Department of the Army
Pamphlet 690 - 27

JOB ELEMENTS AND PERFORMANCE STANDARDS

SAMPLES FOR SUPERVISORS

Headquarters
Department of the Army
Washington DC
May 1983

FOREWORD

This pamphlet contains sample major job elements, supporting tasks, and performance standards. They are a compilation of examples submitted by MACOMs and edited by this office. Therefore, you will find that not all elements are included for some positions while too many elements may be listed for others. The same observation will apply to the number of supporting tasks and performance standards for the major job elements.

These elements, tasks, and standards are not provided to be used as is. They are guidance, not models, that may be helpful to supervisors when developing performance requirements for specific positions. The elements listed may be either critical or noncritical, depending upon their importance to the job. Additional samples will be published after further compilation and editing.

Part I pertains to General Schedule and Merit Pay positions. Federal Wage System positions are included as Part II. The mandatory critical elements, Personnel Management and Equal Employment Opportunity, and their supporting tasks and performance standards are excluded from the listings pertaining to supervisory/ managerial positions in Parts I and II. Supporting tasks and performance standards for these two mandatory critical elements are in Part III.

We have attached Federal Personnel Manual (FPM) Bulletins 430-15, dated 6 November 1981, and 430-17, dated 2 August 1982 in Part IV. These bulletins will provide guidance on identifying major job elements and establishing performance standards pertaining to cost efficiency and organizational management for supervisory/managerial positions.

Pamphlet

No. 690-27

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 15 May 1983

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MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
SAFETY SPECIALIST, GS-018-11		
1. Risk Management	1. Reviews plans, procedures, and equipment.	1a. Zero to one forseeable significant safety/health deficiency overlooked during reviews. 1b. Compensating safety/health measures recommended within 4-5 days for all category 1, 2, and 3 risks identified.
2. Radiation Safety	2. Complies with NRC regulations and licenses, and Army regulations, authorization, and permits.	2a. Assists RPO to achieve no more than 3-4 minor deficiencies during surveys by NRC or higher headquarters. 2b. Assists RPO to achieve 90-95% of required inspections/surveys of radiation operations, equipment, etc., conducted IAW regulations.
3. Error Prevention and Control	3a. Investigates personnel injury, property damage and motor vehicle accidents. 3b. Determines accident causes and develops preventive countermeasures. 3c. Performs safety training and education.	3a. Investigates reported accidents and incidents within 3-5 hours of notification. 3b. Countermeasures developed and recommendations made within 20-25 days of problem identification. 3c. Analysis of accident causes completed in 5-10 days after investigation of accident. 3d. Conducts technical and industrial safety courses 15-20 times a year.
SUPERVISORY PERSONNEL MANAGEMENT SPECIALIST, GS-201-11		
1. Regulatory Expertise	1. Provides expert knowledge of regulatory requirements concerning civilian personnel administration by analyzing, interpreting, and clarifying policies, directives, and other issuances received from OPM, DA, and MACOM.	1. Assures that personnel office staff is notified of regulatory changes and how these changes will affect operations within 2-3 weeks of the receipt of change. Responds to requests for information or regulatory interpretations within 1-2 week period.
2. Internal Audit	2. Supervises and participates in internal audit of civilian personnel actions.	2. When regulatory or procedural errors are revealed through internal audit, notifies appropriate branch chief and makes recommendations for corrections and/or training within 4-6 weeks.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Management Information Systems	3. Supervises the maintenance of management information systems.	3. Assures that information in data base is maintained on a current basis and correctly. Makes changes that can be accomplished locally and makes recommendations for resolution.
4. Employee Benefits	4. Supervises administration of employee benefit programs.	4. Assures that prompt information is provided to the work force regarding employee benefits not later than 30 days after receipt.
5. Personnel Action Processing	5. Supervises the processing of all personnel actions.	Assures that all personnel actions are processed not later than end of the pay period in which they are received in TSO.
