

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



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

**Job Grading Appeal Decision**  
**Under Section 5346 of Title 5, United States Code**

**Appellant:** [appellant's name]

**Agency classification:** Wood Worker Supervisor  
WS-4604-07

**Organization:** [appellant's activity]  
Defense Logistics Agency  
[geographic location]

**OPM decision:** Wood Worker Supervisor  
WS-4604-07

**OPM decision number:** C-4604-07-01

/s/ Bonnie J. Brandon  
Bonnie J. Brandon  
Classification Appeals Officer

2/29/00  
Date

As provided in section S7-8 of the Operating Manual, Federal Wage System, this decision constitutes a certificate that is mandatory and binding on all administrative, certifying, payroll, disbursing, and accounting officials of the government. There is no right of further appeal. This decision is subject to discretionary review only under conditions specified in section 532.705(f) of title 5, Code of Federal Regulations (address provided in the Introduction to the Position Classification Standards, appendix 4, section H).

**Decision sent to:**

[appellant's name and address]

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## Introduction

On November 10, 1999, the Dallas Oversight Division of the U.S. Office of Personnel Management (OPM) accepted a job grading appeal from [the appellant]. His job is currently graded as Wood Worker Supervisor, WS-4604-07. However, he believes it should be evaluated as WS-4604-10. He works in the [activity] Defense Logistics Agency, [geographic location]. The appellant first appealed his job to the Department of Defense Civilian Personnel Management Service, which sustained the current grade. We have accepted and decided his appeal under section 5346 of title 5, United States Code.

## Job information

The appellant serves as chief of one of three units within the [activity]. His unit is composed of four different areas and approximately 45 subordinate employees. The unit is responsible for packing various items and materials from base organizations for shipment to locations off base. The unit's four areas are bin packaging, for small items; bulk packaging, for large items; scheme processing, for packing of electronics and communications materials; and hazardous, for packing of hazardous materials such as flammable items, ammunition, radioactive materials, or classified items. Each of these areas has a Wage Leader over it, including one Wood Worker Leader and three Packer Leaders. The areas are composed of Wood Workers at the WG-07 grade level, Packers at the WG-06 and WG-05 levels, and Materials Handlers at the WG-05 level. Three of the areas have from 13 to 16 employees while the other area has 6 employees. All but one area is located within the same building; the other is located in another building on base about a mile away.

## Occupation, title, and standard determination

The appellant does not contest the occupation code or title of his job. We find that his job meets the standard for being a Wage Supervisor, is properly entitled Wood Worker Supervisor, and is assigned to the 4604 occupation. The Federal Wage System Job Grading Standard for Supervisors is used to grade the appellant's job.

## Grade determination

The standard uses three factors, *Nature of supervisory responsibility*, *Level of work supervised*, and *Scope of work operations supervised*, to grade positions. It also provides for an upward or downward adjustment to the initial grade determined through application of the standard, based on certain circumstances. The appellant contests his agency's evaluation of Factor 1 and believes it erred in not making an upward adjustment to his grade.

We agree with the agency's determination that Factor 2, *Level of work supervised*, is assigned as Wood Worker WG-07 and Factor 3, *Scope of work operations*, is equivalent to Level B. The following addresses our analysis of Factor 1 and the grade adjustment issue.

***Factor 1, Nature of supervisory responsibility***

This factor considers the nature of the supervisory duties performed and the type and degree of responsibility for control over the work supervised. The standard describes four different supervisory situations. The appellant believes his job meets Situation #3.

***Situation #2***

Supervisors in Situation #2 are responsible for supervising workers directly or through subordinate leaders and/or supervisors in accomplishing the work of an organizational segment or group. They perform the following.

**Planning**

- Plan use of subordinate workers, equipment, facilities, and materials on a week-to-week or month-to-month basis;
- Establish deadlines, priorities, and work sequences and plan work assignments based on general work schedules, methods, and policies set by higher level supervisors;
- Coordinate work with supporting or related work functions controlled by other supervisors;
- Determine the number and types of workers needed to accomplish specific projects;
- Redirect individual workers and resources to accomplish unanticipated work;
- Inform higher level supervisors of the need to revise work schedules and re-estimate labor and other resources; and
- Participate with their superiors in the initial planning of current and future work schedules, budget requests, staffing needs, estimates, and recommendations as to scheduling projected work.

