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**General Schedule
Position Classification Standards**



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**POSITION CLASSIFICATION
STANDARD
FOR
EQUAL OPPORTUNITY
COMPLIANCE
SERIES, GS-0360**



**Workforce Compensation
and Performance Service**



Equal Opportunity Compliance Series

GS-0360

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GS-0360

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SERIES DEFINITION

This series includes positions performing, supervising, or managing analytical, evaluative, and interpretive equal opportunity and civil rights compliance work. Positions in this series are concerned with the application of civil rights and equal opportunity laws, regulations, and precedent decisions to eliminate illegal discrimination and to remove barriers to equal opportunity. This work involves analyzing and solving equal opportunity and civil rights problems through factfinding, problem analysis, negotiation, and voluntary compliance programs. The work requires judgment in applying equal opportunity principles to solve problems or recommend action. Many positions in this series require specialized knowledge and skill in investigating and resolving allegations of discrimination. This series also includes equal opportunity or civil rights positions of an analytical, evaluative, and interpretative nature that are not properly classified to another series.

The fly sheet including series coverage information for the Equal Opportunity Series, GS-0160, issued in May 1972 is superseded.

COVERAGE

As used in this standard, the term compliance has a broad meaning. The term not only covers the investigation of alleged violations of the law, but also includes a broad range of related work, such as conciliating to resolve complaint issues or advising company executives on voluntary compliance matters.

This series includes positions involved in the enforcement of equal opportunity and civil rights laws, orders, regulations. The field of civil rights and equal opportunity is defined by a body of laws and regulations and administrative decisions. These laws and policies are designed to protect civil rights and to provide equal opportunity in a wide range of economic, social, and political activities including, but not necessarily limited to, employment, housing, education, social services, business, and finance. Civil rights and equal opportunity laws and policies prohibit discrimination based on race, color, religion, sex, national origin, age, handicapping condition, or other bases specified by law.

Positions in this series involve factfinding, analysis, writing, and application of civil rights or equal opportunity principles to identify and/or solve problems. Positions in this series are involved in one or more of the following duties:

- investigating and conciliating allegations of discrimination;
- enforcing laws requiring equal pay for men and women;
- reviewing, evaluating, and enforcing equal opportunity compliance by Government contractors and other recipients of public funds;
- identifying systemic or institutional barriers to equal opportunity;



- proposing or implementing solutions to complex problems when the work involves a high degree of analysis;
- developing, carrying out, or evaluating broad equal opportunity, or voluntary compliance programs;
- applying judgment in interpreting complex factual situations in light of laws, regulations, and precedent decisions governing a civil rights or equal opportunity program; or
- performing similar work requiring equivalent qualifications.

Positions beyond trainee levels in this series require a common body of knowledges and skills including: (1) knowledge of the body of law governing civil rights and equal opportunity programs, (2) skill in identifying and defining discrimination through systematic factfinding or investigation, (3) analytical skill, (4) knowledge of the nature and causes of institutional barriers to equal opportunity, (5) skill in communicating orally and in writing, (6) ability to work effectively and deal with persons in various social or economic strata of society, and regardless of the status of their position in a particular institution, (7) skill in negotiating, and (8) skill in applying equal opportunity and civil rights principles to identify and/or solve problems.

EXCLUSIONS

Excluded from this series are:

1. Positions concerned primarily with obtaining compliance of firms and public institutions with Federal labor laws, regulations, and orders regarding wages, hours, overtime pay, child labor, and other related matters. Such positions are classified in the [Wage and Hour Compliance Series, GS-0249](#).
2. Positions involving technical support of equal opportunity compliance programs, when such positions have as a paramount qualification requirement a knowledge of the procedures, regulations, and objectives of civil rights and equal opportunity compliance programs, but do not require the breadth of knowledge nor the depth of skills required by positions in the Equal Opportunity Compliance Series, GS-0360. Such positions should be classified in the [Equal Opportunity Assistance Series, GS-0361](#). (See the discussion below on distinguishing these positions from positions in the Equal Opportunity Compliance Series, and refer to the position classification standard for the Equal Opportunity Assistance Series.)
3. Positions primarily concerned with developing, administering, evaluating, or advising on the Federal Government's internal equal employment opportunity program within various Federal agencies when the position requires knowledge of Federal equal employment opportunity regulations and principles; compliance and enforcement skills; administrative, management, and consulting skills, and a general knowledge of Federal personnel administration. Such positions are classified in the [Equal Employment Opportunity Series, GS-0260](#).

4. Positions primarily concerned with planning, conducting, and reporting descriptive social science research in the field of civil rights and equal opportunity when the paramount qualification requirement for the position includes a broad knowledge of the field of civil rights, ability to apply accepted documentary and field research techniques to study issues and policies affecting civil rights, consulting skills, and a high degree of writing and oral communication skills. Such positions are classified in the [Civil Rights Analysis Series, GS-0160](#).

5. Positions primarily involved with professional legal work including preparation and argument of cases at trial, presiding at formal hearings of a quasi-judicial nature, and providing authoritative legal advice when the person filling the position must have been admitted to the bar; positions primarily involving technical legal work requiring specialized legal training or on-the-job legal experience, and positions primarily involved in processing legal documents requiring knowledge of particular laws and regulations. Such positions are classified in the appropriate series in the [Legal and Kindred Group, GS-0900](#).

6. Positions involved in planning, analyzing, and evaluating the program management, administration, or budget aspects of equal opportunity programs, when the paramount qualification requirement is analytical skill and knowledge of program processes, budget processes, or management principles, instead of the knowledges and skills required by specialists performing the operations of a particular compliance activity. Such positions are classified in the [Program Analysis Series, GS-0345](#), the [Management Analysis Series, GS-0343](#), the [Job Family Position Classification Standard for Professional and Administrative Work in the Accounting and Budget Group, GS-0500](#), or the [Administrative Officer Series, GS-0341](#), as appropriate.

7. Positions performing professional or technical work in community relations, intergroup relations, or minority relations programs when the primary purpose of the positions is to develop mutual understanding, harmony, or improved relations between different racial, ethnic, or other kinds of groups by changing attitudes and/or behavior. Such positions should be classified in an appropriate series in the [Social Science, Psychology, and Welfare Group, GS-0100](#), or other appropriate professional or technical series based on the qualifications required by the work.

8. Positions performing personnel administrative, technical, or clerical support work requiring substantial knowledge of personnel rules, procedures, or program requirements. Such positions are classified in the appropriate series in the [Personnel Management and Industrial Relations Group, GS-0200](#).

OCCUPATIONAL INFORMATION

Positions in this series vary according to the nature of the programs they implement, the laws they administer, and the agencies in which they are located. Some positions are concerned with particular social or economic activities such as education, housing, or employment, or combinations of these areas. Some are involved in enforcing certain civil rights laws or regulations. Some positions focus on solving the specialized equal opportunity problems of certain classes such as the physically handicapped, veterans, or others. Other positions involve combinations of these purposes.

In some cases a correct series determination is difficult because of the similarity of positions in this occupation to positions in other occupations. The following guidelines and discussions for distinguishing the correct series are provided to assist in making these determinations in such cases.

Guidelines:

1. Positions that do not primarily involve factfinding and analysis should not be classified in this series.
2. Advocacy of civil rights, or the rights of minorities or women is not by itself sufficient reason for classifying a position in this series.
3. Performance of work in programs designed to aid minority groups, or promote the rights of minority groups or women is not by itself sufficient reason for classifying positions in this series.
4. Counseling or other work requiring empathy with the problems of minority groups or women is not by itself sufficient reason for classifying positions in this series.

DISTINGUISHING BETWEEN THE EQUAL OPPORTUNITY COMPLIANCE SERIES, GS-0360 AND THE EQUAL OPPORTUNITY ASSISTANCE SERIES, GS-0361

The Equal Opportunity Assistance Series covers positions that involve technical assignments in support of equal opportunity and civil rights work. These positions require a practical knowledge of the methods, procedures, regulations, and purposes of the equal opportunity or civil rights programs they support.

Positions in the Equal Opportunity Assistance Series perform work that is repetitive or that involves the application of rules or principles to specific situations within a framework of supervision and guidelines. Work typical of the Equal Opportunity Assistance Series does not require the same broad knowledge and depth of analytical skill that is typical of positions in the Equal Opportunity Compliance Series.

Positions should be allocated to the Equal Opportunity Assistance Series, or other appropriate series, rather than the Equal Opportunity Compliance Series, when the positions do not include factfinding and analysis in order to: (1) identify systemic or institutional barriers to equal opportunity; (2) propose or implement solutions to complex problems when the work involves a high degree of analysis, (3) investigate or conciliate allegations of discrimination, (4) develop, carry out, or evaluate broad equal opportunity or voluntary compliance programs, or (5) interpret complex factual situations in light of laws, regulations, and precedent decisions governing a civil rights or equal opportunity program.

Positions involving the following kinds of work should be classified in the Equal Opportunity Assistance Series, or other appropriate technician, or one-grade interval series:

- (1) performing limited factfinding such as researching office files and records or standard library or office references to obtain information on a limited subject;
- (2) interviewing persons to obtain strictly factual information of a routine or repetitive nature;
- (3) providing factual information to persons outside the immediate work unit including the general public or persons who may wish to make use of the organization's services;
- (4) arranging for conferences, meetings, seminars, and training sessions by contacting participants, explaining the purpose of the meeting, and making sure space and supplies are available;
- (5) writing simple letters, memoranda, or narrative reports based on factual information when interpretation is not required;
- (6) solving routine or repetitive problems that have only one correct answer and that are solved by applying clear-cut rules such as performing repetitive arithmetic computations or making comparisons between two or more sets of facts.

At the GS-5 through GS-7 levels, positions in both series may be superficially similar and may be difficult to distinguish on the basis of individual duties performed. Equal opportunity compliance specialist trainee assignments provide on-the-job experience designed to rapidly develop the knowledge necessary to perform assignments of greater complexity, responsibility, and independence, making use of the skills and abilities that the worker already possesses. Equal opportunity assistants at the GS-5 level may perform similar assignments at or near a full performance level. In the case of bridge jobs in upward mobility programs, the equal opportunity assistant may be working at or near a full performance level and developing the skills, knowledges, and abilities necessary to move into the equal opportunity compliance series.

The Equal Opportunity Compliance Series is a two-grade interval occupation and the Equal Opportunity Assistance Series is a one-grade interval occupation.

Additional guidance for distinguishing between these series is provided in the position classification standard for the [Equal Opportunity Assistance Series, GS-0361](#).

DISTINGUISHING BETWEEN THE EQUAL OPPORTUNITY COMPLIANCE SERIES AND OTHER CLOSELY RELATED SERIES

Positions that require professional knowledge of fields such as psychology, education, or law are classified in the appropriate professional series even if they are located in organizations primarily concerned with civil rights or equal opportunity. They are classified in the professional series whether or not they require a substantial knowledge of the civil rights program. For example, employment test validation studies are typically conducted by professional psychologists. Such positions are classified in the Psychology Series. A professional educator would most likely conduct a study of the educational merits of alternate pupil ability grouping techniques. When such a position requires professional knowledge of education theory and principles, it must be classified in the appropriate professional series in the Education Group. A position established to give professional legal advice must be classified in the Legal and Kindred Group, GS-900, even though the legal questions being answered are in the area of equal opportunity or civil rights.

Positions that require a paramount knowledge of the equal opportunity or civil rights laws and principles often require knowledge of the field covered by the laws being implemented. These positions are classified in the Equal Opportunity Compliance Series. For example, equal opportunity compliance specialists working in fair housing programs typically possess a practical knowledge of Federal housing programs, rental property management techniques, the processes involved in real estate transfers, housing finance procedures, marketing of housing developments, and similar matters. Equal opportunity compliance specialists concerned with equal education possess knowledge of the organization and management of universities, colleges, and school districts, and practical knowledge of a wide range of educational principles and techniques. These subject matter knowledges are important, useful, and may distinguish more highly qualified applicants, but they are not the paramount requirements of the position.

TITLES

The title authorized for nonsupervisory positions in this series is:

EQUAL OPPORTUNITY SPECIALIST

Supervisory Titles

The prefix "Supervisory" should be added to the title of those positions involving supervisory duties and responsibilities that meet the definition of a supervisor in the [Supervisory Grade-Evaluation Guide](#), Part II.

GRADING POSITIONS

The grade level criteria in this standard cover nonsupervisory positions at grades GS-5 through GS-15. Supervisory positions should be evaluated by reference to the [Supervisory Grade-Evaluation Guide](#), Part II.

Positions should be evaluated on a factor-by-factor basis, using one or more of the comparable Office of Personnel Management benchmarks or Factor Level Descriptions, or both, for the Equal Opportunity Compliance Series. Only the designated point values may be used. More complete instructions for evaluating positions are contained in the introductory material for the Factor Evaluation System. The absence of a benchmark for positions at any grade does not preclude evaluation of positions at that grade.

GRADE CONVERSION TABLE

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

Range	Grade
855-1100	GS-5
1105-1350	GS-6
1355-1600	GS-7
1605-1850	GS-8
1855-2100	GS-9
2105-2350	GS-10
2355-2750	GS-11
2755-3150	GS-12
3155-3600	GS-13
3605-4050	GS-14
4055-up	GS-15

FACTOR LEVEL DESCRIPTIONS

These factor level descriptions show the application of the [Primary Standard](#) to the Equal Opportunity Compliance Series. They describe the levels of the various factors (and give the corresponding point values) typically found in the series. There may be some positions which do not follow the typical pattern.

FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

Factor 1 measures the nature and extent of information or facts which the worker 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 needed to apply those knowledges. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level 1-5 -- 750 points

A foundation of basic knowledge (such as may have been gained through a baccalaureate educational program or its equivalent in experience, training, or self-study) and skill in performing developmental assignments, rapidly learning the technical work, and advancing to

higher level work in the occupation. This includes knowledge and skill in fact finding, analysis, problem solving, writing, interpreting regulations and policies, dealing effectively with people, and practical understanding of the operations of economic, political, educational, and social institutions.

Level 1-6 -- 950 points

In addition to the knowledges and skills described at Level 1-5, a knowledge of the principles, concepts, legal requirements, and methodology of an equal opportunity function; and skill in applying this knowledge to perform independent assignments for which there are precedents. This includes practical knowledge and skill in interpreting, explaining, and applying a body of law, regulations, and procedures; skill in applying conventional factfinding, analytical, and problem solving methods; knowledge of the common policies, practices, and operations of applicable institutions (such as public or private employers, educational institutions, real estate or housing firms, financial institutions, etc.), and knowledge and skill to analyze facts, identify problems, report findings, make conclusions, and recommend corrective or other appropriate action. This knowledge level is equivalent to that gained by closely related work experience or directly related graduate education. For example:

- Investigates allegations of employment discrimination based on a single issue against a single respondent, when there are clear precedents, and no unusual public interest in anticipated. They make recommendations for decisions in these cases.
- Conducts routine contract compliance desk audits and onsite reviews of contractor facilities of varying size that do not have a history of serious compliance problems. Prepares reports of findings, referring serious problems or unusual circumstances to higher level workers.
- Conducts portions of compliance reviews of school districts including interviews of administrative officials and teachers and they review records. Reports on one or more issues important to the total report.