SUPERVISORY PERSONNEL MANAGEMENT SPECIALIST, GM-201-13		
1. Policy and Regulations Development	1a. Reviews guidance from higher echelons and analyzes impact on the command.	1a. Analyses are thorough enough that the end product (e.g., regulation, policy letter, etc.) results in proper action being taken by the users. Frequent questions concerning application of the guidance and unresolved situations resulting from its use would indicate that analyses were not thorough enough. Indicators of success include a general lack of problems in using the guidance and a finding, upon review of operations, that staff guidance is being interpreted as intended and consistently applied in most cases.
	1b. Prepares and staffs final documents.	1b. Writing is clear, usually requiring no substantial changes. No significant problems in using documents due to imprecise language. Staffing (coordination) requires the ability to listen to others' views. Frequent, quick coordination efforts indicate success in staffing. Frequent approvals and/or concurrences provide evidence of writing ability, logical analyses, and ability to "sell" ideas to other staff members.
2. Individual Case Problem Resolution	2. Analyzes cases (e.g., grievances, adverse actions, etc.); researches laws, regulations, and precedent cases; and prepares final resolution document for the Commanding General or other appropriate official.	2. Research, analyses, and coordination are thorough enough that nearly all recommendations are accepted by decision-making officials. Another indicator of success is that rarely are appeals lost because of technical, legal, or procedural problems. Grievance and appeals suspenses are met in all cases unless a specific extension has been approved.
3. Program/System Analysis and Administration	3a. Reviews statistical trends, identifies problem areas and causes, and develops corrective actions.	3a. Performance will be considered acceptable if no less than 85% of the recommended corrective actions have the approximate results sought.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Program/System Analysis and Administration (continued)	3b. Recommends command goals and objectives.	3b. Goals and objectives should relate to real command needs and be reasonably attainable. Evidence of success includes a high degree of staff acceptance and a majority of the goals being met or substantially met. If goals are always easily met (or rarely met) they are probably less than realistic.
4. Special Study/ Survey Administration	4a. Reviews the body of laws, regulation, and situations surrounding the subject of the study.	4a. Review is thorough enough that results and recommendations of studies will not be invalidated due to technical errors or overlooked guidelines.
	4b. Prepares final documents (e.g., study report, survey document, policy letter, recommended actions, etc.).	4b. The initial purposes of the study will usually be accomplished (e.g., recommendations accepted most of the time), and suspenses imposed by the supervisor are always met unless an extension is requested and granted.
5. Program Planning and Development	5a. Identifies priorities and recommends program indicators for review and analysis purposes.	5a. Items recommended should reflect real concerns of the command and major emphasis areas specified by DA in its program documents and circulars. However, items are not sufficient for this purpose if they simply repeat DA program indicators, per se.
	5b. Prepares and coordinates program documents.	5b. Documents present clear and reasonably attainable goals which have a high degree of commitment/acceptance from management. The indicators of success include the absence of significant problems in staffing the documents and generally favorable operating trends during the program year (i.e., no more than two major items falling more than 10% below programmed objectives).
PERSONNEL OFFICER, GS-201-13		
1. Civilian Personnel Office Management	1a. Plans and schedules Civilian Personnel operations. Manages Civilian Personnel internal organization, considering relative priority of programs and projects, efficiency and economy, establishing work priorities and suspenses for branches; coordinates activities within the Civilian Personnel Office and assures that projects are evaluated for their impact in all functional areas; plans initiatives needed to implement changes, identifying time tables, resource requirements, necessary coordination within	1a. Operate the Personnel Office in the approved functional budget. Provide primary attention to the implementation of the Civil Service Reform Act and meet suspenses associated therewith. Maintain supervisor level of performance in all other areas.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Civilian Personnel Office Management (continued)	outside organizations; identifies courses of action and advises management on their relative advantages and disadvantages.	
	1b. Appraises program results.	1b. Review, evaluate, and identify trends or problem areas in Personnel Office programs by means of statistical data and contacts with employees, supervisors, or managers. Meet or exceed MACOM averages in most program areas.
