Position Classification Flysheet for
Program Management Series, 0340

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INTRODUCTION

This position classification flysheet updates the **Program Management Series, 0340**, and provides the series definition and titling instructions. In the General Schedule position classification system established under chapter 51 of title 5, United States Code, the positions addressed here would be two-grade interval positions at the grade GS-13 and above.

The term "General Schedule" or "GS" denotes the major position classification system and pay structure for white collar work in the Federal Government. Agencies that are no longer subject to chapter 51 have replaced the GS pay plan indicator with agency-unique pay plan indicators. For that reason, reference to General Schedule or GS has been omitted from this flysheet.

COVERAGE

This position classification flysheet covers the following occupational series: **Program Management Series, 0340**.

ESTABLISHING THE OCCUPATIONAL SERIES AND STANDARD

Issuance of this flysheet updates this occupational series as described in the following table. The table also indicates how to classify work covered by this series.

New/Previous Series or Guidance	Action Taken/How to Classify Work Previously Covered
Program Management Series **0340**	• Refer to the **Administrative Analysis Grade Evaluation Guide** and/or other related guides, for grading criteria for positions within this series.

GENERAL SERIES DETERMINATION GUIDELINES

Determining the correct series for a position is usually apparent by reviewing its assigned duties and responsibilities and then comparing them to the series definitions and general occupational information the classification flysheet or standard provides. Generally, the classifier decides on the series for a position based on the primary work of the position, the highest level of work performed, and the paramount knowledge required to do the work of the position. In some situations, however, following this guidance may present difficulties.

When the work of a position matches more than one occupation, then use the following guidelines to determine the appropriate series for classification purposes.

- **Paramount knowledge required.** Although there may be several different kinds of work in the position, most positions will have a paramount knowledge requirement. The paramount knowledge is the most important type of subject matter knowledge or experience required to do the work.
- **Reason for existence.** The primary purpose of the position or management's intent in establishing the position is a positive indicator for determining the appropriate series.
- **Organizational mission and/or function.** Positions generally align with the mission and function of the organization to which they are assigned. The organization's function is often mirrored in the organizational title and may influence the appropriate series.
- **Recruitment source.** Supervisors and managers can help by identifying the occupational series that provides the best qualified applicants to do the work. This is closely related to the paramount knowledge required.

The **Additional Occupational Considerations** section of this flysheet provides examples where the work may involve applying related knowledge and skills, but not to the extent that it warrants classification to this occupation.

For further guidance, refer to **The Classifier's Handbook**.

Official Titling Provisions

Title 5, United States Code, requires the U.S. Office of Personnel Management (OPM) to establish authorized official position titles to include a basic title may be appended with one or more prefixes and/or suffixes. Agencies must use the official position titles for human resources management, budget, and fiscal purposes. Instructions for assigning official position titles are provided in this section.

Supervisors and Leaders

Add the prefix "Supervisory" to the basic title when the agency classifies the position as supervisory. If the position is covered by the General Schedule, refer to the **General Schedule Supervisory Guide** for additional titling information.

Titles such as *Officer (e.g., Accounting Officer, Budget Officer), Administrator, or Manager (e.g., Budget Manager)* may be substituted to denote a level of responsibility which inherently includes supervisor (Introduction to Position Classification Standards, p 15)*.* Do not use the prefix, "Supervisory" in conjunction with this title, although the position may satisfy the definition of "supervisor" in the **General Schedule Supervisory Guide.**

Add the prefix "Lead" to the basic title when the agency classifies the position as leader. If the position is covered by the General Schedule, refer to the **General Schedule Leader Grade Evaluation Guide** for additional titling information.

Specialty or Parenthetical Titles

Specialty titles are typically displayed in parentheses and referred to as parenthetical titles. Agencies may supplement the authorized titles with agency established parenthetical titles if necessary for recruitment or other human resources needs.

Organizational Titles

Organizational and functional titles do not replace, but rather complement, official position titles. Agencies may establish organizational and functional titles for internal administration, public convenience, program management, or similar purposes. Examples of organizational titles are Branch Chief or Division Chief. Examples of functional titles are Chief Program Management Officer.