Level 1-7 -- 1250 points

Comprehensive and thorough knowledge of laws, regulations, Executive orders, court decisions, and issues related to an equal opportunity program area and skill to apply this knowledge to a variety of difficult and complex work assignments.

Broad knowledge of the structure, policies, procedures, or operating or business practices of institutions covered by the equal opportunity laws being enforced. For example, compliance specialists in equal education programs possess thorough knowledge of the operation of universities and secondary school systems including detailed knowledge of the kinds of policies and practices regulated or covered by the law.

Broad knowledge of the nature of the areas of social or economic activity covered by the laws being enforced. For example, compliance specialists in equal employment programs possess a

broad knowledge of basic principles involved in recruitment, hiring, labor relations, and other employment areas.

A thorough and detailed knowledge of and skill in employing the methods and techniques typical of the program including factfinding, analysis, and resolution of complex problems.

The equal opportunity specialist possesses knowledge and skill to perform the following kinds of assignments:

- Plans and conducts complete investigations of, or conciliate a variety of charges of employment discrimination. Either individual cases or the total caseload involved unusual issues, hidden and fragmented facts, and uncooperative parties.
- Plans, conducts, and reports on complete contract compliance reviews of business firms or local facilities of large corporations when significant equal employment issues must be resolved during the review or as a result of the review.
- Reviews and monitors agency grants, projects, and programs in housing and community development to determine whether or not they meet equal opportunity requirements. Provides technical assistance to private developers, housing authorities, local governments, and other recipients of, or applicants for agency program funds to assist them in meeting the fair housing and equal opportunity requirements of the program.

Level 1-8 -- 1550 points

Mastery of the concepts, principles, and methods of a broad major area of the field of equal opportunity. This involves expert knowledge of the problem solving and/or enforcement techniques of the field and the legal framework in which the program operates; and a high level of skill in interpreting regulations within the program area, where accepted methods and principles are questioned or challenged; and skill in negotiating and otherwise resolving unprecedented, broad, difficult, or complex problems. For example:

- Investigates or conciliates remedies involving novel and highly complex and significant issues that are likely to result in major precedent decisions, involve powerful competing interests (such as national corporations) that strongly contest the case, and potentially involve remedies that materially affect the interests of the parties to the complaint.
- Resolves major fundamental issues arising from contract compliance reviews through enforcement of decisions and negotiations with contractors or other recipients of Federal funds when the issues are novel, broad, and highly complex. The issues affect the vital interests of the parties and are strongly contested.
- Manages an agency's fair housing and equal opportunity program typically covering one or more States or metropolitan areas. Approves or disapproves agency funded programs in the assigned area based on a technical evaluation of the program's compliance with fair housing and equal opportunity laws, regulations, and policy. Provides technical assistance to

private developers, housing authorities, local governments, and other recipients of, or applicants for, agency program funds to assist them in meeting the fair housing and equal opportunity requirements of the program.

Level 1-9 -- 1850 points

Mastery of the principles and concepts of the field of equal opportunity including a thorough knowledge of relevant laws and legal principles, sociological implications, and history of the field; and broad knowledge of the legal and administrative processes by which equal opportunity laws are implemented; and skill in developing new and significant solutions to long-standing systemic problems barring equal opportunity; or other equivalent knowledges and skills that clearly exceed level 1-8. For example:

- Resolves major fundamental employment issues through negotiations with various leaders of an industry including corporate, union, professional, or technical association representatives when the issues are broad and highly complex. The issues involve systemic barriers to equal employment opportunity, affect the vital interest of the parties, including past and potential job applicants, and are strongly opposed by powerful groups.
- Develops and administers innovative national programs to reduce barriers to employment in the private sector for classes of persons with handicapping conditions.

FACTOR 2, SUPERVISORY CONTROLS

"Supervisory Controls" covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined. Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of 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 finished assignment, spotcheck of finished work for accuracy, or review only for adherence to policy.

Level 2-1 -- 25 points

The supervisor makes specific assignments for both routine and one-of-a-kind assignments and provides specific and detailed instructions.

The employee follows instructions and consults with the supervisor on matters not specifically covered in the original instructions or guidelines.

The supervisor maintains control of the work by periodically reviewing work progress and reviewing completed assignments for accuracy, adequacy, and adherence to instructions and established procedures. The supervisor advises the employee concerning unusual situations.

Level 2-2 -- 125 points

The supervisor assigns projects or tasks indicating generally what is to be done, the quality and quantity expected, deadlines, and priorities of assignments. The supervisor provides specific guidance on new or unusual assignments.

The employee carries out recurring assignments independently, but requests assistance from the supervisor when new or unusual work problems or issues are encountered.

Completed work such as investigative reports, letters, or memoranda are reviewed for technical accuracy, appropriateness of methods used, and compliance with instructions. Assignments of a type the employee has not previously performed are reviewed in detail. When the final work product is the result of face-to-face discussion or negotiation and, therefore, many of the methods used cannot be checked, a supervisor or experienced worker typically is present or available to assist with unusual problems.

Level 2-3 -- 275 points

The supervisor defines objectives, priorities, and deadlines. Advises on potential problems that may be expected. Assists the employee with unusual situations which do not have clear precedents.

The employee executes the project or task according to accepted practices and within the established policy framework and guidelines of the organization. The employee has latitude for altering the sequence of steps and coverage of factfinding to accomplish the project or task most adequately within established guidelines.

Completed work, such as investigative reports, conciliation agreements, compliance reviews, or other projects, is reviewed for technical soundness, appropriateness, and conformity to program policies and requirements. Generally, the supervisory review focuses on the soundness of end results rather than the adequacy of methods employed.

Level 2-4 -- 450 points

The supervisor sets the overall objectives and resources available. The supervisor and employee collaborate in developing deadlines and approaches to unusual or particularly sensitive problems.

The employee exercises judgment in planning and carrying out the assignment, and selects the appropriate techniques to complete the assignment most adequately. The equal opportunity compliance specialist advises the supervisor when major unexpected problems or significant controversial issues arise.

Completed work is reviewed in terms of fulfillment of the assignment objectives within established target dates.

Level 2-5 -- 650 points

The supervisor provides administrative direction, giving assignments in terms of broadly defined missions or functions. This includes setting budget and personnel limits on the employee's work or setting broad policy goals and objectives.

The employee is responsible for independently planning, designing, and carrying out assignment.

Results of work are considered technically authoritative and are normally accepted without change. If work is reviewed, the review concerns such matters as fulfillment of stated objectives or the overall effect of the project. (Some decisions of a controversial or precedent setting nature, such as findings of discrimination or nondiscrimination in particular cases, may be subject to review, through administrative hearings, and/or litigation and judicial review.)

FACTOR 3, GUIDELINES

This factor covers the nature of guidelines and the judgment needed to apply them. Guides used in General Schedule occupations include, for example: desk manuals, established procedures and policies, traditional practices, and reference materials such as dictionaries, style manuals, engineering handbooks, the pharmacopoeia, and the Federal Personnel Manual.

Individual jobs in different occupations vary in the specificity, applicability and availability of the guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed upon employees also vary. For example, the existence of specific instructions, procedures, and policy may limit the opportunity of the employee to make or recommend decisions or actions. However, in the absence of procedures or under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledges.

Level 3-1 -- 25 points

Assignments are such that specific detailed guidelines are available to the equal opportunity compliance specialist. These guidelines may include manuals or written directives that apply specifically to the assignment or completed work products of others that cover most or all of the major problems encountered during the assignment.

The employee is expected to adhere strictly to the guidelines except for deviations authorized by the supervisor.

Level 3-2 -- 125 points

The equal opportunity compliance specialist performs assignments covered by specific guidelines which are available for reference, if needed. For example, in conducting reviews of contract compliance, the specialist follows investigative procedures established by the agency and office for planning compliance reviews, conducting factfinding, and preparing reports.

Assignments are such that judgment must be used in selecting the appropriate established procedures or applying the correct guidelines to accomplish the assignment. When situations not covered by established guidelines arise, the employee typically consults with the supervisor or a more experienced worker. For example, in conducting investigations of alleged discrimination, the employee uses judgment in selecting witnesses to interview and the lines of questions to pursue, but may need to consult with the supervisor on questions concerning the relevance of certain evidence in complex or atypical cases.

Level 3-3 -- 275 points

Equal opportunity compliance specialists perform assignments covered by available guidelines such as laws, executive orders, regulations, precedent decisions, directives, written instructions, and manuals. However, many significant factual situations, issues, and equal opportunity problems are encountered during the assignment which are not covered by guidelines, for which guidelines are general or vague, or for which guidelines are in conflict.

The equal opportunity compliance specialist exercises judgment in interpreting, adapting, or extrapolating from existing guidelines in order to arrive at a finding or conclusion, or to decide to take a particular course of action.

Level 3-4 -- 450 points

Equal opportunity compliance specialists perform work covered by guidelines such as laws, executive orders, policy statements, and governmentwide or agency directives. In some cases guidelines may include broadly stated or incomplete procedural manuals. These guidelines are often inadequate in dealing with unusual cases such as investigating or settling precedent setting discrimination cases.

The equal opportunity compliance specialist uses initiative and resourcefulness in extending or redefining guidelines, or deviating from traditional principles and practices. For example, he or she solves unique equal opportunity problems, or develops or materially redesigns compliance methods or approaches.

Level 3-5 -- 650 points

Guidelines are broadly stated and nonspecific. The equal opportunity compliance specialist applies laws, executive orders, court decisions, and broad policy statements which require extensive interpretation. At this level, guidelines generally state broad objectives, suggest

methods of achieving objectives, and provide some limits on what kinds of action may be taken. These guidelines constitute a framework in which major compliance decisions are made.

The equal opportunity compliance specialist uses considerable judgment and ingenuity in interpreting the guidelines that do exist to develop new policies and guidelines covering major equal opportunity areas, to make major precedent setting decisions in compliance areas, or to otherwise interpret broad and nonspecific guidelines. The employee typically is considered a technical expert in interpreting the guidelines.

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 complexity of individual problem solving work varies according to: (1) the nature of problem identification, analysis, and solution methods used; (2) nature and difficulty of deciding what needs to be done at each stage of the assignment; and (3) the difficulty and originality involved in making decisions.

Level 4-2 -- 75 points

(This level generally applies only to trainee positions.)

Assignments are to solve problems of limited complexity because the facts are clear, undisputed, few in number, closely related to one another, and obtainable from a few sources. Answers can generally be obtained by logically organizing the facts and comparing them to clear-cut precedent cases or principles.

The decision regarding what needs to be done involves choices in the sequence of factfinding steps, the manner of presenting findings, and which of a few precedent situations or clear principles to follow. Obvious discrepancies in facts can be resolved by additional factfinding or by reviewing additional documents.

Actions to be taken differ according to the specific factual situation involved.

Assignments at this level usually are to perform tasks in support of higher level equal opportunity specialists. Typical assignments include interviewing parties to a discrimination complaint and summarizing information obtained, searching files and records for evidence relevant to a particular case, analyzing employment statistics and preparing narrative summaries, writing replies to correspondence, or answering factual questions from the general public, complainants, or respondents concerning program objectives, jurisdiction, or procedures.

Level 4-3 -- 150 points

Equal opportunity specialists usually perform complete assignments requiring use of a variety of investigational, analytical, and other techniques to solve a problem or arrive at a conclusion. Assignments are to solve problems typically characterized by: (1) many interrelated facts, (2) facts obtainable from several sources, (3) some disputed facts, (4) facts accessible when a variety of standard factfinding techniques are employed, (5) one of a few related simple issues (in employment discrimination cases), (6) analysis requires a determination of the relevance and importance of facts, (7) individual policies or practices of an organization (e.g., firm, school, etc.,) must be explored in depth, and (8) parties to the complaint are generally cooperative (e.g., they willingly provide needed information).

At each step of the problem identification and solution process, the equal opportunity specialist must choose from several courses of action depending on the facts and issues involved, and the objectives of the assignment. The equal opportunity specialist selects the appropriate factfinding or analytical techniques to use based on the nature of the problem to be solved.

The equal opportunity specialist must consider many interrelated facts and select the most appropriate principles and precedents for making a decision. Standard analytical techniques must be modified somewhat to deal with particular situations.

Typical assignments include: (1) investigation or conciliation of charges of discrimination involving many interrelated facts, a single respondent, and one or more simple issues such as failure to hire or failure to rent an apartment because of race; or (2) conducting desk audits or onsite reviews of industrial plants or service companies having a compliance history of a few clear-cut problems.

Level 4-4 -- 225 points

Equal opportunity specialists typically perform complete assignments with widely varying duties including the complete cycle of factfinding, problem definition and identification, determining cause and effect relationships, making conclusions, and recommending a decision, or proposing action. They usually perform comprehensive analyses of broad policies and practices of complex organizations such as industrial plants or large service organizations. Assignments are to solve complex problems typically characterized by: (1) a large body of interrelated facts, (2) many sources of information (e.g., witnesses or parties to the complaint, files, records, and written and unwritten policies), (3) many of the facts are disputed, (4) facts are hidden and must be reconstructed from statements of persons and records, (5) undefined issues or questions are involved, (6) analysis requires a determination of multiple cause and effect relationships, (7) policies and practices (e.g., hiring and selection, or reentry policies and practices) of an organization must be analyzed in depth, (8) conclusions require interpretation of rules and principles in a variety of situations not specifically covered by the regulations, (9) parties to the complaint are reluctant to cooperate. Problems of the type encountered typically have been soluble, but solutions require selection and modification of appropriate methods and approaches used by the office.

Decisions regarding what needs to be done include planning the project or assignment so that essential facts and issues are adequately covered; making major modification in methods and approach to the problem during the assignment as conditions warrant, and sorting relevant facts from a vast body of information, opinions, and conditions.

The work requires making many decisions at each stage of assignment such as identifying issues; defining the problem or problems in realistic terms that are compatible with the laws, policies or regulations being enforced; interpreting considerable data; and weighing facts or evidence to arrive at correct cause and effect relationships, sound conclusions, and appropriate actions. A broad range of accepted factfinding and analytical techniques must be applied and modified as necessary to meet each particular situation.

Assignments include compliance reviews of (or investigations of complaints of discrimination on the part of) school systems, or major employers, or housing developers concerning a broad range of improper policies and systemic practices including a number of fundamental activities (e.g., hiring, promotion, and treatment of employees on the part of an employer). Typically, the policies and practices are institutionalized through labor agreements, other contracts, or well-established practice, and the policies affect the vital interest of the organization or organizations concerned.

Level 4-5 -- 325 points

Equal opportunity specialists perform complete assignments individually or as a team leader involving a wide variety of duties, employing a broad range of factfinding and analytical techniques, and requiring decisions in interpreting varied and complex factual situations in the context of the requirements of laws, regulations, or policies. Assignments are to solve highly complex problems consisting of all or nearly all of the characteristics described at Factor Level 4-4, and additionally generally are characterized by: (1) a large body of disputed interrelated facts that must be reconstructed from circumstantial evidence; (2) rapidly changing conditions requiring consideration of changes over relatively short periods of time (e.g., less than six months); (3) issues to be resolved are important because of their precedent setting nature or because of their impact on the community and on large numbers of persons; (4) broad policies and practices of highly complex organizations must be analyzed in depth (e.g., student ability tracking policies and practices in large school systems, or teacher licensing practices and policies of a State department of education, or career progression related to race and sex in a large industrial corporation with multiple facilities and functions, etc.); (5) powerful organizations affected by the case, such as large corporations, civil rights organizations, or unions vigorously support their interests at each stage of the assignment by challenging facts, and disputing methods, approaches, and principles employed by the equal opportunity compliance specialist; (6) major parties (typically organizations or persons having considerable resources) are highly uncooperative (e.g., they provide misleading or false information, threaten or take legal action at various stages of the case or project, argue the case or issues in the public media, or place roadblocks to access of necessary information); (7) problems are of a type that have been particularly resistant to solutions in the past.