	1c. Informs personnel.	1c. Subordinate personnel are kept informed of program status, policies, laws, precedent setting decisions, etc. At least monthly staff meetings within the Personnel Office are held.
	1d. Evaluates performance of Civilian Personnel Branches. Identifies major critical elements for action and evaluates performance against suspenses and established standards.	1d. Implement new performance standards for all Personnel Office Branch Chiefs providing individual employee recognition where due and within DOD guidelines. Provide needed training within work load and travel restraints.
2. Position and Pay Management	2a. Serves as responsible advisor to management in coordination with concerned staff elements in the establishment and maintenance of a sound and efficient position structure.	2a. Acceptable performance will be achieved when framework for program has been documented and recommendations made to Position and Pay Management Officer, managers, and supervisors to include: awareness/understanding of program, proper assignment of duties and responsibilities, review of organization/ position structure, maintenance of high-grade/average-grade ceilings.
	2b. Responsible for the classification and evaluation of all civilian positions. Assures position classification accuracy and consistency with established Position and Pay Management regulations, standards, principles and practices by scheduling and conducting a review of positions.	2b. Acceptable performance will have been achieved when appeals and outside audits indicate a pay accuracy rate of not less than ___%; job description accuracy rate of ___%; and changes in duty assignments are processed within 30 days after receipt of the request for personnel action (SF 52).
3. Technical Services	3. Retirement.	3. There will be no more than a 10% margin of error in the completion of annuity estimates.
4. Management-Employee Relations and Training	4a. Provides technical advice and assistance to all levels of management.	4a. Written and/or oral advice and assistance rendered within a preset deadline.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
4. Management-Employee Relations and Training (continued)	4b. Personal adverse action and grievances and appeals.	4b(1). Local policies and plans functional and current at all times. 4b(2). Recommendations and letters of reprimand, suspension, removal, etc., prepared and returned to operating official within three working days of receipt of request for action. 4b(3). No more than one percent of adverse action overturned on procedural grounds.
	4c. Employee Assistance Program.	4c(1). Local policies and plans functional and current. 4c(2). Training and orientation provided managers and supervisors. 4c(3). All employees informed of services available.
	4d. Program planning.	4d(1). Program document developed and published within 45 days after receipt of DA and managerial input. 4d(2). Narrative report of progress toward program goals by predetermined suspense dates.
5. Recruitment and Placement	5. Staffing.	5a. In cases involving hard to fill positions, evidence will exist that special efforts were made to fill those positions. No recruiting source will have been untapped. Staffing levels will be maintained throughout the year on a cumulative average of no more than 3% of voucher strength (FTP). 5b. Staffing plan will be current and in place not later than 1 October. 5c. Cooperative student strength will match the numerical average established by higher authority. 5d. One personal contact is required by a member of the Recruitment and Placement staff to each college or university maintaining a cooperative education contract with this activity.
6. Services to User Organizations and Employees	6a. Provides personnel management advice and assistance to top managers and supervisors.	6a(1). Advice will be in accordance with agency and OPM regulations and guidance. More than four situations annually in which advice to managers later proves to be in violation of regulations or guidance will constitute less than acceptable performance.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
6. Services to User Organizations and Employees (continued)		6a(2). Issues advisory bulletins to management and employees within two weeks of significant changes in personnel procedures, regulations, etc.
	6b. Identifies and resolves personnel problems.	6b(1). Advises management of indicated potentially serious problems existing and proposes reasonable solutions and alternatives to prevent negative consequences.
		6b(2). 95% of managers and supervisors questioned will indicate that good communication exists between them and the personnel office and that they are aware of personnel management responsibilities.
	6c. Advises employees of their rights and responsibilities in personnel matters.	6c(1). Employees will receive timely and accurate information on personnel policy changes within two weeks of change.
		6c(2). Not more than three justifiable complaints received during rating period because employees received incomplete or inaccurate information and assistance.
	6d. Evaluates jobs and accomplishes personnel actions.	6d(1). Requests for classification actions are usually completed within three weeks of receipt of request. Not more than one request is processed in excess of three weeks.