**Work direction**

- Investigate work related problems such as excessive costs or low productivity and determine causes;
- Implement corrective actions within their authority to resolve work problems; and
- Recommend solutions to staffing problems, engineering requirements, and work operations directed by other supervisors.

**Administration**

- Plan and establish overall leave schedule;
- Determine training needs of subordinates and arrange for its accomplishment, set performance standards, and make formal appraisals of subordinate work performance; and
- Initiate recommendations for promotion or reassignment of subordinates.

### *Situation #3*

Supervisors in Situation #3 are responsible for the overall direction and coordination of subordinate work activities and functions. The work operations are of such scope, volume, and complexity that they are (1) carried out by subordinate supervisors in two or more separate organizational segments or groups, and (2) controlled through one or more levels of supervision. In addition to the duties described in Situation #2, supervisors in Situation #3 perform the following.

#### Planning

- Plan on a quarterly or longer basis the overall use of subordinate personnel and other resources under their control;
- Determine resource requirements, materials, and the number of subordinates and the types of skill necessary to accomplish long-range work schedules;
- Allocate resources and distribute work to organizational segments or groups under their control;
- Analyze work plans developed by subordinate supervisors and monitor the status of their work in relation to the overall schedule requirements, including unanticipated or emergency requirements;
- Obtain prior approval of changes that would modify or deviate overall work schedules or affect work operations controlled by supervisors not under their control; and
- Provide information and advice to higher level supervisors, management officials, and staff organizations on feasibility of work assignments as scheduled, budget estimates, and workload data to assist in developing or reviewing proposed long-range schedules and work requirements, and may participate with superiors in planning conferences and meetings.

#### Work direction

- Assign and explain work requirements and operating instructions to subordinate supervisors and set deadlines and establish the sequence of work operations to be followed;
- Maintain balanced workloads by shifting assignments, workers, and other resources under their control to achieve the most effective work operations;
- Review and analyze work accomplishments, cost, and utilization of subordinates to evaluate work progress, control costs, and anticipate and avoid possible problems by recommending corrective action to superiors;
- Participate with management officials and/or engineering personnel to develop qualitative and/or quantitative work standards;
- Evaluate work operations and review completed work and inspection reports to assure that standards are met; and
- Coordinate work operations with the supervisors of other organizations and functions.

### Administration

- Assure that subordinate supervisors effectively carry out policies to achieve management objectives;
- Recommend promotion or reassignment of subordinate supervisors, make formal appraisals of their performance, and determine their training needs;
- Schedule leave of subordinate supervisors, review personnel actions and performance appraisals initiated by them, act on personnel problems referred by subordinate supervisors, and maintain administrative records; and
- Serve as a management representative at hearings, meetings, and negotiations involving labor management relations.

The standard explains that credit for a supervisory situation may only be given if the job fully meets those aspects described. If a job meets some but not all of the characteristics of a supervisory level, it has to be credited with the next lower situation level. In the appellant's case, his supervisory situation does not fully meet Situation #3 since his work operations are not of the scope, volume, and complexity to require subordinate *supervisors* in two or more separate *organizational segments or groups*. An organizational segment or group is defined as (1) a part of a larger organization which is typically identified separately on official organizational charts (e.g., unit, section, branch, or division), and (2) an organization that has work operations of such scope that it must be directed through one or more levels of supervision. The appellant's unit and its subdivisions are not distinguished as separate organizations under the [activity]. Rather than having subordinate supervisors, the appellant has four *Wage Leaders* within his unit who are assigned to the four different areas. The scope of each area's operations is not such to require the attention of a full-fledged supervisor.

Other aspects of Situation #3 are also not fully met. For example, the appellant is not required to plan on a quarterly or longer basis the *work assignments and schedules* of subordinate workers. Rather, this is done on a daily, weekly, and monthly basis. He does not analyze work plans submitted by subordinate leaders/supervisors. Nor does he obtain approval to make modifications to work schedules or work operations controlled by other supervisors. He does not participate with management in establishing work standards. Also, he does not provide to higher level management and staff organizations advice on the feasibility of work assignments and budget estimates for the purpose of assisting in the development of long-range schedules and work requirements.