Decisions regarding what must be done include major areas of uncertainty in planning projects, determining the scope of the project, defining issues, determining applicable precedents, laws, or regulations to proceed under, and determining the most effective approach and methodology due to the large size of the institutions concerned, the vastness of the facts involved, the ambiguity of conditions, or the absence of or conflict between laws, regulations, or precedents.

Equal opportunity specialists make major or precedent setting technical decisions concerning enforcement cases that change agency policy, or establish criteria for deciding future cases of the same type, or change fundamental policies and practices of major institutions such as national or regional corporations, school systems, or universities.

Assignments include: (1) investigation and conciliation of complex charges of discrimination involving multiple complex issues, multiple charging parties or class actions, major respondent

organizations, requiring indepth analysis of broad policies and practices of the respondent, and (2) compliance reviews of large industrial plants or corporations, universities, or school systems with serious compliance problems such as many underutilized groups or potentially affected classes when there is substantial doubt that the institution or firm will be in compliance.

Level 4-6 -- 450 points

Assignments are to plan, direct, and conduct investigations to analyze and recommend decisions on highly complex and broad (e.g., national) problems of a fundamental or precedent setting nature. Generally the problems dealt with involve a unique combination of facts, conditions, and issues being investigated for the first time. Problems involve all or nearly all of the problem characteristics described at Factor Level 4-5, and in addition generally involve the following: (1) voluminous information that typically must be obtained from many points across the nation; (2) indepth analysis of fundamental policies of national or very large organizations (e.g., national corporations, or State school systems) that vary in application from place to place; (3) issues or questions that are strongly contested by powerful, competent, and resourceful organizations having an interest in the outcome; and (4) multiple, complex, and interrelated issues having potential impact on agency enforcement policy, must be analyzed indepth. Typical assignments are such that: (1) several phases of the project must be carried out concurrently or in sequence, and (2) projects are of such magnitude that they usually require support of other technical specialists who serve as team members or who contribute substantially to the project.

Decisions regarding what needs to be done must be made in the context of largely unprecedented issues, ambiguous and highly complex conditions, and major areas of uncertainty resulting from gaps or conflicts in laws, regulations, or policies being enforced.

The work requires continuing efforts to develop major enforcement policies or precedents, or conclude cases having a major precedent setting effect in the area of equal opportunity. For example:

Equal opportunity specialists plan and conduct broad and indepth investigations of the national hiring and promotion policies and practices of very large national corporations believed to have serious equal employment opportunity problems to determine if race and sex discrimination exists, and, if so, to what extent, and they recommend corrective action, if appropriate.

FACTOR 5, SCOPE AND EFFECT

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth, and depth of the assignment, and the effect of work products, services, or programs both within and outside the organization. In General Schedule occupations, 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 the effect of properly performed work is to be considered.

Level 5-1 -- 25 points

The work involves performance of specific routine assignments such as gathering and organizing clearly defined information.

The effect of the work is to facilitate the work of higher level specialists in the immediate organizational unit and to orient the equal opportunity specialist to the work.

Level 5-2 -- 75 points

The work involves execution of clearly defined assignments typically involving application of principles, clear precedents, or specific rules to solve a problem of limited scope (e.g., to collect factual information from witnesses and files related to an allegation of discrimination based on failure to hire because of race).

The effect of the work is primarily to provide assistance to higher level equal opportunity specialists by relieving them of more routine work assignments and/or to facilitate investigation, or compliance review efforts performed by higher level specialists.

Level 5-3 -- 150 points

The work is to investigate and to analyze conventional charges of discrimination, individual equal opportunity problems and to recommend or negotiate resolution of the problems.

The work results in resolution of individual discrimination cases and affects specific practices of individual employers, schools, school systems, or business firms.

Level 5-4 -- 225 points

The work involves the solution of particularly difficult and historically unyielding equal opportunity problems through systematic enforcement efforts.

Work results in resolution of a wide variety of problems ranging from individual or class action discrimination complaints to elimination of systemic barriers to equal opportunity such as

policies or widespread practices in a particular public or private institution. The work affects the equal opportunity of many persons.

Level 5-5 -- 325 points

The purpose of the work is to eliminate major barriers to equal opportunity in large regional or national institutions, having a major impact on the equal opportunity of persons covered by law or regulation, (e.g., national corporations, State or metropolitan school systems, or regional housing authorities).

The work results in major changes in the policies and practices of large important institutions such as national corporations, State, urban, or regional school systems, or in changes in national policy in a particular issue area. Typically, the work affects the rights or economic welfare of entire classes of employees, or persons served by the institution involved.

Level 5-6 -- 450 points

The purpose of the work is to plan and conduct critical projects that are vital to the equal opportunity mission of the agency; and which affect basic employment, housing, educational, business or social service policies and practices of public or private institutions across a major urban area, or in a multistate region, or across an industry.

The work results in substantially improved opportunity for employment, housing, education, or other services for classes of persons who otherwise would have less than equal opportunity.

FACTOR 6, PERSONAL CONTACTS

This factor includes face-to-face contacts and telephone and radio dialogue with persons not in the supervisory chain. (NOTE: Personal contacts with supervisors are covered under Factor 2, Supervisory Controls.) Levels described under this factor are based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the setting in which the contact takes place (e.g., the degree to which the employee and those contacted recognize their relative roles and authorities).

Above the lowest level, points should be credited under this factor only for contacts which are essential for successful performance of the work and which have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationship of Factors 6 and 7 presumes that the same contacts will be evaluated for both factors. Therefore, use the personal contacts which serve as the basis for the level selected for Factor 7 as the basis for selecting a level for Factor 6.

Level 6-1 -- 10 points

Personal contacts on routine matters are with employees in the immediate work unit. This level will only rarely be found in positions in the equal opportunity compliance series, even at trainee levels.

Level 6-2 -- 25 points

Contacts are with the general public or with employees within the agency but outside the immediate work unit, such as agency attorneys or agency program specialists. This level includes contacts which are established on a routine basis, or are of a routine type. For example, this includes answering questions of the general public concerning discrimination complaint procedures, and obtaining information from employees of the same agency to resolve a technical or legal question.

Level 6-3 -- 60 points

Personal contacts are with persons outside the employing agency such as attorneys, managers of firms or public agencies, or complainants or other parties to complaints from outside the agency. The content of each contact is different, and the role or authority of each party is identified and developed during the course of the contact.

Level 6-4 -- 110 points

Personal contacts are with high-ranking officials from outside the employing agency. These contacts generally are not routine, or of an established nature. Contacts may be with governors, Members of Congress, mayors of the largest cities, heads of large national civil rights organizations, or presidents of large national corporations. Each contact may be conducted under different ground rules.

FACTOR 7, PURPOSE OF CONTACTS

In General Schedule occupations, the purpose of personal contacts ranges from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives. The personal contacts which serve as the basis for the level selected for this factor must be the same as the contacts which are the basis for the level selected for Factor 6.

Level 7-1 -- 20 points

The purpose is to obtain, clarify, or give facts or information. The nature of facts or information ranges from simple facts to highly complex procedural information.

Level 7-2 -- 50 points

The purpose is to advise and assist individuals and officials of organizations on issues and questions when the goals of the person contacted are essentially similar to those of the equal opportunity compliance specialist.

Level 7-3 -- 120 points

The purpose is to negotiate on procedural points, conduct formal interviews to question witnesses or other persons having information essential to a compliance case, or to persuade individuals. The persons may be a party to a complaint, a representative of a party to a complaint, a representative of an organization challenging the agency's policies, or an official of a firm or agency whose policies or practices are being challenged. At this level persons contacted may be fearful, skeptical, or uncooperative, requiring the equal opportunity specialist to be skillful in conducting the meeting to obtain the desired results.

Level 7-4 -- 220 points

The purpose is to negotiate or conciliate resolutions to highly controversial or major issues, or to justify or defend decisions (as opposed to recommendations) on major controversial issues.

Negotiations or conciliations typically involve at least three of the following four elements:

- The issues involved affect the interests of the parties either because major changes in their policies or practices are being proposed, or because the money involved is very large for the parties, or because of potential adverse publicity;
- One or more parties to the negotiation strongly contest or dispute the position of the negotiator and his or her agency;
- The matters being negotiated involve multiple, but related broad and complex issues which require the negotiator to shift from issue to issue and consider trade-offs between issues; and
- Matters being negotiated are basic to the policy positions being taken by the agency, and there is considerable pressure on the negotiator. (For example, failure to arrive at an agreement would be costly to the agency because of the need for continued enforcement activities, or failure to arrive at an agreement would delay resolution of the case beyond limits acceptable to the agency.)

Illustration:

- An area fair housing and equal opportunity manager regularly negotiates with representatives of local jurisdictions and others concerning those aspects of agency funded programs and projects that have an impact on fair housing or equal opportunity. These

negotiations typically involve issues that are important because of their significant economic impact or local political sensitivity. Many issues are strongly contested.

FACTOR 8, PHYSICAL DEMANDS

The "Physical Demands" factor covers the requirements and physical demands placed on the employee by the work assignment. This includes physical characteristics and abilities (e.g., specific ability and dexterity requirements) and the physical exertion involved in the work (e.g., climbing, lifting, pushing, balancing, stooping, kneeling, crouching, crawling, or reaching). To some extent the frequency or intensity of physical exertion must also be considered, e.g., a job requiring prolonged standing involves more physical exertion than a job requiring intermittent standing.

NOTE: Regulations governing pay for irregular or intermittent duty involving unusual physical hardship or hazard are in Chapter 550, Federal Personnel Manual.

Level 8-1 -- 5 points

Work performed involves sitting at a desk, sitting in conferences and meetings, or riding in an automobile or in public transportation, etc. No special physical demands are involved in performing the work.

There may be occasional brief visits to factories, businesses, schools, or other sites during factfinding.

Level 8-2 -- 20 points

The work requires regular and recurring physical exertion such as long visits to construction or industrial sites, or extended periods of intensive negotiation or conciliation without rest periods. (For example, this level includes movement over rough and uneven surfaces at a construction site, or meeting with parties to discrimination complaints for intensive conciliation or negotiation for periods of four hours or longer.) The work requires specific, but common physical characteristics and abilities such as above average resistance to fatigue.

FACTOR 9, WORK ENVIRONMENT

The "Work Environment" factor considers the risks and discomforts in the employee's physical surroundings or the nature of the work assigned and the safety regulations required. Although the use of safety precautions can practically eliminate a certain danger or discomfort, such situations typically place additional demands upon the employee in carrying out safety regulations and techniques.

NOTE: Regulations governing pay for irregular or intermittent duty involving unusual physical hardship or hazard are in Chapter 550, Federal Personnel Manual.

Level 9-1 -- 5 points

The work environment typically involves normal everyday low risks or discomforts typical of offices, retail businesses, schools, and residences, or commercial vehicles such as airplanes, trains, or buses. Work areas are adequately lighted, heated, and ventilated.

Level 9-2 -- 20 points

The work involves regular and recurring exposure to moderate risks, discomforts, or unpleasant surroundings. This includes factfinding assignments in areas having high levels of noise and vibrations, or dust and grease for more than a few minutes at a time. This level also includes exposure to moderate risks when required to work in parts of industrial plants, construction sites, or similar areas presenting hazards of bodily harm because of the presence of exposed moving parts on machinery, carts or similar vehicles, contagious diseases, or irritant chemicals. Special safety precautions are required. The employee may use protective clothing or gear such as boots, goggles, gloves, or coats.

OPM BENCHMARK DESCRIPTIONS

EQUAL OPPORTUNITY SPECIALIST, GS-0360-05, BMK # 01

Duties

As a trainee, assists more experienced equal opportunity specialists in investigating and negotiating settlements of charges of discriminatory employment practices based on age, race, color, religion, sex, handicapping condition, or national origin as well as violations of the Equal Pay Act filed with the agency. Assignments are primarily for training purposes and to relieve higher graded compliance specialists of more routine work. The specialist:

- Interviews charging parties, witnesses, and respondents to obtain factual information relevant to a charge of employment discrimination;
- Reviews and summarizes documentary evidence such as employment applications from employer files as assigned by a higher level specialist;
- Reviews, summarizes, and evaluates relevant information in investigative files to assist other compliance specialists preparing for conciliation meetings;
- Drafts parts of investigative reports (for example, descriptive or narrative material based on documents or sworn statements);
- Drafts letters, memoranda, or internal reports on a variety of subjects to answer specific questions asked by the public, parties to complaints, agency officials, or others;
- Performs a variety of assignments throughout the office on a rotational basis to learn the work of the office (e.g., interviews persons who wish to file complaints and gives them information necessary for filing a complaint).

Factor 1, Knowledge Required by the Position -- Level 1-5 -- 750 points

As a trainee equal opportunity specialist, applies general knowledge of the law and regulations governing equal employment opportunity, and skill in factfinding, analysis, written and oral communication, and problem solving. Is gaining a detailed knowledge of investigative and conciliation techniques, agency regulations, equal employment opportunity principles, the law, precedent decisions, and reference sources. This knowledge and skill is used to perform simple trainee assignments under close supervision and to further develop knowledges and skills to perform more difficult assignments with greater independence.

Factor 2, Supervisory Controls -- Level 2-1 -- 25 points

The supervisor or a higher level equal opportunity specialist provides detailed and close supervision and guidance for each training assignment, including guidance on the application and interpretation of laws, regulations, and procedures, and the application of investigation and conciliation techniques. The supervisor provides direct assistance for problems which the employee encounters for the first time.

The employee has no significant responsibility for independent actions and decisions. He or she performs repetitive tasks as originally instructed and consults with the supervisor on matters not covered by original instructions or written guidelines.

Finished work is closely reviewed for accuracy, completeness, and adherence to instructions, procedures, and regulations.

Factor 3, Guidelines -- Level 3-1 -- 25 points

Assignments are such that guidelines, including investigation and conciliation manuals, agency directives, and pertinent reference and regulatory materials, clearly apply to the factfinding or analysis assignment.

The employee strictly adheres to the guidelines except for deviations approved by the supervisor or more experienced compliance specialists.

Factor 4, Complexity -- Level 4-2 -- 75 points

Assignments are to gather and summarize specific information or to perform routine or repetitive tasks to assist higher level compliance specialists in investigating or negotiating settlements of employment or equal pay discrimination complaints. Problems are of limited complexity in that the facts are clear and conclusions are arrived at by comparing facts to specific criteria provided by the supervisor or in written guidelines.

Decisions regarding what needs to be done include choices about how to frame questions to parties or witnesses, the sequence of factfinding steps, the order of analytical steps, and the manner in which findings are presented. Choices are limited because the assigned problem can usually be solved by application of clear principles or clearly applicable precedent assignments.