		6d(2). Requests for staffing actions are completed within four weeks of receipt of requests. Not more than one request per four week period is processed in excess of four weeks.
		6d(3). Nominations for incentive awards are processed within two weeks of receipt of request.
		6d(4). Training requests are processed within two weeks of receipt of requests.
		6d(5). Not more than four personnel actions are processed incorrectly during the rating period.
		6d(6). Provides effective direction to management-employee relations through courteous and timely information and assistance to all parties concerned. Any complaint of discourteous behavior or untimely information or assistance by any party will constitute less than acceptable performance.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
6. Services to User Organizations and Employees (continued)	6e. Provides data and justification annually, or as required, on budget and fiscal matters and requirements which can or would impact upon the efficiency of the activity.	6e. Ensures that CPO budget and fiscal input for annual POM and GDIP, COB, BER requests/requirements is adequate to support approved and proposed intake, assignments, reassignments, training, etc., anticipated in out years.
	6f. Recruits for anticipated losses from college ranks.	6f. Establishes active recruiting on major college campuses by personal visits and correspondence with counselors and ROTC personnel to achieve approximately 10% of anticipated losses.
PERSONNEL MANAGEMENT SPECIALIST, GM-201-13		
1. Average and High Grade Control	1a. Monitors command senior level fill of allocated positions.	1a. DA ceilings will not be exceeded at year end reporting time; for better than acceptable performance, must demonstrate flexible management to maximize MACOM's needs and/or secure additional allocations from DA; to fall below acceptable performance, exceed year end ceiling and/or have five or more high grade positions unallocated within MACOM.
	1b. Chairs Position Management Office Advisory Committee (PMOAC).	1b. Will convene PMOAC NLT 10 working days after receipt of either a SF-52 or a request for additional hi-grade allocation(s). For better than acceptable performance, all requests will be processed and out, with written decision per the following schedule: Exceeds standard - 75% within six days, balance within ten days; far exceeds - 90% within four days, balance within six days. To measure this performance standard a log must be established and maintained by the incumbent with "real time" entries.
	1c. Makes recommendations and develops procedures with respect to allocations and control of high grade positions.	1c. Makes recommendations to Position Management Officer (PMO) and Committee. Analyzes Committee and PMO recommendations and writes, coordinates and issues policy letters and regulations to commanders and staff element heads on policy/allocation matters vice individual actions; for acceptable performance an annual policy, program, procedural and allocation letter must go to each commander and staff element head in October; to surpass acceptable, additional education of supervisors and managers designed to enhance understanding and credibility of the Hi-Grade Control Program through such activities as: add-ons by employee at staff meetings and special management training short courses.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Career Management and Executive Development	2a. Ensures that annual EDG money is budgeted for the command.	2a. Sends required forms and instructions to CPO's for their input and consolidates for submission to DA to ensure sufficient money is available for EDG training; these data requests, consolidations, and necessary coordinations (DCSRM and CPM's) are within the time constraints established by the Program Manager in DA DCSPER; to exceed acceptable performance expenditures must be within 5% of budget allocation (never over budget).
	2b. Monitors CPO designations of EDG positions and maintains current (1) list of EDG positions, (2) "high potentials" identified by SDAP panels, and (3) copies of IDP's on all careerists.	2b. For acceptable performance, incumbent maintains lists of MACOM's EDGs and "Hi-Po's" and the IDP's on all careerists; success measured by: (1) congruence between CIVPERSINS, SCIPMIS, and the employees' records, (2) congruence between the IDP's of these groups and the budget for the FY, (3) issuing instructions to dedicated CPO's by 30 Sep on eligibility for employees serviced to use funds, i.e., membership in EDG or "Hi-Po" designation PLUS training need identified on IDP (unless exception received from program manager in SCPO). To exceed acceptable performance, records must be refined or fine tuned, i.e., have terminal access to these data organized different ways, e.g., by organization, location, career field, GS level, etc.