The appellant's supervisory situation fully meets Situation #2. The accomplishment of work assignments in the appellant's unit mostly requires planning on a daily, weekly, and monthly basis. The use of overtime and the need to redirect workers to different areas to accommodate the incoming workload and employees' use of leave account for significant planning on the appellant's part. The appellant plans the work and work schedules within the context of an alternative work schedule (i.e., the employees work four ten-hour days in a week) and a workplace that operates six days a week with two day shifts (i.e., 7 a.m. shift and 9 a.m. shift).

Long-range planning (i.e., six months or more) is required for estimating the need for and costs of overtime; the need for mandatory, certification, and refresher training; the need for supplies within the various areas; and other budget-related costs.

The appellant coordinates with other organizations to accomplish the work and resolve problems. He collects data on an ongoing, six-week basis which he uses for analyzing production rates, planning work schedules, and projecting overtime usage. The appellant recommends solutions to staffing problems. For example, he is proposing to higher management that a swing shift be added to help control the cost of overtime and manage the heavy workload.

The appellant determines the training needs of his workers and ensures they are met. He sets performance standards and formally appraises the performance of his subordinate employees. He approves and plans work around leave requests. He counsels with employees and handles grievances by meeting with union representatives to try to work out problems. If the appellant and employee and/or union representative do not work out their issues, the grievance goes to higher management for resolution.

### ***Upward grade level adjustment***

#### *Borderline jobs*

The grade of a supervisory job must be adjusted upward from the initially determined grade when both of the following conditions are met.

- The job being graded substantially exceeds the supervisory situation (Factor 1) which was credited.
- The level of work supervised (Factor 2) which was credited is not the highest level of work performed by subordinate workers for which the supervisor has full technical accountability.

Neither condition is met in the appellant's case. His supervisory situation fully meets but does not exceed the situation credited under Factor 1 (Situation #2). He does not supervise any worker higher than the grade credited under Factor 2.

#### *Work situations imposing special or unusual demands*

In some situations, the nature of the work operations supervised, the mission to be accomplished, or other circumstances impose special demands on the supervisor involved. These special requirements significantly affect the intensity of the supervisory effort and the level of both technical and administrative knowledge and skill which must be applied.

Special staffing requirements. In some work situations, special staffing requirements may impose on the supervisor a substantially greater responsibility for job design, job engineering, work scheduling, training, counseling, motivating, and maintaining security than that which is normally encountered in orienting, training, and supervising subordinates in accomplishing work. An upward grade adjustment may be made in determining the grade of a supervisor directly or indirectly responsible for work operations involving such exceptional conditions that affect the *majority* of the subordinate workforce when *all* of the following are present.

- The special staffing circumstances, rather than being temporary or intermittent in duration, affect the responsibilities of the supervisor on a permanent and continuing basis.
- Job assignments, work tasks, training, security measures, and other supervisory actions must be tailored to fit these special circumstances for individual workers.
- Counseling and motivational activities are regular and recurring and are essential to the effective handling of the special work situation.

The appellant is required to regularly contend with the kinds of problems, issues, crises, and employee complaints that, while significant, are fairly typical of supervisory positions and are addressed already by the standard. There are no additional unusual demands or exceptional conditions present that add a substantial burden on the appellant or that have the broad, significant impact as described in the standard. The appellant has a few hearing-impaired employees in his unit which require some accommodation, such as making arrangements to have an interpreter for communication purposes and making special arrangements for emergency situations. In general, there are no special conditions that affect the majority of the workforce or that impact a broad array of staffing requirements (i.e., job assignments, training, security measures, counseling, and motivational activities).

### ***Summary***

The appellant's job is credited with Situation #2 under Factor 1, grade level WG-07 under Factor 2, and Level B under Factor 3. Using the grading table in the standard, this converts to the supervisory grade of WS-07. No upward grade adjustment is warranted.

### **Decision**

The appellant's job is properly graded as Wood Worker Supervisor, WS-4604-07.