Actions to be taken are routine, but differ somewhat from assignment to assignment depending on the factual situation, the particular principle to be applied, or the type of case involved.

Factor 5, Scope and Effect -- Level 5-1 -- 25 points

Assignments are designed for the employee's progressive development to assume duties and responsibilities at a higher level, to become knowledgeable with the objectives, procedures, techniques, and requirements of equal employment opportunity complaint negotiation and conciliation processes, and to provide experience in the collection, selection, and analysis of information.

The effect of the work is to facilitate investigations and settlement negotiations conducted by higher level specialists.

Factor 6, Personal Contacts -- Level 6-2 -- 25 points

Personal contacts are with complainants, witnesses, respondents, and their representatives, with the general public, and with employees of the agency. The contacts are of a routine kind with clearly established ground rules. Persons contacted may not initially be aware of the ground rules, and the incumbent or the incumbent's supervisor must explain them.

Factor 7, Purpose of Contacts -- Level 7-1 -- 20 points

The purpose of contacts is to obtain routine factual information during interviews or similar meetings, and to explain to parties or witnesses the purpose of interviews, procedural steps in the conciliation or negotiation process, and similar information.

Factor 8, Physical Demands -- Level 8-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites necessitating movement over rough or even surfaces requiring above average physical exertion.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to work in an office setting involving everyday risks and discomforts, the work includes regular and recurring visits to construction, industrial, and laboratory worksites, and visits to geographical areas posing a threat of physical violence that involves moderate discomforts or risks. Special safety precautions must be taken such as wearing a hardhat or other protective gear, or carefully planning work and physical movements to avoid the particular danger.

TOTAL POINTS -- 985



EQUAL OPPORTUNITY SPECIALIST, GS-0360-07, BMK #01

Duties

Provides technical support to higher graded specialists conducting onsite contract compliance reviews, desk audits, and investigations, and receives on-the-job training to develop the knowledge and skill to perform higher level assignments.

Participates in reviews of Federal Government contractors' employment policies and practices to determine if contractors are meeting their equal employment opportunity obligations under the provisions of the contract, the Executive order, and contract compliance regulations. The specialist:

- Develops background information for compliance reviews, researches official documents, and analyzes case files, official documents, and contractors' statistical data;
- Interviews employees and supervisors of firms being reviewed and summarizes information obtained;
- Deals directly with contractor managers or staff officials to obtain information, to discuss specific minor problems, and to explain regulations and compliance review procedures;
- Gathers facts related to allegations of discrimination, analyzes them, and makes recommendations to higher level compliance specialists for resolving complaints;
- Attends and participates in orientation interviews of top management officials of firms and agencies that are conducted by higher level compliance specialists;
- Gathers, summarizes, and analyzes contractor employment data for incorporation in the final review report;
- Drafts sections of reports of contract compliance for use in reports prepared by higher level compliance specialists.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Possesses knowledge of contract compliance program requirements, general knowledge of employment practices (e.g., recruitment and selection procedures) and skill in applying analytical techniques to solve problems of average difficulty or to complete conventional assignments such as identifying equal employment opportunity problems, gathering relevant information, describing the problems in writing, and recommending solutions.

Factor 2, Supervisory Controls -- Level 2-2 -- 125 points

The supervisor or higher level specialist assigns tasks indicating generally the techniques to use, possible precedents to use, and results expected; and assists the employee when problems arise in obtaining accurate information, evaluating conflicting data, or in applying established procedures and guidelines.

The equal opportunity specialist carries out recurring assignments independently and requests assistance from the supervisor or higher level employees when unusual problems are encountered.

Findings and conclusions are reviewed for accuracy and completeness, for soundness of judgment and recommendations, for adherence to appropriate regulations and directives, and to gauge the employee's readiness to receive independent assignments.

Factor 3, Guidelines -- Level 3-2 -- 125 points

Guidelines include a compliance manual, applicable laws and Executive orders pertaining to equal opportunity, Federal contract compliance guidelines and regulations, and case file material.

The equal opportunity specialist uses judgment in selecting the appropriate established guidelines, regulations, and procedures to fit several different types of factual situations.

Factor 4, Complexity -- Level 4-2 -- 75 points

Assignments are to perform a phase or segment of a contract compliance review or an investigation. Assignments typically involve the selection and preparation of well-defined employment data in a given format, the performance of routine analyses on data furnished by a higher level specialist, and the preparation of portions of draft narrative reports.

Decisions regarding what needs to be done are generally limited to choosing the sequence of steps for completing an assignment, selecting between several possible analytical methods, deciding which of several clear-cut approaches to take.

Actions to be taken vary somewhat from assignment to assignment depending on the factual situation, and the type of problem to be solved. Generally actions include reports of findings and conclusions to higher level specialists or the supervisor.

Factor 5, Scope and Effect -- Level 5-2 -- 75 points

Assignments are designed to provide an opportunity to participate in and observe the application of provisions of laws and regulations in diverse situations, to use a variety of compliance review techniques, and to broaden and strengthen experience in preparation for higher level duties and responsibilities.

Work performed has a direct effect on timeliness and completeness of the final report prepared by higher level specialists.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with persons within the employing agency and with persons from outside the employing agency. Contacts are with other specialists from the same office, and with personnel administrators, supervisors, and employees of firms being reviewed. Contacts are not established on a routine basis. Generally the purpose and authority of each party is identified during the course of contacts.

Factor 7, Purpose of Contacts -- Level 7-2 -- 50 points

The purpose of contacts with officials of firms being reviewed is to plan and coordinate the selected phases of the review, discuss minor changes in the firms' recordkeeping and personnel practices to comply with contract requirements, and to advise and assist them on actions necessary to comply with regulations. (These contacts occur with officials of firms that do not have a history of serious compliance problems and that are making positive efforts to achieve full compliance, or the contacts concern noncontroversial issues.)

Factor 8, Physical Demands -- Level 8-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites necessitating movement over rough or even surfaces requiring above average physical exertion.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites involving moderate discomforts or risks. Special safety precautions must be taken (e.g., wearing a hardhat and knowing and following strict safety rules).

TOTAL POINTS -- 1500

EQUAL OPPORTUNITY SPECIALIST, GS-0360-09, BMK #01

Duties

Investigates and negotiates settlements of less complicated charges of employment discrimination based on age, race, color, religion, sex, handicapping condition, or national origin, as well as violations of the Equal Pay Act filed with the agency. The specialist:

- Interviews charging parties, and their witnesses to obtain evidence relevant to the allegation of discrimination;
- Contacts respondents to serve charges, explain respondent's legal and administrative rights and obligations under the law. Interviews company officials, union officers, and others to gather additional information;
- Reviews personnel records, reviews employment policies and practices, and tours facilities;
- As required, drafts subpoenas to obtain documents, records, or testimony for submission to supervisor and review by agency legal counsel;
- Determines that evidence is sufficient and the investigative file is complete;
- Writes Investigator's Memorandum summarizing charges, itemizing undisputed facts, stating facts germane to respondent's defense, and critically analyzing the findings of the investigation;
- Prepares a comprehensive and documented report of investigative findings setting forth evidence and the rationale for recommendation and drafts Letters of Determination for approval of and issuance by a higher level agency official;
- Assists higher level specialists in preparing and negotiating settlement agreements by researching investigative files, drafting proposed agreements, and participating in negotiations;
- Assists higher level specialists on more difficult investigations and compliance (followup) reviews of settlement agreements by performing portions of the investigation or review.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Possesses knowledge of methods and principles of equal employment opportunity investigations and settlement negotiations and skill in employing methods and applying principles to conduct routine or conventional investigations or assist higher level specialists in preparing for, or conducting settlement negotiations. This knowledge and skill includes:

- Broad knowledge of the law prohibiting discrimination in employment based on age, race, color, sex (including Equal Pay Act violations), religion, national origin, or handicapping condition and knowledges of key court and administrative precedent decisions;
- Thorough and detailed knowledge of agency procedures for accepting, investigating, and settling complaints and the legal rights and obligations of parties to the complaint and of witnesses;
- Knowledge of conventional investigative techniques, and a general understanding of settlement negotiating techniques;
- Skill in investigating complaints, interviewing parties to the complaint and witnesses, reviewing documentary evidence, analyzing evidence, and writing reports, memoranda and letters;
- Developing skill in meeting with parties to the complaint to negotiate settlements.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor determines work assignments and provides suggestions for assignments that present new or unusual problems. (The supervisor may review a general investigative plan prepared by the compliance specialist before the investigation is begun to identify potentially difficult problems.)

The equal opportunity specialist works independently in planning and conducting investigations similar to those carried out before. The employee decides what to do, the sequence steps, who to contact, and what kinds of information to collect during investigations. If the case turns out to be unusually complicated, the supervisor provides specific advice and guidance concerning the particular problem area.

Completed work, including investigation reports and files and decision letters, are reviewed for technical soundness, completeness and conformity to program requirements.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines include the law, agency regulations and guidelines, precedent court and administrative decisions, investigation and conciliation manuals, and agency policy statements. These guidelines generally apply to assigned cases, but they include gaps and lack specificity in most instances.

The equal opportunity specialist exercises judgment to interpret and adapt guidelines to specific factual situations of alleged discriminatory employment practices or policies.



Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments are to conduct complete investigations of alleged employment or equal pay discrimination requiring use of a variety of conventional factfinding and analytical techniques, and to complete the case file including a written analysis and recommended decision. Cases assigned for investigation are normally characterized by the following: (1) substantiation of "reasonable cause" is easily resolved; (2) parties to the charge are predisposed toward reaching an agreement and have a past history of doing so; (3) there is/are single and/or multiple charging parties not represented by labor unions or similar organizations; (4) cases involve many interrelated facts some of which are disputed requiring the specialist to determine the true facts; (5) there is limited economic, social, or national impact; (6) there is a minimal degree of public interest; (7) no unusual problems are anticipated during the course of the investigation; and (8) where guides are explicit, the charge involves issues such as hiring, benefits, layoff, and/or recall.

Decides what needs to be done based on the phase of the assignment, the type of case, the issues involved, and the degree of cooperation of the parties and witnesses. Chooses from several courses of action at each phase of the investigation such as determining the sequence of interviews, selecting witnesses and documents that must receive intensive attention, deciding which leads to follow and which leads to drop, and determining the best strategy for interviewing each party or witness.

Recommends a finding of discrimination, or no discrimination based on analysis of a body of interrelated facts and application of appropriate principles and precedents.

(Performs support assignments related to negotiating settlements of complaints, or investigating more complicated charges. Complete assignments to investigate more complicated cases are performed under direct supervision of a higher level specialist or the supervisor.)

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to investigate allegations of employment discrimination and assist higher level specialists in negotiating settlements.

The work results include investigative reports, conclusions, and recommendations that constitute a technical recommendation for a finding in individual discrimination complaints. Findings eventually impact on firms' employment policies and practices and individuals' employment opportunities through conciliation or litigation.

Factor 6, Personal Contact -- Level 6-3 -- 60 points

Personal contacts include management officials of local or regional companies and representatives of national offices of large companies; local government officials; persons or organizations alleging discrimination; legal counsel, personnel officials or equal employment opportunity staff or respondents; complainants' legal representatives, leaders of civil rights and



community organizations; present or former employees, job applicants, employees, or officials of respondent's organization; and the general public. Interagency contacts include attorneys and the technical staff of all organizational units within the boundaries of a regional office. The purpose, content, and intensity varies from contact to contact, and the role and authority of each party is identified and developed during the contact.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are to interview complainants, respondents, and witnesses to explain their rights and obligations, and to draw out relevant facts. Witnesses may be uncooperative or evasive. The specialist must persuade persons contacted of the need to be fully cooperative in order to obtain necessary information. The specialist must maintain firm control during contacts to expedite the investigation. (Participation in conciliation sessions involves negotiation of issues with parties to the complaint.)

Factor 8, Physical Demands -- Level 8-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites necessitating movement over rough or even surfaces requiring above average physical exertion.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits (e.g., 4 hours) to construction and industrial worksites necessitating strict safety precautions such as wearing a hardhat or other safety gear to protect against moderate risks.

TOTAL POINTS -- 2020

EQUAL OPPORTUNITY SPECIALIST, GS-0360-09, BMK #02

Duties

As a team member, conducts onsite contract compliance reviews, desk audits, and investigations involving relatively routine cases, to determine Federal contractors' compliance with applicable equal employment opportunity laws, regulations, practices, and procedures. Individually conducts reviews of contractor compliance when issues are known to be limited to few clearly defined areas. The specialist:

- Conducts preaward reviews to determine whether prospective contractors' affirmative action programs contain acceptable plans for hiring and promoting minority and female employees;
- Conducts preaward conferences to discuss any deficiencies and to negotiate for elimination of these deficiencies;
- Conducts postaward reviews to ascertain whether a contractor has made progress in hiring and promoting minority group and female employees as indicated in the affirmative action program;
- Negotiates with industry representatives to obtain agreement on acceptable affirmative action programs;
- Recommends the imposing of sanctions if, in the incumbent's judgment, the contractor or prospective contractor has failed to comply with Executive Orders 11246 and 11375 and applicable Department of Labor regulations after negotiation, mediation, and conciliation efforts have been completed;
- Compiles reports documenting contractor deficiencies based on investigations and reviews conducted;
- Investigates any complaints of discrimination against Government contractors. The investigation includes a review of industry records, conducting onsite surveys, and taking testimony from witnesses; 49, 11/80, TS-49
- Reviews trade and labor union policies and practices and provides technical guidance to union officials in developing affirmative action programs.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Knowledge of regulations, guidelines, and procedures governing contract compliance, and skill in factfinding, analysis, and applying regulations to conduct routine compliance reviews.

Knowledge and skills include:

- Knowledge of the contractual and procurement basis for equal employment opportunity regulations affecting Government contractors. Knowledge of administrative procedures under procurement law. Knowledge of sanctions available for breaking equal employment opportunity or other contractual obligations under procurement law;
- Knowledge of employment practices in the private sector including recruitment, selection, labor relations, discipline, pay and classification, employment records, organizational structure, career patterns, and job qualifications;
- Skill in factfinding including developing information and substantiating evidence through interviews, observation and examination of records, analyzing the data obtained, and deriving sound conclusions to relatively common cases;
- Skill in presenting and defending findings and conclusions clearly and convincingly, both orally and in writing;
- Skill in dealing effectively with officials and employees of firms and representatives of civil rights and community organizations on more routine cases.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor, or a higher level specialist, makes assignments by defining objectives, priorities, and deadlines; and assists the specialist with unusual situations which do not have clear precedents.

Is responsible for independently completing cases, but consults supervisor on any questionable issues. If incumbent encounters significantly more serious or complicated issues than were anticipated, the supervisor provides specific instructions. Incumbent also discusses planned approaches and tentative conclusions with the supervisor on any matter that is not clearly covered by available guidelines.

Cases involving clear issues and minor violations are reviewed after the closing negotiations for adequacy of development, soundness of conclusions, and degree of success in obtaining full compliance. Cases involving issues that are not clearly applicable or that are somewhat serious in nature are reviewed before the closing negotiation. Incumbent's work is evaluated in terms of the thoroughness in identifying and developing required information, the degree of judgment used, the degree of success on negotiations.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Laws, regulations, and/or precedents are available for most of the work at this level, although some cases will involve situations not completely covered by existing guidelines.