PROGRAM MANAGEMENT SERIES, 0340	**Qualification Standards**

Series Definition	This series covers all classes of positions the duties of which are to manage or direct, or to assist in a line capacity in managing or directing, one or more programs, including appropriate supporting service organizations, when the paramount qualification requirement of the positions is management and executive knowledge and ability and when the positions do not require competence in a specialized subject-matter or functional area. (Positions in which specialized subject matter or functional competence is a necessary qualification requirement are classifiable to whichever specialized or general series is most appropriate.) **Note:** This occupational series is not intended to be the "catch all" for all work involving the management of programs within the Federal Government.
Titling	The basic title for positions in this occupation is Program Manager.
Occupational Information	General Occupational Information • Program management work involves providing oversight of the provision of one or more programs and/or services to the public, to include the coordinated application of general and specialized knowledge, skills, expertise, and practices necessary for the effective implementation of one or more programs and the accomplishment of the agency mission, goals, and objectives. • A program entails the mission, functions, projects, activities, laws, rules, and regulations which an agency is authorized and funded by statute to administer and enforce. It is important to distinguish a project from a program. In contrast to a project, which has a defined beginning and end, a program is an ongoing operation. A project serves to develop, modify, or enhance a product, service, or system and is constrained by the relationships among scope, resources, and time. Programs, on the other hand, encompass the missions, functions, operations, activities, laws, rules, and regulations that an agency is authorized and funded by statute to administer and enforce. Programs normally provide products and/or services to the public. Agencies distribute available funding to carry out these continuing programs and any ongoing staff support they require. • Positions in this series exercise of delegated authority to carry out program functions and services constitutes the essential purpose for the establishment and continuing existence of an agency. The focus of a program may be on providing products and services to the public, State and local government, private industry, foreign countries, or Federal agencies. Most programs have an impact or effect which is external to the administering agency.

Occupational Information

- A program may be professional, scientific, technical, administrative, or fiscal in nature. Typically, programs involve broad objectives such as: national defense; law enforcement; public health, safety, and well-being; collection of revenue; regulation of trade; collection and dissemination of information; and the delivery of benefits or services. However, specialized or staff programs may be considerably narrower in scope (e.g., merit systems protection; nuclear safety; and agency wide personnel or budget programs). Programs are usually of such magnitude that they must be carried out through a combination of line and staff functions.

Typical program management duties may include, but are not limited to the following:

- Develops detailed plans, tasks, milestone dates and schedules to ensure proper sequencing of events and tracking of processes and costs throughout the life cycle of the programs/projects;
- Reviews programs/projects to determine how they can be accomplished with the least disruption to workers and mission operations and that directions and schedules are accomplished in a timely manner;
- Participates in regular information planning sessions, maintains productive interaction with staff, reports on the status and progress of work accomplished to date, and monitors work in progress;
- Establishes program objectives and units of measure for determining when objectives have been met;
- Makes recommendations for actions when adjustments or a different course of action is necessary;
- Drafts guidance and direction regarding program management and reporting;
- Plans and initiates a comprehensive evaluation system for the review and analysis of proposed costs, program development, and performance;
- Participates in meetings with internal staff and representatives from staff agencies and industry to determine program status, major milestones, and coordination of each to detect in advance potential slippage or increased costs; and to ascertain appropriate action required to maintain or improve program schedules;
- Takes actions necessary to correct any identified problem areas; and/or
- Manages short and long range planning activities that include multi-year work plans that are the products of subordinate organizational projects/programs.

IMPACT OF AUTOMATION
Automation, computers, information technology, and their widely varied applications are valuable and practical tools for Program Management work. Employees use computers and other systems in processing, administering, and managing information, as well as for a wide variety of record keeping, correspondence, and tracking operations. They input, delete, retrieve, manipulate, and correct information in databases or automated/electronic records. They design and produce reports using computer systems. Because of automation, managers and supervisors can quickly initiate and track actions, obtain up-to-date data, generate reports, and run these reports from their desks. Automation increases the capacity of positions performing Program Management work.   The information technology tools involved and the skills required to use them generally replace or supplement work previously done manually or by machines. Although computers are used to facilitate work within this series, automation does not change the primary purpose of the work or the paramount knowledge required to perform the work. Proper classification of positions is based on the relevant knowledge and skills required to perform the primary duties of the position.