	2c. Operates and control management and Executive Development Systems for the MACOM: the four results to be scrutinized are: (1) Sub-allocation of all funds into four sub-accounts (HQ and 3 CPO's). (2) Management of DA-wide long-term training nominations, and MACOM development quotas (including CP-10 interns). (3) Control of monies spent.	2c. For acceptable performance in these four tasks the following results must be achieved: (1) Adequate HQ share (need plus reserve for contingencies) and sufficient allocations to three CPO's based upon number of their EDG positions and hi-po individuals as modified by historical data and FY needs as identified by IDP's. (2) Will forward for DA consideration (within their deadlines) at least three nominees for DA-wide competitive long-term training each year; for exceeds standard - 6, for far exceeds standard - 10, and will fill all MACOM mandatory quotas and all CP-10 intern quotas. (3) Will design an improved reporting system for three CPO's NLT 25 Sep.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Career Management and Executive Development (continued)	(4) Makes necessary adjustments in four accounts and between MACOM and DA DCSPER.	(4) Timely intra-MACOM adjustments will be made so that no MDG or EDG training opportunities are lost as long as funds are available (request further funds from DA using same standard, i.e., if DA has funds to transfer).
3. P&PM Officer	3a. Establishes P&PM policy for the command.	3a. Interpret higher HQ guidelines, e.g., AR 690-500 (501), and issue MACOM policies and regulations by 31 Dec of each year and within 60 days of receipt of subsequent changes or new regulations in the P&PM area.
	3b. Evaluates P&PM program effectiveness.	3b. Conduct two day on-site spot checks for position title, series and grade accuracy of benchmark jobs at three CPO's no less often than once every two years; scope to include at least 25 jobs on each visit; two on-site surveys will be conducted during this rating period. Written report to SCPO within 10 workdays after survey.
	3c. Based upon 3b, effects or directs the MACOM and/or the installation policies, procedures, etc., to be changed.	3c. Needed corrections will be made in HQ regulations and/or directed to be made in subordinate installation regulations NLT 60 days after survey written report furnished supervisor.
	3d. Provides assistance (telephonically, research, on site) upon request of three CPO's.	3d. Requests requiring more than four hours time by the employee will be determined and priorities set by SCPO. The standard is to respond positively to all requests (a "no" can be "positive" but must be approved by SCPO).
	3e. Serves as highest classification appeals authority in the MACOM.	3e. All appeals will be done; evaluations will be completed and returned to requestor within 20 working days of receipt; those resubmitted for DA or OPM review will be forwarded NLT three working days of receipt.
	3f. Serves as chief advisor to the command's PMO.	3f. On call and respond in 100% of the cases to the PMO (who is the CofS).
4. Intern Management	4a. Determines the total number of interns required by type (SAMOD, DA AMOD, MACOM, local), the career field mix, organizational assignment.	4a. Secure command approval of the program and supporting resources, develop consensus with CPM's/DCPM's on career "mix," general qualification, entrance grade, training plans, minimum rotation requirements, training funding procedures, i.e., the basic ground rules.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
4. Intern Management (continued)	4b. Assure CPM's devise acceptable training programs including Quarterly Progress Reports, 1st (home) training site, and an intra-MACOM mobility agreement based upon CPR 950-1 and the 950 series covering the specific programs.	4b. Instruct, provide sample training agreements, and evaluation reports to DCPM's and require that DCPM's work with servicing CPO Training Branch. No intern will be appointed by servicing R&P Branch without clearance from Employee Development Specialist that an acceptable training agreement is signed and operative.
	4c. Ensure proper funding for salary, training, and travel for MACOM or local interns.	4c. Consult with DCSRM and instruct DCPM's in preparation/ submission of necessary budgetary documents.
	4d. Delegate recruitment authority to appropriate dedicated CPO(s) and selection authority to CPM's or their designated panels.	4d. Self-explanatory (this standard cannot be exceeded).
	4e. Group orientation of new MACOM interns.	4e. Will personally conduct orientation for all newly appointed interns within 90 days after EOD.