Incumbent must exercise judgment in determining what guidelines are applicable, in interpreting these guidelines, and in deciding what cases to discuss with the supervisor.

Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments include activities typical of equal employment opportunity compliance reviews of contractors' employment policies and practices including problem identification, analysis, solution, reporting, and, when necessary, negotiation with contractors to resolve equal employment opportunity problems.

Assigned reviews involve analysis of workforce composition and change; analysis of recruitment, selection, promotion, supervision, working conditions, and other similar factors related to equal employment opportunity contract compliance.

Reviews involve the collection and analysis of many interrelated facts, some of which are in dispute, and available through normal factfinding techniques such as interviews, examination of records and records of past compliance reviews. Such reviews are characterized by a compliance history of several clear-cut problems.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The work involves review of Federal contractors' compliance with equal employment opportunity regulations by establishing substantial compliance with contract provisions, or identifying and establishing deficiencies. Analyzes, identifies and recommends solutions to individual equal employment opportunity problems of various contractors firms.

The work products significantly affect a small number of individuals but which should not seriously affect the contractor's solvency.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts are with management officials of contractor firms such as personnel directors, equal employment opportunity officials, attorneys, plant managers, and supervisors. Contacts also include employees of these firms, complainants, union representatives, and representatives of civil rights and community organizations. Each contact is different, and the role of each party must be established during the meeting.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are for interviewing and investigating; establishing confidence in the integrity and objectivity of the compliance specialist; establishing rapport with management and labor groups; presenting findings and recommendations; negotiating acceptable management actions to implement recommendations; and making formal presentations to officials of the contractor's firm. Persons contacted are occasionally fearful, skeptical, or uncooperative requiring skill in conducting interviews and negotiations.



Factor 8, Physical Demands -- Level 8-2 -- 20 points

In addition to duties performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites necessitating movement over rough and uneven surfaces and requiring above average physical exertion.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to work in an office setting involving everyday risks and discomforts, the work involves regular and recurring visits to construction and industrial worksites and visits to geographical areas posing a threat of physical violence that involves moderate discomforts or risks. Special safety precautions must be taken such as wearing a hardhat or other protective gear, or carefully planning work and physical movements to avoid the particular danger.

TOTAL POINTS -- 2020

EQUAL OPPORTUNITY SPECIALIST, GS-0360-11, BMK #01

Duties

Investigates and negotiates settlement agreements of complex charges of discriminatory employment practices based on age, race, color, religion, handicapping condition, sex, and national origin or of Equal Pay Act violations filed with the agency. The specialist:

- Interviews charging parties and their witnesses to obtain evidence relevant to the allegation of discrimination;
- Contacts respondent's officials and representatives, union and employee group representatives, and others to obtain additional relevant information;
- Reviews documentary evidence pertaining to personnel policies and practices;
- Drafts subpoenas when required to obtain documents, records, or testimony;
- Determines that evidence is sufficient and the investigative file is complete;
- Summarizes charges, itemizes undisputed facts, states facts germane to respondent's defense, and critically analyzes the finding of the investigation in the Investigator's Memorandum;
- Drafts Letters of Determination;
- Consolidates outstanding related charges against a respondent and attempts settlement with respondent, complainants, and their representatives;
- If settlement fails, drafts recommendations for further action; 54, 11/80, TS-49
- Assists other compliance specialists with highly complex cases or pattern of practice investigations by performing parts of the investigation;
- As assigned, gives formal speeches or talks to groups on various aspects of Title VII of the Civil Rights Act, Equal Pay Act, Age Discrimination in Employment Act, and the Rehabilitation Act of 1973, answers correspondence inquiries, and counsels office visitors on their rights, and on procedures under these laws.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Thorough knowledge of the laws being enforced, a broad knowledge of important precedent decisions, and broad and thorough knowledge of investigative and conciliation methods, and skill in applying this knowledge to investigate and negotiate settlements of complex charges of employment discrimination. These knowledges and skills include:

- Broad and thorough knowledge of Title VII of the Civil Rights Act of 1964, as amended, Equal Pay Act, Age Discrimination in Employment Act, and the Rehabilitation Act of 1973, precedent court and administrative decisions, agency rules and procedures for conducting investigations and negotiating settlement agreements;
- Broad and thorough knowledge of employment practices in the private and public sector including recruitment, selection, labor relations, discipline, pay and classification, employment records, organizational structures, career patterns, job qualifications, and the role of employment agencies;
- Skill in factfinding and analysis to determine the meaning, relevancy, veracity, and importance of a large body of complex and interrelated facts, weigh evidence, make conclusions, and recommend decisions;
- Skill in negotiating settlements in the public interest when important issues are at stake and respondents and complainants present strong cases (usually through legal counsel);
- Skill in writing to clearly present complex and interrelated concepts and information;
- Skill in dealing effectively with witnesses, complainants, respondents, and their representatives.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

Receives assignments from supervisor who may provide technical guidance on unusual aspects of complex cases. (The supervisor may review a general investigation or conciliation plan before work begins to identify potentially difficult problems.)

Independently conducts investigations by interviewing witnesses and reviewing documentary evidence in the field, determining the relevancy and truth of evidence, analyzing findings, and making a conclusion and a recommendation. Independently prepares for and conducts negotiations with parties to a complaint to arrive at settlement agreements. (In unusually difficult situations such as highly uncooperative respondents, the specialist asks the supervisor for assistance. If the case turns out to be highly complex, highly sensitive, and highly important, the supervisor provides additional assistance on the most difficult aspects of the case.)

Work in progress is not usually reviewed, but final reports and settlement agreements are reviewed for technical adequacy and completeness. Final decisions are made at higher levels



(due to delegations). The specialist's recommendations are generally accepted as technically correct.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines include applicable laws, regulations, precedent decisions, investigation and conciliation manuals, agency directives, directives of other related agencies, agency precedent decisions, court decisions, and pertinent reference and regulatory materials. While guidelines apply directly to some aspects of cases, most assignments involve a unique set of facts and conditions, or a number of major problems, questions, or issues for which there are no direct precedents available or for which guidelines may be subject to various interpretations.

Judgment is required in interpreting and adapting guidelines in investigations and conciliations to determine the relevance of evidence, weigh evidence, analyze complex interrelated information, and select the appropriate principal regulation, or precedent to apply. Additionally, judgment is required in making on-the-spot decisions during investigations and conciliations in complex cases that could determine the scope and outcome of these cases.

Factor 4, Complexity -- Level 4-4 -- 225 points

Plans and completes investigations, recommends decisions, and negotiates settlements of charges of discriminatory employment practices based on age, race, color, religion, sex, and national origin or Equal Pay Act violations. The assigned caseload, as a whole, includes the following characteristics: (1) involves organizations which are moderate in size and/or complexity; (2) occasionally involves substantial or controversial questions of fact or interpretation of law; (3) unusual situations or unexpected developments frequently occur; (4) deals with circumstances requiring substantial personal responsibility in overcoming unresponsiveness or hostility; and (5) involves difficult multiple issues surrounding layoff, promotion, seniority, terms and conditions, intimidation and reprisal. (Also, as assigned, provides assistance to higher level compliance specialists by performing portions of more difficult, complex, and controversial assignments.)

Decisions regarding what needs to be done include planning the assignment to efficiently achieve desired results, making major modifications in the investigation plan or negotiation strategy as necessary according to the facts of the case, and determining the relevant facts from a vast body of facts, assertions, opinions, and conditions.

The work requires making many decisions at each stage of the assignment including determining the scope of investigation or strategy for negotiations, interpreting facts, determining relevance of facts, weighing evidence, and recommending a decision based on investigative findings or recommending a settlement of negotiations.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to investigate allegations of employment discrimination and negotiate settlements.

The work affects the economic security of parties to the complaint, and in some cases it results in changes in respondents' employment policies and practices. The work contributes generally to equal opportunity in the community.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts include management officials of local or regional companies and representatives of national offices of large companies; local government officials; legal counsel of complainants and respondents; witnesses; leaders of civil rights and community organizations; and the general public. Interagency contacts include attorneys and the technical staff of organizational units within the agency region. Each contact is different in purpose and content. The role and authority of participants is usually developed during the course of the meeting or interview.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are to negotiate settlement agreements on charges of discrimination, and to interview witnesses and parties to discrimination complaints. Many persons interviewed may be uncooperative. The specialist must maintain control of the situation during all contacts so as to expedite investigations and negotiations of settlements and obtain needed information.

Factor 8, Physical Demands -- Level 8-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites necessitating movement over rough or even surfaces requiring above average physical exertion.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to work in an office setting involving everyday risks and discomforts, the work includes regular and recurring visits to construction, industrial, and laboratory worksites that involve moderate discomforts or risks. Special safety precautions must be taken such as wearing a hardhat or other protective gear, or carefully planning work and physical movements to avoid the particular danger.

TOTAL POINTS -- 2395

EQUAL OPPORTUNITY SPECIALIST, GS-0360-11, BMK #02

Duties

Plans, conducts, and writes reports of regular and special compliance reviews (initial, preaward, and followup) of Federal contractors' compliance with equal employment opportunity laws, regulations, practices, and procedures. Conducts onsite factfinding and makes a detailed analysis of all relevant factors affecting equal employment opportunity in contractor establishments. Contractors reviewed or investigated include local plants and divisions of national corporations, and local and regional firms of varying size and complexity ranging from nonunion research facilities of about 200 employees to complex industrial plants with thousands of employees having one or more bargaining units and several semi-skilled craft, clerical, technical, and administrative occupations. Most contractors that are reviewed have a history of difficult equal employment opportunity problems that must be explored carefully, or they are being reviewed for the first time thus requiring a comprehensive review. The specialist:

- Conducts desk audits, off-site audits, on contractor firms or establishments by reviewing previous compliance review reports, employment discrimination complaints, affirmative action plans, and support data, and written reports from the firm. Asks for additional information in writing, if necessary, reviews additional material received, and prepares a report on the contractor's compliance status;
- Plans, conducts, and reports on onsite compliance reviews of contractor firms and facilities; evaluates personnel procedures and results to determine whether they are nondiscriminatory and whether good faith efforts have been made to implement contractors' affirmative action plans; as necessary, identifies and defines the scope and effect of discriminatory practices, failure to develop or make good faith efforts to implement affirmative action plans, and other noncompliance;
- Investigates all aspects of complainant's allegations of discrimination covering contractor employment procedures, makes initial decision on the validity of the complaint, and attempts to resolve the complaint;
- Based on review and investigatory activity, identifies systemic discrimination where it exists in contractor organizations. Develops and presents evidence of systemic discrimination meeting applicable standards of proof. Identifies and defines persons and classes affected by discrimination, and calculates the extent of their monetary and other losses due to discrimination. Fashions remedies designed to eliminate those losses and to secure the placement of discriminates in positions they would hold "but for" discrimination;
- Maintains continued surveillance of contractors' programs to insure corrective action is taken and effective nondiscriminatory employment programs are implemented;
- Provides technical assistance in developing acceptable affirmative action programs to contractors where a covered Federal contract is being awarded for the first time. Where contractors are found not to have developed and implemented acceptable affirmative action

plans as required, such assistance is provided in the context of developing an overall remedial action package which not only assures future compliance, but which includes additional commitments over and above those normally required which are sufficient to completely eliminate the effects of the contractors' previous failure to develop and implement acceptable affirmative action programs;

-- Conciliates issues which are strongly contested, and drafts remedies for systemic discrimination and other noncompliance which require thorough knowledge of regulations and guidelines and ability to locate and supply applicable precedents;

-- Prepares recommendations for enforcement action. This requires analysis and organization of widely varied types of evidence, such as relevant labor statistics, personnel files, policy statements, employment practices data, and results of interviews in such a manner that the completed file is ready for use by an attorney in an administrative or judicial hearing;

-- Maintains a working knowledge of developments in equal employment opportunity law and other applicable disciplines, the social and economic characteristics of the area serviced as they relate to equal employment, and organizations and other resources in the area;

-- Establishes and maintains contacts with minority, women's handicapped, and Vietnam-era veterans' interest groups, community organizations, job training and development organizations, and trade and business organizations in the labor areas served to obtain information on employment trends, equal opportunity problems, and the extent of, or resources for improving, contractors' compliance with equal employment opportunity regulations;

-- Participates as team member on compliance reviews or investigations of large corporations to conduct indepth studies of a large variety of personnel programs, and on studies to develop and establish areawide goals.

Factor 1, Knowledge Required by the Positions, Level 1-7 -- 1250 points

Thorough knowledge of regulations, guidelines, procedures, and manuals governing contract compliance, and skill in applying them. Knowledges of how to locate and apply precedents. Skill in factfinding, analysis, and applying regulations to conduct the complete cycle of compliance reviews and investigations. These knowledges and skills include:

-- Knowledge of the contractual and procurement basis for equal employment opportunity regulations affecting Government contractors, knowledge of administrative procedures under procurement law, and knowledge of sanctions available for breaking equal employment or other contractual obligations under procurement law;

-- Knowledge of requirements and methods for developing, implementing, and evaluating the progress of affirmative action programs in large or complex contractor organizations;



- Knowledge of principles of evidence and statistical techniques applicable to determining equal employment opportunity compliance;
- Knowledge of employment practices in the private sector including recruitment and selection, labor relations, pay and classification, employee relations, personnel records systems, and other personnel practices;
- Knowledge of economic conditions, prevalent attitudes toward equal employment opportunity, and other social factors that may affect the degree of compliance for a particular labor area;
- Skill in defining the effects of previous failure to develop and implement acceptable affirmative action plans, as required, in large or complex contractor organizations and skill in developing remedial measures over and above those normally required in affirmative action programs, which are sufficient to completely eliminate the effects of past noncompliance in such contractor organizations, in addition to assuring future compliance with normally applicable requirements; and
- Skill in identifying failures and reasons for failures to achieve goals or fulfill commitments made in affirmative action programs, and skill to assess the degree of good faith efforts made by the contractor in cases where goals were not achieved and whether the imposition of Government sanctions is warranted.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor assigns contractor facilities to be reviewed and provides policy guidance and direction on unusual and difficult problems. A higher graded specialist may also provide occasional technical guidance on unusually difficult compliance reviews.

Independently plans and carries out compliance reviews determining the approach to take, issues to review, and questions to ask. Notifies the supervisor of unusually difficult or sensitive problems encountered during review, and jointly with the supervisor works out ways of dealing with the problem.

Completed reports are reviewed for conformance with general instructions and policies, technical soundness of conclusions and recommendations, and effectiveness of results obtained.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Current equal employment opportunity Executive orders, laws, regulations, policies, and manuals provide general guidance to use in determining the acceptability of contractors' programs and affirmative action plans. Guidelines frequently require interpretation in their application to specific situations.

The equal opportunity specialist uses considerable judgment and initiative in making on-the-spot decisions concerning the direction and scope of the review, and determining what areas to probe



more deeply. Also uses judgment in interpreting, extrapolating, and applying general guidelines to a very wide variety of factual situations to arrive at recommendations.

