requests, retrieving data, and presenting it in an acceptable format. As the Customer Support Program Manager, the appellant is primarily responsible for analyzing data compiled from Program Support Customer Satisfaction Trailer Cards and presenting the data in a report format.

Although some aspects of the appellant's work are similar to work illustrated in the GS-343 series (for example, development of presentations and reports and knowledge of the agency's mission and programs), her position does not meet the nature of work and level of knowledge required for positions assigned to the GS-343 series. The primary purpose of the appellant's position is to provide technical support to management and program analysts. This work does not require an in-depth knowledge of management principles and processes or the analytical and evaluative methods needed for assessing program development or execution in improving organizational effectiveness and efficiency. The GS-344 series best represents management's intent for the appellant's position and the paramount knowledge required.

The appellant's position is properly titled *Management and Program Assistant*. The parenthetical title *Office Automation* (or abbreviation *OA*) is added to the title of positions excluded from the GS-326 Office Automation Clerical and Assistance Series when such positions require significant knowledge of office automation systems and a fully qualified typist to perform work processing duties. Although the appellant's position description does not specifically state that a qualified typist is required, we agree with the agency's conclusion that such skills are needed to perform the work. Therefore, the appropriate title for the appellant's position is *Management and Program Assistant (Office Automation)*.

Two standards are used to evaluate the appellant's position: Office Automation Grade Evaluation Guide and the GS-344 standard.

Grade determination

The office automation aspect of the appellant's work is not grade controlling and, therefore, is not addressed further in our decision. The GS-344 standard is used to determine the grade of the position.

The GS-344 standard uses the Factor Evaluation System (FES), which employs nine factors. Under the FES, each factor level description in a standard or guide describes the minimum characteristics needed to receive credit for the described level. Therefore, if a position fails to meet the criteria in a factor level description in any significant aspect, it must be credited at a lower level. Conversely, the position may exceed those criteria in some aspects and still not be credited at a higher level. Our evaluation with respect to the nine FES factors follows.

Factor 1, Knowledge required by the position

The knowledge required by the appellant's position is best evaluated at Level 1-4. Work at this level requires knowledge of an extensive body of management and/or program analysis technical rules, guidelines, regulations, and precedents. It also requires knowledge of the basic objectives and policies governing various management or program operations. Some work requires

knowledge of the standardized processes and procedures for evaluating management or program operations to perform duties such as identifying problems from collected data and selecting solutions from alternatives in guidelines and precedent cases. Employees use writing skills to prepare clear, concise reports that describe the condition of program operations and recommended improvements. Assignments may involve limited aspects of higher level work.

The appellant's position meets Level 1-4 in that the appellant must possess knowledge of administrative programs and procedures in order to assist in monitoring work progress and identifying, analyzing, and recommending solutions to work process problems. For example, the appellant uses her knowledge of administrative programs to do the following:

- analyze process data to determine whether or not process areas have met performance goals;
- extract process data from various spreadsheets and data bases in order to present her findings to upper-level management in the form of graphs, charts, and presentation slides; and
- assist the Program Improvement Officer in the recommendation of "local" goals for those processes that are unable to meet the established goals.

Further, the appellant's work in determining Contract Administration Office performance trends is clearly aligned with the illustration in the standard where employees at Level 1-4 use their knowledge of the purposes, objectives, and requirements of various organizational programs and projects to track progress in meeting objectives and use of resources.

Factor 2, Supervisory controls

Supervisory controls over the appellant's position are properly credited at Level 2-3. At this level, an employee's supervisor defines the objectives, priorities, and deadlines for a project or assignment and assists the employee when unusual cases present themselves. Likewise, the appellant is given assignments with defined objectives and deadlines, and she is expected to work independently to complete these assignments under normal circumstances. Similar to employees at Level 2-3 who carry out program analysis and handle deviations in accordance with accepted practices, the appellant follows precedents by working with the process administrator and the Program Improvement Officer to establish local goals when the appellant determines that a process will not meet its established goal. As at Level 2-3 where a supervisor or higher level employee reviews the employee's work for technical soundness, the Divisional Administrative Contracting Officer reviews the appellant's input into the Contractor System Status Table data base for completeness.

Factor 3, Guidelines

The guidelines for the appellant's position are best evaluated at Level 3-3. At this level, guidelines are not entirely specific or applicable to work requirements, and employees are expected to use their judgement in interpreting and adapting guidelines to apply to specific situations such as determining the cause or extent of deviations from established production rates. Similarly, the appellant must use her judgement in applying guidelines such as the Department of Defense One Book and the user manuals for the Mechanization of Contract Administration Services data base and the Contract Audit Follow-Up data base. These

guidelines are general in nature and do not specifically address assignments such as manipulating data from the data bases.

Factor 4, Complexity

Work at Level 4-3 consists of various duties, projects, or assignments involving different and unrelated management or program analysis technical processes or procedures. The appellant's work matches this description in that she is primarily responsible for maintaining and managing a number of various data bases and assisting the Program Improvement Officer in the analysis of Contract Administration Office performance trends. Employees at this level select, adapt, and apply the most suitable practices, procedures, methods, and precedents to collect and analyze various types of information, formulate conclusions, define needs, or make recommendations for resolving problems to higher level employees. The appellant's work matches this description in that her duties in the area of performance analysis require her to obtain process information from a variety of sources in order to present performance trend data to higher level employees. The complexity of the appellant's work is best evaluated at Level 4-3.

Factor 5, Scope and effect

The scope and effect of the appellant's position is best evaluated at Level 5-3. The purpose of work at this level is to plan and carry out assignments or projects to improve the efficiency and productivity of organizations or program operations. Work at this level also affects the evaluation and improvement of operating program efficiency and effectiveness. The appellant's work matches Level 5-3 in that maintenance of data bases, such as the Contract Audit Follow-Up, and analysis of process performance trends serve to improve the overall efficiency of Defense Logistics Agency's operations at Lockheed Martin.

Factors 6 and 7, Personal contacts and Purpose of contacts

The appellant's personal contacts and the purpose of her contacts meet Level 2b. The appellant regularly contacts employees outside of her immediate organization for the purpose of providing advice on work efforts and resolving operating problems. For example, in her efforts to maintain and manage various data bases, the appellant regularly contacts personnel outside of the Technical Assessment Group in order to obtain information crucial to data integrity and to advise Contract Administration Office employees on correct data entry methods. While assisting management in the analysis of performance trends, the appellant contacts various process managers in order to discuss negative trends and establish "local goals" that can be attained.

Factor 8, Physical demands

The physical demands placed upon the appellant do not exceed Level 8-1. The work is primarily sedentary in nature and requires no special physical demands. Daily use of computer software and hardware is required. Occasional travel may be required.

Factor 9, Work environment

The appellant's work environment is best evaluated at Level 9-1. The work is typically performed in an office environment with no unusual risk or discomfort and requires only normal safety precautions.

Summary

In sum, we have evaluated the appellant's position as follows:

Factor	Level	Points
1. Knowledge required by the position	1-4	550
2. Supervisory controls	2-3	275
3. Guidelines	3-3	275
4. Complexity	4-3	150
5. Scope and effect	5-3	150
6. & 7 Personal contacts and Purpose of contacts	2b	75
8. Physical demands	8-1	5
9. Work environment	9-1	5
Total points:		1485

The appellant's position warrants 1485 total points. Therefore, in accordance with the grade conversion table in the GS-344 standard, the position is properly graded at GS-7.

Decision

The appellant's position is properly classified as Management and Program Assistant (OA), GS-344-7.