Additional Occupational Considerations

Some positions may include work requiring knowledge and skills typically associated with the Government Information Management Series. However, a closer look at the work may reveal classification to this series may not be appropriate. The **General Series Determination Guidelines** section of this flysheet offers guidance on selecting the most appropriate series.

The following table provides examples of work similar to that performed in the Program Management Series, 0340, but not to the extent the paramount knowledge required, the reason for the position's existence, the mission and/or function of the organization, and the recruitment sources for the best qualified candidates warrant classification to this series. For further guidance, refer to OPM's publication **The Classifier's Handbook**.

If Work Involves…	See This Standard or Series Definition:
Positions which are analytical and have as their paramount qualification requirement specialized subject-matter knowledge and skills equivalent to those required of a fully-trained employee in the particular subject-matter occupations.	Such positions should be classified in the appropriate specialized series, or if none is established, in the **Miscellaneous Administration and Program Series, GS-0301**
Positions which evaluate Government programs and operations, or the effectiveness, efficiency, or productivity of Federal agencies.	**Management and Program Analysis Series, 0343**
Positions which manage, direct or assist in a line capacity one or more programs, when qualifications of the position do require competence in a specialized subject-matter or function area.	Such positions should be classified in the appropriate specialized series, or if none is established, in the **Miscellaneous Administration and Program Series, GS-0301**
Positions which perform work serving to manage projects, i.e. develop, modify, or enhance a product, service, or system and is constrained by the relationships among scope, resources, and time.	**Interpretive Guidance for Project Manager Positions**

Positions the duties of which are to advise on or supervise planning, organizing, analytical, or equivalent work not of a clerical nature necessary in providing or negotiating for two or more administrative functions or services necessary for the internal administration, operation, and functioning of an organization when the paramount qualification requirement is subject-matter or functional knowledge or skill in executing such administrative functions or services.	**Administrative Officer Series, GS-0341**
Positions for which the primary duties are to supervise, direct, plan, and coordinate a variety of service functions that are principally work supporting and where the primary knowledge requirement is knowledge sufficient for the provision of support services for an organization.	**Support Services Administration Series, GS-0342**
Positions which are to manage or direct a program for the management of the financial resources of an organizational segment, field establishment, bureau, department, independent agency, or other organizational entity of the Federal Government and where the competence in financial management is a qualification requirement for such position and the principal to the position's existence.	**Financial Management Series, GS-0505**

Crosswalk to the Standard Occupational Classification

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

Federal Occupational Series and Position Title and The Related Standard Occupational Classification System Code

Federal Occupational Series	Standard Occupational Classification Code Based on Occupational Series		Position Title	Standard Occupational Classification Code Based on Position Title	
0340	11-9190	Miscellaneous Managers	At Agency Discretion	11-9199	Managers, All Other

GRADING INSTRUCTIONS

This flysheet does not provide occupation-specific grading criteria.

Use the **Administrative Analysis Grade Evaluation Guide** grading criteria to evaluate non-supervisory positions at the GS-09 or above.

Other appropriate subject-matter position classification standard may be used in conjunction with this flysheet or independently as appropriate, depending upon the nature of the work.

Evaluate leader positions using the **General Schedule Leader Grade Evaluation Guide**.

Evaluate supervisory positions using the criteria in the **General Schedule Supervisory Guide**.

NOTE: General Schedule Supervisory Guide (GSSG) is not typically applicable to *all* positions properly classified to this series. The GSSG is not appropriate for evaluating managerial positions that do not include the accomplishment of work through the supervision of others or that do not require technical competence related to the work directed.

APPENDIX A – HISTORICAL RECORD AND EXPLANATORY MATERIAL

This appendix describes the development of this Position Classification Flysheet for the Program Management Series. This section will highlight some key dates and milestones and provide information about the focus groups and addresses concerns expressed by reviewing agencies.