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments involve the full cycle of problem identification, analysis, definition, solution, and reporting activities typical of equal employment opportunity compliance reviews of contractors' employment policies and practices; and negotiation with contractors to resolve equal employment opportunity problems while the review is in progress. Assigned reviews involve a comprehensive analysis of work force composition and change; a comprehensive analysis of recruitment, selection, promotion, supervision, working conditions, and other similar factors related to equal employment opportunity contract compliance; and consideration of availability of classes of employees in the labor market. Reviews involve the collection and analysis of a large body of interrelated facts, many of which are in conflict, from a variety of sources such as employment records, interviews with contractor employees and managers, interviews with leaders of community and civil rights organizations, and records of past compliance reviews.

Considers the particular type of firm or establishment being reviewed, its past compliance history, the nature and composition of the work force, and the time available for the review in planning the review. The methods used and overall approach often must be revised during the review to pursue some problem areas in more depth depending on the specialist's determination of their seriousness.

The work requires the recognition of equal employment opportunity problems and determinations of the importance of problems to carry out the review; it requires making decisions on which issues to negotiate while onsite, and which to include in the report; and it requires making recommended conclusions on whether or not the contractor is in compliance with the contract's equal employment opportunity provisions. The difficulty of these analyses is compounded by the need to adapt to the wide variety of personnel systems used by contractors and by extremely tight deadlines for adequately completing preaward reviews.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The work involves critical review of Federal contractors' compliance with equal employment opportunity regulations by establishing substantial compliance with contract provisions, or identifying and establishing deficiencies. Analyzes, identifies, and recommends solutions to systemic equal employment opportunity problems of various contractor firms and installations within a geographical area.

The work products affect the employment practices of firms and the equal opportunity of many persons. (Problems identified may indirectly lead to the delay or denial of Federal contracts for a firm, resulting in significant financial impact.)

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts are with management officials of firms having Federal contracts such as personnel directors, equal employment opportunity officials, legal representatives, plant managers and supervisors. Contacts are also with employees of these firms, complainants, labor union representatives, and representatives of civil rights and community organizations. Each contact is different, and the role of each party must be established during the course of the meeting.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are for interviewing and investigating; establishing confidence in the integrity and objectivity of the compliance specialist; establishing rapport with management and labor groups; presenting findings and recommendations; negotiating acceptable management actions to officials of the contractor's firm. Persons contacted are occasionally fearful, skeptical, or uncooperative requiring skill in conducting interviews and participating in meetings.

Factor 8, Physical Demands -- Level 8-2 -- 20 points

The work requires regular and recurring onsite factfinding and investigation at industrial, construction, warehouse, retail, and general office locations including considerable movement over a variety of surfaces including rough, uneven, or rocky surfaces that require above average physical exertion. The employee frequently participates in lengthy and intensive conciliation sessions which require above average resistance to physical, mental, and emotional fatigue.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to work in an office setting involving everyday risks and discomforts, the work includes regular and recurring visits to construction, industrial, and laboratory worksites that involve moderate discomforts or risks. Special safety precautions must be taken such as wearing a hardhat or other protective gear, or carefully planning work and physical movements to avoid the particular danger.

TOTAL POINTS -- 2395

EQUAL OPPORTUNITY SPECIALIST, GS-0360-12, BMK #01

Duties

Investigates and negotiates settlement agreements of important, sensitive, highly difficult, and complex charges of discriminatory employment practices based on age, race, color, religion, handicapping condition, sex, and national origin or of Equal Pay Act violations filed with the agency. (Cases are highly difficult and important because they involve problems and issues for which precedents are not clear or are in conflict.) The specialist:

- Interviews charging parties to obtain evidence relevant to the allegation of discrimination;
- Contacts respondents to serve charges, and explain respondent's rights and obligations under the law;
- Interviews company officials and representatives of unions and employee groups and others to obtain relevant information;
- Reviews documents pertaining to personnel practices and policies;
- Drafts subpoenas, when required, to obtain documents, records, or testimony;
- Assures that evidence is arranged in a Field Investigative File;
- Summarizes charges, itemizes undisputed facts germane to respondents' defense, and critically analyzes the findings of the investigation in the Investigator's Memorandums;
- Prepares comprehensive and well-documented reports of investigative findings, setting forth evidence and rationale for own recommendations;
- Determines if issues are Commission Decision Precedent (CDP);
- Drafts Letters of Determination (LOD);
- Consolidates outstanding related charges against a respondent, and negotiates settlement of controversial cases with respondents, complainants, and their representatives;
- If settlement fails, drafts recommendations for further action on charges;
- Provides guidance to lower graded specialists in all aspects of investigations and conciliations;
- As assigned, gives formal classroom training to other specialists on various aspects of equal employment opportunity enforcement;

-- Consults with companies on preparation of affirmative action plans, provides advice to specialists involved in educational activities and technical assistance to labor unions, trade associations, and State and local agencies engaged in eliminating unlawful practices.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

A thorough knowledge of the laws being enforced, broad knowledge of important precedent decisions, and broad and thorough knowledge of investigative and conciliation methods, and skill in applying this knowledge to investigate and negotiate settlements of complex charges of employment discrimination. These knowledges and skills include:

-- Broad and thorough knowledge of Title VII of the Civil Rights Act of 1964, as amended, Equal Pay Act, Age Discrimination in Employment Act, and the Rehabilitation Act of 1973, precedent court and administrative decisions, agency rules, and procedures for conducting investigations and settlement of agreements;

-- Broad and thorough knowledge of standard employment practices in the private and public sector including recruitment, selection, labor agreements, discipline, pay and classification, employment records, organizational structures, career patterns, job qualifications, and the role of employment agencies;

-- Skill in factfinding and analysis to determine the meaning, relevancy, veracity, and importance of a large body of complex and interrelated facts, weigh evidence, make conclusions, and recommend decisions;

-- Skill in negotiating settlements in complaint cases when respondents and complainants present strong cases (usually through legal counsel);

-- Skill in writing to clearly present complex and interrelated concepts and information;

-- Skill in dealing effectively with witnesses, complainants, respondents, and their representatives.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

Receives case assignment from the supervisor who provides information on new or changed policies and procedures.

Independently plans each investigation or conciliation. Submits investigative or conciliation plan to the supervisor who provides guidance concerning effect of new policies and procedures or unprecedented situations. The compliance specialist independently conducts the investigation and prepares proposed findings. 70, 11/80, TS-49

Completed work is reviewed for achievement of objectives and compliance with general policies. Final decisions are made at higher levels, but the specialist's recommendations are generally accepted because they are technically correct.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include applicable laws, investigation and conciliation manuals, agency directives, directives of other related agencies, agency precedent decisions, court decisions, and pertinent reference and regulatory materials. Guidelines may be subject to various interpretations. Most cases differ in terms of the facts, issues, or problems involved.

Considerable judgment is required during all phases of investigations and conciliations, particularly in determining the relevance of evidence, weighing evidence, analyzing complex interrelated information, and selecting the appropriate principles to apply. Considerable initiative and judgment is required in making on-the-spot decisions during investigations and conciliations of complex cases that could determine the scope, cost, and outcome of these cases.

Factor 4, Complexity -- Level 4-4 -- 225 points

The case load typically involves difficult, complex, important, or sensitive cases that require a thorough analysis of respondents' major employment policies. Charges assigned may be those initiated by Commissioners and have significant national importance, or the assigned case load, as a whole, includes most of the following characteristics: (1) difficult issues such as harassment, disciplinary actions, retaliation, or failure to represent on the part of unions; (2) respondents are large and complex companies or unions (500 or more employees or members) whose employment policies and practices are complicated and whose systemic procedures frequently have discriminatory effects; (3) charges involve issues that are frequently the center of substantial critical public attention; (4) charges involve allegations against unions or joint apprenticeship committees whose discriminatory policies have been found to be difficult to investigate; (5) charges involve unusual circumstances requiring judgment in selecting and skill in applying the most effective combination of investigative techniques; (6) charges are such that a broad range of the respondent's employment policies and practices must be analyzed to achieve a successful investigation or settlement; and/ or (7) respondent is known from past experience to be difficult or uncooperative.

Decisions regarding what needs to be done include major areas of uncertainty in planning investigations or negotiations, defining the scope of the assignment, defining issues, determining applicable precedents, and determining the most effective approach due to the very large number of interrelated facts including many disputed and ambiguous facts, and complex issues.

The overall solution of the problems (to complete the investigation or conciliation assignments) requires solution of a series of many complex subordinate problems including detailed analysis of cause and effect relationships.



Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the work is to investigate and negotiate settlements of highly difficult, important, and complex allegations of employment discrimination.

Investigations of charges and negotiations of settlements have a significant impact on the policies and practices of respondents, or result in substantial payments to complainants, or result in significantly improved equal opportunity for workers and potential employees of the community's larger and more complex employers, (generally 500 or more employees).

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts include managers of local or regional companies and representatives of national offices of large companies; local Government officials; persons or organizations alleging discrimination; respondents' legal counsel, personnel officials, or equal employment opportunity staff members; complainants' legal counsel; leaders of civil rights and community organizations; witnesses; and the general public. Contacts include attorneys and the technical staff of organizational units within the agency. The purpose of each contact is different, and participants are often initially unaware of the role and authority of other participants.

Factor 7, Purpose of Contacts -- Level 7-4 -- 220 points

Contacts with parties before and during conciliation meetings are to negotiate agreements that satisfy the requirements of the law. Complainants and respondents usually have widely divergent positions on issues and strongly held views. The positions of both complainant and respondent may differ from the position of the compliance agency. Issues involve large sums of money and/or basic employment policies and practices of the respondent firm, and the livelihood of the complainant.

Contacts during investigations are to question witnesses who may be uncooperative, and to obtain cooperation of the parties to expedite factfinding.

The equal opportunity specialist must retain control of the situation during all contacts so as to expedite investigations and the settlement process.

Factor 8, Physical Demands -- Level 8-2 -- 20 points

In addition to duties normally performed sitting at a desk, the work involves regular and recurring visits to construction and industrial worksites necessitating movement over rough or even surfaces requiring above average physical exertion.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to work in an office setting involving everyday risks and discomforts, the work includes regular and recurring visits to construction, industrial, and laboratory worksites that involve moderate discomforts or risks. Special safety precautions must be taken such as wearing a hardhat or other protective gear, or carefully planning work and physical movements to avoid the particular danger.

TOTAL POINTS -- 2920

EQUAL OPPORTUNITY SPECIALIST, GS-0360-12, BMK #02**Duties**

Conducts and leads reviews and investigations of contractors' compliance with applicable equal employment opportunity regulations which are expected to be difficult, negotiates remedies, and prepares written reports of findings. Is frequently called on by lower graded employees to provide technical assistance and support. Reviews and investigations which the employee leads or conducts typically are characterized by: issues of systemic discrimination or failure to develop or make a good faith effort to implement acceptable affirmative action plans; need to analyze and synthesize voluminous and disparate data into findings of fact; investigative or data collection problems of above average difficulty; complicated white collar personnel systems; strong and aggressive union involvement; and complicated collective bargaining agreements. The specialist performs the following assignments:

-- Independently conducts or leads teams conducting difficult compliance reviews, preaward reviews, and complaint investigations. In so doing, routinely develops strategies for investigation or data collection and analysis, conciliates issues which are strongly contested and frequently negotiates with top corporate officials, union officials, and their attorneys, and uses applicable precedents to draft remedies for discriminatory practices and other noncompliance;

-- Identifies systemic discrimination where it exists in contractor organizations based on facts developed through reviews and investigations. Develops and presents evidence of systemic discrimination meeting applicable standards of proof. Identifies and defines persons and classes affected by discrimination, and calculates the extent of their monetary and other losses due to discrimination. Fashions remedies designed to eliminate those losses and to secure the placement of discriminates in positions they would hold "but for" discrimination;

-- Provides technical assistance in developing acceptable affirmative action programs to contractors with large or complex operations where a covered Federal contract is being awarded for the first time. Where contractors are found not to have developed and implemented acceptable affirmative action plans as required, such assistance is provided in the context of developing an overall remedial action package which not only assures future

compliance, but which includes additional commitments over and above those normally required which are sufficient to completely eliminate the effects of the contractors' previous failure to develop and implement acceptable affirmative action programs. May also be called upon to assist in the development of national affirmative action plans or formats;

-- Prepares recommendations for enforcement action. This involves analysis and organization of widely varied types of evidence, such as relevant labor statistics, personnel files, policy statements, employment practices data, and results of interviews, in such a manner that the completed file can be readily used by attorneys as the basis for complaints, briefs, and other requirements of administrative or judicial proceedings;

-- Maintains a thorough knowledge of developments in equal employment opportunity law and other applicable disciplines, as well as the social and economic characteristics of the labor areas serviced as they relate to equal employment, and organizations and other resources in the various labor areas;

-- Establishes and maintains contacts with minority, women's handicapped, and Vietnam-era veterans' interest groups, community organizations, job training and development organizations, and trade and business organizations in the labor areas served to obtain information on employment trends, equal opportunity problems, and the extent of, or resources for improving, contractors' compliance with equal employment opportunity regulations;

-- Conducts surveys of employment trends with respect to equal employment opportunity in the geographical area served;

-- When serving as a team leader, directs and reviews work of other compliance specialists.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of regulations, guidelines, procedures, and principles of contract compliance, relevant legal and administrative precedents, and skill in factfinding, analysis, and applying the body of contract compliance principles and regulations sufficient to conduct the complete cycle of compliance reviews when past precedents do not specifically match the facts and circumstances of issues raised during the reviews. These knowledges and skills include:

-- Knowledge of the contractual and procurement basis for equal employment opportunity regulations affecting Government contractors, knowledge of administrative procedures under procurement law and knowledge of sanctions available for breaking equal employment or other contractual obligations sufficient to conduct reviews and negotiate remedies in cases for which there are no specific precedents;

-- Knowledge of requirements and methods for developing, implementing, and evaluating progress of affirmative action programs in large or complex contractor organizations;

- Knowledge of principles of evidence and statistical techniques applicable to determining equal employment opportunity compliance;
- Knowledge of employment practices in the private sector including recruitment and selection, labor relations, pay and classification, employee relations, personnel records systems, and other personnel practices;
- Knowledge and skill in applying general equal employment opportunity principles and concepts to situations for which there are no specific precedents;
- Knowledge of economic conditions, prevalent attitudes toward equal employment opportunity, and other social factors that may affect the degree of compliance for a particular labor area;
- Skill in defining the effects of previous failure to develop and implement acceptable affirmative action plans in large or complex contractor organizations and skill in developing remedial measures over and above those normally required in affirmative action programs, which are sufficient to completely eliminate the effects of past noncompliance in such contractor organizations, in addition to assuring future compliance with normally applicable requirements; and
- Skill in identifying failures and reasons for failure to achieve goals or fulfill commitments made in affirmative action programs, and skill to assess the degree of good-faith efforts made by the contractor in cases where goals were not achieved and whether the imposition of government sanctions is warranted.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor assigns contractor facilities to be reviewed, advises on broad objectives to be achieved, policy matters, or significant problems anticipated. The specialist may assist the supervisor in setting priorities for reviews based on his or her knowledge of firms in the geographical area.

Independently schedules work and carries out assignments. Exercises considerable latitude for judgment and action in completing assignments. Consults with supervisor in novel or unusual cases including those that may establish a precedent. Keeps supervisor informed of situations that may lead toward a finding that a contractor is not complying with EEO contract provisions.