	4f. Monitor progression, e.g., rotation, progress reports, training, promotions, and placement upon graduation.	4f. Require that servicing CPO receive necessary reports and provide information copies to SCPO (EDS); take necessary corrective action.
	4g. Start cycle over again (see 4a).	4g. Self-explanatory.
EMPLOYEE RELATIONS ASSISTANT, GS-203-5		
1. Technical Advice and Assistance	1a. Process disciplinary and adverse actions, performance actions, and management-directed reassignments.	1a(1). IAW FPM/CPR 771, 752, 751, 531, 430, 432, 772, and current MERI's and DCPI's. 1a(2). No more than two per month found on review by team leader or supervisor to be procedurally or regulatory (FPM) defective, after initial on-the-job training on each type of case. 1a(3). Not more than two per month completed or returned to supervisor more than eight workdays after date assigned. All typing and review is completed and final product is submitted to MER Chief NLT 13th workday from date of assignment of supervisor's request for action. Deviations will be approved by MER Chief.

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MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Technical Advice and Assistance (continued)	1b. Processes miscellaneous actions such as miscellaneous complaints and fitness-for-duty actions.	1b(1). Fitness cases are forwarded to Medical Officer within four workdays of assignment. Medical recommendations are forwarded to supervisor with all appropriate attachments within six workdays of receipt from Medical Officer. 1b(2). Responses to congressional inquiries are ready for typing within two workdays of assignment. Other miscellaneous actions are completed by dates assigned by supervisor.
2. Projects	2. Conducts projects and miscellaneous tasks assigned by MER Chief.	2a. Completed IAW suspense date assigned unless extension is requested and granted. Tasks not given with suspense date will be completed within three weeks. 2b. Not more than two assignments per month completed later than original or approved extended suspense date.
3. Case Close-Out	3a. Returns case file to MER Chief after case closed. 3b. Possesses files closed for three days or more only while necessary to research an active suspense action or to use as sample in a similar case. 3c. Affixes all documents in case folders in chronological order on right-hand side, most recent on top; keeps log sheet and/or check list on right-hand side up to date; annotates date of close-out on margin of case folder.	3a. Within three days after completion of last step to process case. 3b. Not more than one deviation per month permitted on spot check by MER Chief. 3c. Not more than four deviations per month are permitted.
4. Written Communication	4. Prepares staff papers or other correspondence in support of investigations completed and recommendations made.	4a. IAW MACOM Staff Action Officer and Secretarial Procedures Guide.
MILITARY PERSONNEL CLERK, GS-205-4		
1. Assignment Instructions	1a. Screen MPRJ and documents to obtain data needed for MOS qualification. Must be knowledgeable of documents required to be filed in the MPRJ to obtain data	1a(1). For each monthly period have no more than _____ erroneous assignments.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Assignment Instructions (continued)	utilized in the MILPC 17 Report (TC1 and TC2 data).	1a(2). Must respond within 24 hours to DA request for assignment data. Inaccurate data submitted must not exceed 2% of the the total data requested.
	1b. Counsel service members. Be knowledgeable of regulations and directives pertaining to MOS qualifications and reclassifications.	1b. No more than three erroneous reclassifications every three months is acceptable performance.
	1c. Counsel service members who have been disqualified from their enlistment guarantee. Explain to SM the reason for disqualification and inform them of available entitlements due to their disqualification.	1c. Acceptable error rate: No more than three reported discrepancies for every three month period.
2. MPRJ Maintenance	2. Update MPRJ and Form 2-1. File copy of enlistment commitment waiver along with other pertinent documents in the MPRJ. Update item 4 of Form 2-1 to show all changes, limitations, agreements pertaining to any changes in the enlistment guarantee.	2. No more than three discrepancies (a combination of incorrectly posted item 4 of DA Form 2-1 and missing documents) for every three month period.
3. Word Processing Terminal Operation	3a. Input locator and assignment data to system. Be familiar with the word processing programs which apply to "Locater Fix and Assignment Fix." Be able to apply the "ZAP" Programs.	3a. No more than five errors for every 100 fixes applied.