KEY DATES AND MILESTONES

The U.S. Office of Personnel Management (OPM) in consultation with the Office of Management and Budget (OMB) and the Program Management Policy Council (PMPC) is issuing specific requirements of **Public Law 114-264, Program Management Improvement Accountability Act (PMIAA)**. In accordance with Public Law 114-264, Program Management Improvement Accountability Act (PMIAA) OPM is required to establish a new job series, or update and improve an existing job series, for program and project management work within an agency program. OPM consulted with Federal agencies including the 24 Chief Financial Officers (CFO) Act of 1990 (31 U.S.C. § 901(b)) agencies to update the Program Management, 0340 Series and develop the Interpretive Guidance for Project Management positions via a governmentwide survey and focus groups. OPM efforts reached more than 10,000 Federal Employees across the government.

OPM conducted focus groups with Human Resources Subject Matter Experts and Program and Project Management Subject Matter Experts to develop position classification policy and guidance to Federal agencies. OPM completion of a comprehensive review of program and project management work resulted in the update of the Program Management, 0340 Series and establishing Interpretive Guidance for Project Management Positions. There were over 15,700 Federal employees classified to the Program Management Series, 0340. Our study also revealed the program management work is performed in numerous occupational series (e.g., IT Cybersecurity included over 7,000 Program and Project Managers). Therefore, OPM has prescribed policy for agencies to classify Program Managers in the Program Management Series, 0340 as well as other occupational series. The Program Management Series, 0340 includes program management positions that do not require specialized skills found in another occupational series. If specific knowledge is required Federal agencies can use a parenthetical title, Program Manager to classify the work, e.g., Grants Management Specialist (Program Manager).

December, 2018, OPM shared the Draft Classification Flysheet for the Program Management Series, 0340, with federal Agencies. Agencies were asked to review the draft to provide feedback and comments.

RESULTS OF AGENCY REVIEW, COMMENT, AND TEST APPLICATION

Agencies reviewed the content of the Flysheet and tested the proposed grading or functional guide, on position descriptions covering Program Management employees and reported no significant grade impact. Therefore, we anticipate no change to the grades of properly classified positions.

When we issued the draft Flysheet, we requested agency comments on the adequacy of the Flysheet. A summary of major agency comments and our responses follows.

1. Occupational Information

Agency Comment: One agency commented that the occupational information was appropriate, but not sufficient. Specifically, the duties described were general in nature and could be inclusive of any manager role including those not classified in the series.

OPM Response: Our study revealed program management work is performed in numerous occupational series. Due to this fact, there is inherent overlap of many of the duties of these positions classified to various series. Therefore, OPM has prescribed policy for agencies to classify Program Managers in the Program Management Series, 0340 as well as other occupational series. The Program Management Series, 0340 includes program management positions that do not require specialized skills found in another occupational series. If specific knowledge is required Federal agencies can use a parenthetical title, Program Manager to classify the work, e.g., Grant Management (Program Manager).

2. Occupational Title

Agency Comments: One agency commented that agency discretion should be retained for official titling. The agency further did not recommend prescribing the title of Program Manager without further guidance on the level of supervisory responsibilities inherent in a position that should be considered for this series.

OPM Response: We considered agency comments and included further titling information to indicate that this series includes positions which may be supervisory or non-supervisory in nature. As provided in the Introduction to Position Classification Standards titles should be consistent with the occupational series titles established by OPM; for example, positions in occupational series involving analytical, clerical, examining or investigating work should be titled analyst, clerk, examiner, or investigator (p. 14). The work of this occupation may or may not include supervisory duties. Titles such as Officer (e.g., Accounting Officer, Budget Officer), Administrator, or Manager (e.g., Budget Manager) are authorized to be substituted to denote a level of responsibility which inherently includes supervisory duties (Introduction to Position Classification Standards, p 15); however supervisory duties alone do not predicate its use.

3. Grading Criteria

Agency Comments: Most agencies commented that the grading criteria identified are appropriate for evaluating program management work. One agency commented that the AAGEG was not appropriate for evaluating program management positions.

OPM Response: We agreed that the AAGEG is appropriate for evaluating program management work. Based on agencies responses, there were no downgrades or major impact anticipated.