Completed work is reviewed on the basis of results achieved and overall effectiveness in promoting compliance in a geographical or industry area through a balanced use of the full range of compliance techniques.

Factor 3, Guidelines -- Level 3-4 -- 450 points

The employee performs work covered by regulations, guidelines, manuals, and legal and administrative precedents. The results of previous or related compliance reviews are also used for reference. Because the specialist leads or conducts difficult reviews and investigations, the specialist is frequently confronted with issues of policy or fact for which there are no exact precedents. The specialist therefore is often called upon to use initiative and resourcefulness in interpreting and extending policies and procedures.

In conducting difficult compliance reviews, the specialist must selectively apply various analytical and investigative techniques if maximum results with respect to the overall level of compliance are to be obtained. Considerable judgment is required in screening complaints; in limiting the scope of investigations or expanding them to determine if violations are widespread or isolated; in identifying and defining the effects of systemic discrimination; in evaluating findings to assure that all aspects of a review are fully developed and that a sound basis for conclusion exists; in negotiating questions such as affected class (numbers of persons affected by class discrimination), correction of personnel policies, practices and procedures, and underutilization of protected groups in skilled and professional positions; and in recommending accelerated goals or greater-than-normal monetary or other commitments to compensate for failure to develop or make a good-faith effort to implement an affirmative action plan.

Factor 4, Complexity -- Level 4-5 -- 325 points

Regularly and independently performs the full range of contract compliance duties, typically including initial reviews of contractor facilities, complete on-site reviews, desk audits, followup reviews, special reviews, investigations, conciliation of violations, and liaison with trade and business associations and unions. Typically performs or directs others in planning and conducting on-site reviews and preparing reports of complete reviews of contractor compliance with EEO contract provisions. Conducts reviews of medium and large size independent companies, and facilities or plants of national firms engaged in producing goods and/or services. The specialist's total assignment involves review and analysis of a variety of personal systems ranging from informal and undocumented to highly systematized and complex. Companies involved range from non-union establishments to those with long established and strong labor unions.

Typical complex elements include issues on which the evidence is circumstantial, where no applicable precedent exists, where evidence is conflicting, or where proof of violation is very difficult to establish, e.g., lack of good faith. The incumbent is required to resolve these issues and to gain the contractor's acceptance of the agency position. Where this cannot be done, the specialist develops a case file meeting legal standards of proof which can serve as the basis for administrative or judicial proceedings.

Reviews typically require the resolution of major problems or controversial issues such as systemic discrimination, correction of personnel practices or procedures, underutilization in skilled and professional positions, accelerated goals and timetables and other methods necessary to compensate for lack of good faith effort. (Preaward reviews require similar analysis and

resolution of issues, but must be completed in an acceptable manner within extremely tight deadlines.)

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of the assignment is to conduct and report on difficult and complex reviews of contractor compliance.

Compliance reviews conducted by the incumbent frequently have a substantial impact on the employment practices of the contractor reviewed as well as other contractors in the same labor area, and they have a significant potential impact on the local economy. Many reviews involve potentially serious consequences for the contractor for example, financial compensation to victims of discrimination uncovered by the review, restoration of employees to "rightful place," renegotiation of union contract to remove discriminatory features, and the like, with the possibility of the loss of a Government contract; or they may require substantial modification of long-standing personnel programs, or other personnel management functions. Substantial adverse publicity could also be generated for the contractor.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Personal contacts are with individual complainants who allege discrimination, with management officials, attorneys, equal opportunity specialists, and union representatives. Contacts are also with representatives of civil rights, community, trade, and business organizations. Due to the involved nature of the reviews and investigations, top corporate and union officers and expert attorneys are frequently involved in negotiations. The purpose and content of each contact varies, and the role and authority of each party must be developed during the course of the contact.

Factor 7, Purpose of Contacts -- Level 7-4 -- 220 points

The specialist leads, conducts; or participates in difficult reviews and investigations. As a result, the specialist negotiates resolutions to controversial and complex issues, remedies which routinely require changes in personnel practices and collective bargaining agreements having a major impact on the perceived interests of contractors and unions. Therefore, positions taken by the specialist on behalf of the agency are frequently contested by both the contractor and the union, and the involvement of sophisticated legal counsel is routine. Conciliation typically involves attempts to settle several issues of a complex nature such as liability for acts of discrimination, identity of victims of discrimination, extent to which individual victims were damaged by discrimination, remedies required to make victims of discrimination whole, and changes in personnel practices or collective bargaining agreement provisions necessary to eliminate or prevent recurrence of the discriminatory practices. Negotiation of relief which is unacceptable or uncompleted would damage the Government's credibility with both protected groups and contractors. On the other hand, failure to negotiate voluntary, acceptable relief would result in lengthy and complicated litigation which would indefinitely delay sought-after relief.

Factor 8, Physical Demand -- Level 8-2 -- 20 points

In addition to work performed at a desk, the work involves regular and recurring visits to industrial and other worksites requiring above average physical exertion. The specialist frequently participates in long and intensive conciliation sessions requiring above-average resistance to physical, mental, and emotional fatigue.

Factor 9, Work Environment -- Level 9-2 -- 20 points

In addition to work in an office setting involving everyday risks and discomforts, the work includes regular and recurring visits to industrial and laboratory worksites that involve moderate risks or discomforts. Special safety precautions must be taken such as wearing a hardhat or other protective gear, or carefully planning work and physical movements to avoid the particular danger.

TOTAL POINTS -- 3020

EQUAL OPPORTUNITY SPECIALIST, GS-0360-12, BMK #03

Duties

Is responsible for civil rights compliance in the field of elementary and secondary education within a geographical area covering one or more States. The specialist:

- Plans, conducts, and leads difficult special compliance reviews of school systems, or schools, where difficult equal education and/or equal employment problems are suspected or known to exist, and conducts difficult and complex investigations;
- Reviews are characterized by: (1) very large student populations, (2) intense political interest and involvement in the matter, and (3) numerous and/or severe problems of noncompliance. Reviews involve comprehensive examination of the policies and practices of the recipient (of Federal funds) with respect to the requirements of Title VI of the Civil Rights Act and Title IX of the Education Amendments of 1972, and the Rehabilitation Act of 1973;
- Plans compliance review, analyzes available data on the school district (statistics, complaints, etc.), and contacts local education agency to request additional information as needed. Gives assignments to team members, e.g., treatment of faculty and staff, student assignments, discipline, etc., and coordinates onsite work;
- Reviews records maintained by the institutions or organizations being investigated as well as those of other public agencies that are pertinent, and interviews witnesses who can give factual information having a bearing on the issues being covered during the review;
- Negotiates with groups or representatives of groups who have been found in violation in order to work out ways and means of satisfactory compliance. Provides advice and counsel to recipients (of Federal funds) for the solution of major problems, recommends action and negotiates to resolve differences of opinion, principles of operations, e.g., policies on assignment to students, discipline, hiring of faculty and staff, extracurricular activities, etc.;
- Conducts field negotiations and serves as primary resource person in negotiations following determinations of noncompliance;
- Prepares final report of findings and appropriate correspondence to the local education agency;
- Monitors and reports on compliance activities within the assigned geographical area. Identifies problems or issues of concern and makes recommendations to the supervisor concerning necessary agency action;
- Prepares and/or reviews files prepared for enforcement actions within the assigned geographical area. Makes sure files are complete, technically correct, and contain evidence sufficient to support the decision of noncompliance;



- Maintains regular contacts with State and local organizations in the assigned geographical area such as human relations councils, general assistance centers, boards of education, units of State departments of education, and civil rights organizations.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Thorough knowledge of the purpose and requirements of applicable laws and regulations, guidelines, compliance procedures and precedents, and skill in factfinding, analysis, and applying regulations to conduct compliance reviews of educational institutions. Knowledges and skills include: 84, 11/80, TS-49

- Broad and thorough knowledge of civil rights laws and regulations and relevant court and administrative decisions that pertain to civil rights in education and employment;
- Broad general knowledge of educational and employment policies and practices of secondary and elementary schools and school systems in the area served;
- Highly developed skill in factfinding; identifying, defining and analyzing facts; and drawing sound conclusions based on the facts;
- Highly developed skill in oral and written communication;
- Skill in negotiating changes in policies and practices of schools with school officials.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor assigns the geographic area of responsibility such as States or metropolitan areas, determines resources to be made available, sets general goals and priorities.

The specialist exercises wide latitude and independent judgment in planning and carrying out work including conducting investigations and compliance reviews. Keeps the supervisor informed of difficult compliance policy questions, and difficult technical problems that involve deviations from accepted review practices. Keeps the supervisor informed of general status of reviews, investigations, and other work, and brings particularly difficult or sensitive problems to the supervisor's attention. (Prepares reports of findings of compliance reviews. The final determination of noncompliance is made at a higher level.)

Investigative reports and compliance reports are reviewed for adequacy, thoroughness, and sufficiency of evidence to support conclusions. Overall work is evaluated in terms of achievement of established compliance goals in the area served.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include laws governing civil rights in education, department regulations and guides, and relevant precedent decisions. Gaps in guidelines and precedents covering important issues are common, and precedent cases often are in conflict.

The equal opportunity specialist must exercise considerable judgment in determining the intent and applying broad guidelines to unique local conditions, and in interpreting an extensive, complicated, and changing body of law, regulation, and precedent decisions to deal with the specific facts identified during each review (e.g., compensation for coaches of women's athletic teams).

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments are to conduct equal education/equal employment compliance reviews of elementary and secondary schools, and school systems. Conducts a comprehensive examination of educational and employment policies and practices of the educational institution. Reviews are characterized by large student populations, high public interest, and numerous or severe problems of noncompliance.

Decisions regarding what needs to be done include deciding the scope of the review, analyzing a vast body of interrelated facts and opinions, and identifying and defining problems and issues.

The work requires extensive and intensive analysis of information to determine if an institution is or is not in compliance with the law. Usually this requires the analysis of complex cause and effect relationships, and the development of persuasive factual information and analysis to support the conclusion (e.g., a finding in a compliance review).

Factor 5, Scope and Effect -- Level 5-5 -- 325 points

The purpose of the work is to determine if assigned educational institutions are in compliance with laws governing equal opportunity in education and employment. When necessary the specialist recommends and negotiates corrective action, and prepares a report of findings.

The work results in major changes in the educational and/or employment policies and practices of large school systems and affects the equal education opportunity of very large numbers of students and equal employment opportunity of the staff.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with State directors of public schools, metropolitan district school superintendents, school principals, members of boards of education, education officials at all levels, teacher union and association leaders, teachers, students, reporters, local political officials, and representatives



of community and civil rights organizations. Contacts are not routine and are not of an established nature. Each party may be very unclear as to the role and authority of the other, and contacts take place under varying ground rules.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of contacts is to obtain facts and views, explain findings and methods used in reviews, present recommendations for changes in institutional policies and practices, and to negotiate changes in policies and practices. Issues discussed are viewed from widely different perspectives by persons, depending on their relationship to the educational institution. Persons contacted are often skeptical, uncooperative, or fearful requiring a high degree of skill in interviewing, questioning, and conducting meetings and conferences.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is performed sitting at a desk except for brief visits to various sites outside of the office while conducting factfinding.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting or while visiting such places as schools or offices involving everyday risks or discomforts, and requiring normal safety precautions.

TOTAL POINTS -- 2890

EQUAL OPPORTUNITY SPECIALIST, GS-0360-12, BMK #04

Duties

Serves as a specialist in fair housing and equal opportunity in an area office (typically serving one or more States or major metropolitan areas). Functions as the office representative in the selective areas and cities in the office jurisdiction. The following are the specific responsibilities. The specialist:

- Provides technical assistance to private developers, housing authorities, local governments, and other recipients or applicants for agency program funds in the preparation of their program application or implementation of the program to assist them in meeting the fair housing and equal opportunity requirements of the program;
- Reviews and monitors community development block grants, urban development action grants, neighborhood strategy areas, housing opportunity plans, comprehensive planning assistance, and contract specifications. Reviews applications for new and existing housing, substantial rehabilitation, modernization, housing assistance plans to ensure that the housing needs of the recipients have been taken into consideration, and the best locations selected;
- Makes recommendations for approval or disapproval of such applications to director of fair housing and equal opportunity;
- Monitors areawide affirmative action plans and sales reports;
- Provides technical assistance to home builders on fair housing regulations;
- Monitors affirmative fair housing marketing plans to determine adherence to plans and equal opportunity principles and regulations;
- Assists the director of fair housing and equal opportunity in providing information to the general public, public officials, and fair housing and civic groups in equal opportunity requirements;
- Drafts letters, memoranda, and internal reports on a variety of subjects to answer specific questions asked by the public, applicants for or recipients of agency financial assistance, or to document review or monitoring findings;
- Intakes initial discrimination complaints related to housing, employment and access to funded agency programs for referral to the regional office;
- Assists in monitoring conciliation or negotiated compliance agreements.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge of the body of laws, regulations, precedents, policies, and principles, and skill in factfinding, analysis, negotiation and consulting sufficient to review agency programs and projects in the assigned geographical areas, determine their impact on equal opportunity, recommend changes in agency projects, recommend approval or disapproval of grants or other projects, and provide technical assistance to local and State officials, housing authorities, and other recipients or applicants for program funds. These knowledges and skills include:

- Knowledge of the body of law covering equal opportunity in housing and community development, nondiscrimination in the expenditure of public funds, and equal employment opportunity including implementing regulations and court and administrative precedents sufficient to assess compliance of agency actions, assist government officials and private businesses achieve compliance, and negotiate changes in proposed actions;
- Knowledge of review and negotiation techniques including skill in factfinding and analysis to determine the meaning, relevancy, veracity, and importance of a large body of complex and interrelated facts, weigh evidence, make conclusions, and recommend decisions;
- Familiarity with other Federal agency programs to identify joint areas of impact;
- Skill in negotiating in the interest of furthering equal opportunity with recipients of agency programs;
- Skill in writing to clearly present complex and interrelated concepts and information;
- Skill in effectively providing technical assistance with applicants for and recipients of agency financial assistance.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor assigns the geographic area of responsibility such as counties or metropolitan areas, determines resources to be made available, sets general goals and priorities.

The equal opportunity specialist exercises wide latitude and independent judgment in planning and carrying out work including application and monitoring reviews. Keeps the supervisor informed of difficult policy questions, and difficult technical problems that involve deviations from accepted review practices. Keeps the supervisor informed of general status of reviews, monitoring, agreements and other work, and brings particularly difficult or sensitive problems to the supervisor's attention. (Prepares reports of deficiencies and prepares recommendations for corrective action and/or referral to Compliance Division.)

Work in progress is not reviewed. Overall work is evaluated in terms of achievement of established affirmative action goals in the area served.



Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include laws governing civil rights in housing, employment, business opportunities and nondiscrimination in agency programs, department regulations and guides, and relevant precedent decisions. Gaps in guidelines and precedents covering important issues are common, and precedent cases are often nonexistent or are in conflict.

The equal opportunity specialist must exercise considerable judgment in determining the intent and applying broad guidelines to unique local conditions, and in interpreting an extensive, complicated, and changing body of law, regulation, and precedent decision, to deal with the specific facts identified during each review.