	3b. Able to discuss and coordinate "FIX" programs with computer operators.	3b. For each week no more than two human errors.
4. Statistical Reports	4. Maintain statistics and prepare reports. Maintain and compile statistics for the Holdover Report as pertains to Basic Trainees. Statistics are compiled and submitted to meet preparation and submission deadlines.	4. No more than two errors for each report submitted.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
5. NGUS/USAR Schedule	5a. Prepare and dispatch "Alert" Rosters. Ensure that "Alert" rosters identifying Split Option trainees are dispatched to unit, F&AO, Medical and Dental Clinics, and Transfer Point.	5a. Within three workdays after receipt is acceptable.
	5b. Dispatch and suspense REFRAD documents. Ensure that mode of travel form and medical waiver option form are suspensed for return from the unit.	5b. Within 10 days prior to BT graduation date is acceptable performance.
6. MPRJ Dispatch	6. Inspect and forward MPRJ to transfer point. Ensure that the 201 File, Medical Record (with medical waiver option form), Finance Record, and Dental Records are sent to the transfer point five workdays prior to scheduled REFRAD date.	6. No more than one late record per 100 processed.
POSITION CLASSIFICATION SPECIALIST, GS-221-11		
1. Position Classification	1a. Reviews projected duty assignments in assigned organizations.	1a. Reviews assignments and responds to management's requests within 10 working days.
	1b. Conducts desk audits for assigned organizations.	1b. Completes any requested desk audits within 30 calendar days of receipt or requests a justifiable extension of time frame.
	1c. Writes job descriptions for assigned organizations.	1c. When formulating a projected job based on limited input, prepares a job description requiring no or only minor changes in 80-85% of cases. Properly designates major duties in 90-95% of assignments.
	1d. Applies position classification standards.	1d. Identifies and uses the correct standard or standards in 90-95% of cases.
	1e. Evaluates positions through GS-12 or equivalent for assigned organizations.	1e. Classifies 90-95% of all positions correctly within 30 calendar days of request or within time frame stated for survey actions by preparing an appropriate evaluation statement.
	1f. Processes Requests for Personnel Action (SF 52) for assigned organizations for job title, series, and grade; FLSA CLC; job establishment; decrease and increase.	1f. "Fill" SF 52's must be processed within the office in three working days, while "Establish" SF 52's must be completed within 30 calendar days unless a justifiable extension is requested and granted.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Job Classification	2a. Plans for/conducts classification surveys.	2a. Consistently meets assigned portion of survey schedule or suspense date(s) provided by supervisor. Incumbent is expected to verbally discuss survey progress at least bi-weekly with superviosr so that there will be no shortfall beyond a two week lag without valid justification/approval. Spends 40-50% of each workday on survey program unless exception granted by supervisor.
	2b. Processes individual actions.	2b. Those requiring a "position action" will be accomplished within 14 calendar days, none exceeding 30 calendar days without supervisory approval. Those involving a "position management review" will be accomplished within one workday.
	2c. Applies new classification standards.	2c. Within 120 days (unless different period authorized).
		NOTE: In the accomplishment of the three preceding tasks, incumbent maintains evaluation accuracy rate as near as possible to 100% in order to achieve/exceed the DA Operating Program Goal of 95% or more (measured by internal/external review).
3. Position Management	3a. Conducts biennial position and pay management surveys for assigned organizations.	3a. 50% of all positions are reviewed annually. An actual desk audit of 25% of positions is conducted annually.
	3b. Assists management on position management (PM) matters.	3b. Provides a positive course of action and at least one alternative when guidance is sought by management. Provides advice on all position surveys. Guidance should be adhered to in 50-55% of cases.
	3c. Reviews position structures for improvement and/or revision.	3c. 50% of organizations serviced are reviewed annually, noting adverse situations. Provides management with comments for 80-85% of organizations scheduled for each year.
	3d. Reviews average grade implications and notes adverse trends.	3d. All adverse trends are noted. Management is provided with trend information in 50% of organizations serviced annually. Provides an alternative in 90-95% of cases.