Objective judgment must be used in deciding between alternatives, interpretations, and courses of action to achieve the equal opportunity objectives in different social, economic, political circumstances.

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments are to conduct application review, monitoring review and past performance evaluations on local governments, public housing authorities, private housing developers, and housing managers to determine compliance with nondiscrimination and affirmative action requirements in four broad areas.

Equal access to housing, equal access to program benefits, equal employment opportunity, and minority business opportunity. The workload assigned involves the largest and most complex programs in large metropolitan areas containing affirmative action issues, and often numerous and severe problems of nonperformance.

Decisions regarding what needs to be done include deciding the scope of the review, analyzing a vast body of interrelated facts and opinions, and identifying and defining problems and issues. In identifying what needs to be done, the incumbent must be able to analyze a number of socio-economic factors affecting employment, municipal services, housing trends, and population characteristics. The work requires skill in identifying main problems, finding alternatives, and recommending solutions compatible with the equal opportunity mission.

The work requires extensive and intensive analysis of information to determine if a local government is or is not in compliance with the law. Usually this requires the analysis of complex cause and effect relationships, and the development of persuasive factual information and analysis to support the conclusion (e.g., a finding of non-performance of affirmative action regulations).

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The work involves established work plans, in terms of programming various types of applicable workloads, application reviews, monitoring and evaluations, investigating and analyzing a variety of unusual conditions, site locations and analyzing the conditions relevant and appropriate to existing, rehabilitation, and new construction type work including Section 8, Low Rent Public Housing Program etc.; problems or questions relating to assuring that no disparate treatment prevails, and making sure that applicable fair housing ordinances are implemented.

The work product and services affects a wide range of individuals and entities in the public and private section that relates to municipalities, minority organizations, realtors associations, builders groups, financial institutions, the media, and nonprofit organization developers groups.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

The personal contacts are with individuals, civic, and minority organization groups. Typical of contacts at this level are those with persons in their capacities as attorneys, contractors, representatives of professional organizations, the news media, public action groups, and recipients of agency funded programs -- elected officials, city program directors, executive directors, etc. Each contact is different in purpose and content. The role and authority of participants is usually developed during the course of the meeting or interview.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are to evaluate performance and negotiate changes so that applicants and recipients comply with federal fair housing and equal opportunity regulations and to influence, motivate, and persuade realtors, brokers, financial institutions, etc., to take positive action in carrying out equal opportunity principles. The person contacted may be fearful, skeptical, or uncooperative. The specialist must maintain control of the situation during all contacts so as to expedite reviews and negotiations and obtain needed information.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is sedentary except for occasional brief periods of standing or walking while visiting construction worksites.

Factor 9, Work Environment -- Level 9-1 -- 5 points

Works in an office setting involving everyday risks and discomforts. The work periodically (but not on a regular and recurring basis) includes visits to geographical areas posing a threat of physical violence that involves moderate discomforts or risks and meetings and conferences where the atmosphere may be hostile.

TOTAL POINTS -- 2790

EQUAL OPPORTUNITY SPECIALIST, GS-0360-13¹, BMK #01

Duties

Serves as director of fair housing and equal opportunity within the geographical area served by an area office (typically one or more States or one or more major metropolitan areas). As the office expert on fair housing and equal opportunity, develops, executes, and monitors the program to meet the specific fair housing and equal opportunity requirements of communities within the area served. The programs that are directed include: (1) equal access to housing; (2) nondiscrimination in all agency programs; (3) training, employment, and business opportunities for residents of agency funded housing programs; (4) Federal equal employment opportunity within the agency; and (5) a variety of other related programs and projects. The incumbent:

- Manages the areawide fair housing and equal opportunity program;
- Advises the office director and other office program managers and staff specialists on the fair housing and equal opportunity implications of all agency programs administered by the office. Recommends approval or disapproval of agency actions based on their impact on equal opportunity;
- Evaluates the equal opportunity impact of private buildings developed in whole or in part with Federal funds with respect to nondiscriminatory sale or rent practices and affirmative marketing plans. Negotiates affirmative marketing plans with builders and continuously monitors progress and effect of existing plans;
- Promotes and assists the housing industry in developing areawide voluntary affirmative marketing agreements;
- Provides technical assistance to federally funded local housing authorities on development of affirmative action plans. Evaluates and either approves or rejects plans;
- Develops, approves, and monitors equal employment affirmative action plans of construction contractors and subcontractors receiving agency funds;
- Provides technical assistance to the area office director and other area office program managers in developing an affirmative action plan for Federal employment in the area office;

- Meets with representatives of the housing industry, civil rights groups, and communities to explain and promote fair housing, equal opportunity, and the agency's housing and community development programs;
- Provides technical assistance for and promotes minority business enterprise in the housing industry;
- Reviews, monitors, and approves or disapproves Housing Assistance Plans submitted by communities based on equal opportunity impacts;
- Recommends approval or disapproval of applications for community development funding based on equal opportunity impact.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Mastery of fair housing principles, laws, and regulations, a broad and detailed knowledge of agency programs, a thorough knowledge of the communities being served, and skill in applying these knowledges to manage a fair housing program for one or more States or major metropolitan areas. These knowledges and skills include:

- Mastery of the concepts, principles, and body of regulatory procedures and precedents governing the field of fair housing and equal opportunity;
- Broad and indepth knowledge of housing and community development programs administered by the agency and their effects on the economic and political life of the community;
- Detailed knowledge of the geographical area served including government and business institutions; political, economic and social power structures; and political, social, economic, ethnic, and racial composition of the community;
- Highly developed skill in factfinding, analysis, formulating, and presenting recommendations, negotiating resolutions of strongly contested issues, and in oral and written communications.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor sets overall goals and objectives and establishes limits of available resources.

The employee exercises independent judgment in planning and carrying out the program. Selects appropriate techniques to execute the program. Plans own work and work of any subordinate specialists assigned to the program. Consults with supervisor on major unexpected problems or on matters of major economic, social, or political impact in the metropolitan areas served.

Completed work such as technical recommendations are reviewed in terms of accomplishment of program objectives within established target dates and terms of the feasibility of recommendations. Day-to-day work is not generally reviewed.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include a broad range of basic laws covering housing, community development, fair housing, and equal employment. Implementing guidelines include agency regulations, policy statements, and regional implementing policies and instructions. Guidelines are general and often have major gaps requiring interpretation to fit specific circumstances.

As the technical authority in the geographical area for fair housing and equal opportunity, the employee applies these general guidelines to unique situations, and adapts them to meet a unique combination of social, economic, political, and demographic factors in each community.

Factor 4, Complexity -- Level 4-5 -- 325 points

The work involves the full range of management processes including planning, directing, and evaluating a broad range of equal opportunity activities in the areas served by the office. The program covers the equal opportunity effects of all agency housing programs, community development grants, and federally owned and insured properties, and a broad range of housing activities including the sale and rental of single family and multifamily dwellings within a major metropolitan area. The geographical area served has over a million residents, diverse racial and ethnic groups, a varied economy, and is governed by several States and a wide variety of local government and special district jurisdictions.

Decisions regarding what needs to be done must include factors such as rapid changes in agency housing program emphasis, the extreme complexity of area housing patterns, the large number and variety of factors that must be considered in evaluating each agency grant or program, and the variety and complexity of industry practices or agency regulations, and the conflicts between equal opportunity goals and industry practices.

The work requires a high degree of judgment in recommending approval or disapproval of agency programs in the area based on equal opportunity considerations, and in setting program priorities to focus on problems that will produce the best results.

Factor 5, Scope and Effect -- Level 5-5 -- 325 points

The purpose of the work is to provide program management, leadership, and expert technical advice in fair housing and equal employment within the geographical area served. The ultimate purpose of the program is to eliminate systemic barriers to equal opportunity and develop affirmative action programs in the housing and housing-related industries of the area.

Work efforts have a discernible impact on the structure, content, and timeliness of area housing programs. Work results in major changes in housing opportunities within the area served. The

work results in materially improved housing and employment opportunities for large numbers of persons formerly excluded due to housing or employment discrimination.

Factor 6, Personal Contacts -- Level 6-4 -- 110 points

Personal contacts are with political, community, housing industry, and banking leaders in the metropolitan areas or States. Persons contacted are mayors, governors, State legislators, city council members, heads of industry associations (e.g., real estate, building construction, and banking), union leaders, community and civil rights leaders, and key members of their staffs. These contacts are not routine, but deal with politically and economically sensitive issues and large amounts of money. Many subjects discussed (e.g., agency fair housing regulations) are not understood in detail by the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of contacts is to explain agency proposals and decisions concerning agency fair housing, and equal opportunity policies to obtain views of persons, agencies, and firms affected by these policies, to persuade them of the legal necessity for taking particular actions, and to negotiate acceptable solutions when a range of actions is legally acceptable. At times, persons contacted may have strongly held views that agency actions are inconsistent with their vital economic interests, and they may strongly oppose proposed actions.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is performed sitting at a desk except for occasional brief visits to construction worksites.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting except for occasional visits to protected areas of construction worksites involving ordinary risks and discomforts requiring normal safety precautions.

TOTAL POINTS -- 3340

EQUAL OPPORTUNITY SPECIALIST, GS-0360-13, BMK #02

Duties

Serves as program evaluator and technical advisor for assigned field components (e.g., two or more regions) of a national equal opportunity compliance organization. The equal opportunity specialist monitors, reviews, and evaluates equal opportunity compliance in assigned field organizations, identifies operational problems, recommends corrective action to the appropriate level of management (e.g., area, region, or national level managers), and provides technical assistance as needed. Also facilitates communication between field organizations and headquarters in a variety of areas such as coordinating, targeting, forecasting, and scheduling compliance activities, improving field operations, and resolving issues raised by Members of Congress, organizations affected by the compliance program, or others from outside the compliance organization. The equal opportunity specialist:

- Conducts comprehensive field technical visits to area and regional offices. Focuses on issues such as case work quality, timeliness of work, and compliance production in general. Reviews systemic factors related to program effectiveness such as compliance practices, work flow, work organization, management, personnel, quality controls and availability of necessary resources;
- As the national program director's representative, recommends corrective action as needed;
- Serves as national office focal point for the identification and resolution of field operations problems (programmatic, technical or procedural, including those stemming from contacts, tensions or conflicts with external organizations or interest groups and coordinates with other national office components and regional and area offices to assure uniformity of procedures and interpretations in resolving issues related to the administration of the program;
- Identifies enforcement and conciliation accomplishments by individual regions which, if implemented on a corporate, industry, or nationwide basis would maximize employment opportunities for protected groups. Ensures that systemic problems identified in one region are pursued in other regions;
- Keeps superiors informed by means of oral and written reports, and analyses of the status of the agency's activities in assigned regions and the actions taken or proposed to resolve operating problems and improve management;
- Reviews policy issuances, regulations and procedures developed in other headquarters components for operational implications in terms of operational feasibility, resource requirements, consistency, public relations and other program considerations. Negotiates changes deemed essential and gives clearance for release to the field;

- Coordinates nationwide targeting, forecasting and scheduling of contractors for review; monitors and critiques workload accomplishment for assigned regions, reviews and analyzes complaint trends and resolutions;
- Develops instructions for assigned regional offices to assure a continuing flow of data and reports. Requests, receives and critiques reports from the field; informs and makes recommendations regarding all aspects of program operations at all management levels.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Knowledge and skill sufficient to review and evaluate equal employment opportunity contract compliance activities and develop recommendations to improve operations and solve problems. These knowledges and skills include:

- Expert knowledge of Executive orders and laws administered by the organization including equal employment opportunity principles;
- Broad knowledge of laws affecting the agency's program such as other equal employment opportunity laws and Federal procurement law including an understanding of the underlying principles related to their enforcement and the organization of related enforcement activities administered by other organizations;
- Thorough knowledge of sound compliance practices, procedures, and techniques and management requirements of the programs;
- Broad knowledge of social, economic, and political forces impacting on the enforcement program;
- Expert skill in factfinding, analysis, problem solving, writing, and consulting to identify problems and recommend solutions within assigned organizational components.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

Assignments are given in terms of the region to be served and the limits of resources available to the program.

The employee exercises independent judgment in planning and carrying out assigned duties. Selects appropriate techniques, plans own work and work of any subordinate specialists assigned. Selects appropriate approach to the identification and resolution of problems encountered. Consults with supervisor on major unexpected problems. During field technical assistance visits, exercises the authority of the national program director, to facilitate and coordinate case flows and the implementation of nationally approved systems. Reports to superiors regarding the cause and effect/result relationships between problems uncovered and resolutions imposed.

Completed work is reviewed in terms of accomplishment of program objectives within established target dates and in terms of the feasibility of recommendations.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include a broad range of basic laws and Executive orders covering equal employment opportunity. Implementing guidelines include agency regulations, procedures and policy statements. Guidelines are subject to continuous interpretation and revision as the result of court decisions, new legislation and administrative practice.

The equal opportunity specialist must use a high degree of judgment and ingenuity to monitor operation of two or more regions, plan, organize, and establish compliance review priorities, identify compliance problems associated with evidence of systemic discrimination in employment or the effects of past discrimination and to develop plans for compliance reviews of large and powerful corporations that will focus on meaningful discrimination issues within the letter and intent of laws, regulations and established precedents. The equal opportunity specialist must also use a high degree of judgment in applying general guidelines in the law and agency regulations and procedures to a wide variety of operating problems reported by the field.

Factor 4, Complexity -- Level 4-5 -- 325 points

Assignments involve monitoring the operations of two or more regions to identify and resolve problems involving compliance with agency procedures and attainment of agency objectives; the planning and accomplishment of reviews of industry employment policies, practices, organization and other factors which have a bearing on discrimination issues and agency compliance review strategy, as well as ensuring that operating relationships between headquarters and the field are established and maintained. Plans assignments, and carries them through to completion.

Assignments are difficult because of their broad scope, the number of possible approaches and the need to decide on an approach that will produce the best results. Issues involved are complicated and are of a precedent-setting nature. The complexity is further increased by agency program changes and policy developments. Monitoring of regions requires continued surveillance of problems and general conditions in several area offices.

The work requires the development of recommendations to change management policies and practices to improve compliance results in the assigned organizations.

Factor 5, Scope and Effect -- Level 5-5 -- 325 points

The purpose of this work is to conduct studies, plan and conduct reviews, provide technical, administrative, programmatic and procedural advice and recommendations to two or more agency regions.

Work product has a major impact on the policies, practices and the operational effectiveness of the assigned organizational components.

Factor 6, Personal Contact -- Level 6-3 -- 60 points

Personal contacts are with top level officials within the national and regional offices of the agency, as well as corporate, union and trade association executives, and employee representatives. Contacts are not of a routine nature. Each meeting has a different purpose. Further, many subjects discussed are not initially fully understood by conferees.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts within the agency are to provide technical assistance for improving case flows and improving program management.

With respect to contacts outside the agency, the equal opportunity specialist clarifies the agency's position on compliance programs for Congress, business, and public interest groups.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is sedentary.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting. Much travel is required.

TOTAL POINTS -- 3290

ENDNOTE

1 - This position may also be found at the GS-14 level; such positions may typically operate at Level 5 of Factor 2, Supervisory Controls, and Level 4 of Factor 7, Purpose of Contacts. See the Factor Level Descriptions concerning these factor levels.