	3e. Advises on contract provisions involving PM matters.	3e. In 90-95% of cases; e.g., changes in job descriptions, notification of union representative, union right to representation, management receives proper advice IAW provisions of union contracts (AFGE, IAM&AW).

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
4. Position Management Advisory Service/Staff Assistance	4a. Promotes establishment/maintenance of "optimum" position structures in serviced organizations.	4a. Promotes structuring that provides for effective/economical accomplishment of work. Incumbent is expected to develop/sell a minimum of one to two position management proposals (via survey) per quarter.
	4b. Provides assistance on classification complaints/appeals.	4b. Develops complaint answers for Commander's signature within 25 calendar days from filing date (this allows five days to finalize documentation and secure CO's signature).
5. Pay Management	5a. Assists in forming and conducting Local Wage Survey Committee meetings/ hearings.	5a. Attends all LWSC meetings/hearings and serves in absence of the chairman. Conducts the meetings and/or hearings IAW FPM Supl 532-1.
	5b. Collects data from federal agencies in the survey area and forwards statistical reports to the DOD Wage-Fixing Authority.	5b. Applicable federal agencies in the wage area are identified and contacted. Data and statistics which are 90-95% accurate are provided to DOD WFA.
	5c. Aids in publication and distribution of wage and pay information.	5c. Wage/pay charts are published and distributed within 5 working days after receipt. Combined LBDA charts are forwarded to reproduction within 10 working days after receipt.
	5d. Provides data to local, private firms for conduct of their wage and benefits surveys.	5d. Provides LBDA data to private firms within time frame requested or receives an extension prior to the original suspense date. Data must be 90-95% accurate.
6. Development of TDAs	6. Reviews proposed position structures for assigned organizations and develops required job descriptions and evaluation statements for submission to higher echelon.	6. Provides appropriate job descriptions and evaluation statements to Resources Management Division for inclusion with the TDA within requested time frame. Ensures that data is 90-95% accurate. Provides necessary comments on complicated or questionable positions.
7. Classification Appeals and Complaints	7a. Counsels and advises management and employees on classification appeal and complaint matters.	7a. IAW FPM and CPR 501.8, correctly advises management in 90-95% of cases. Upheld on local decisions in at least 85% of cases.
	7b. Furnishes proper documentation to higher echelons as required.	7b. Meets suspenses in 90-95% of cases. Furnishes all appropriate, required documentation to higher echelons in 90-95% of cases.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
8. Special Assignments/Projects	8a. Reviews draft standards, regulations, etc., soliciting comments from operating/union officials.	8a. Research, analyze and consider local occupational relationships and develop comments for supervisor's review a minimum of one working day prior to established suspense date.
	8b. Assists in statistical/narrative report.	8b. Gathers information/data and prepares report for supervisor's review a minimum of one working day prior to established suspense date.
	8c. Provides OJT to P&PM trainees/interns.	8c. Assures attainment of learning objectives. Supervisor rarely (no more than once per quarter) receives valid complaints relative to guidance provided.
	8d. Serves as instructor/resource person at various P&PM related courses, meetings, task force groups, etc.	8d. Articulates subject in a manner that facilitates understanding/promotes acceptance of P&PM principles. Supervisor rarely (no more than once per quarter) receives valid complaints relative to quality information provided or manner in which presented.
9. Interpersonal Relationships	9a. Fulfills commitments.	9a. Supervisor is rarely (no more than twice per year) provided evidence which establishes that commitments made by the incumbent have not been met.
	9b. Displays tact/diplomacy.	9b. Incumbent must display an ability to adapt presentations/recommendations to audience and offer them in a positive/constructive manner. Supervisor rarely (no more than twice per year) receives valid complaints relative to lack of cooperation, beligerance or arrogance on the part of the incumbent.
10. Communication	10. Presents subject matter information via oral and written communications.	10. Effectively organizes/presents ideas in a clear and convincing manner. Few (no more than one per quarter) instances based on lack of precision/clarity (excluding minor editorial changes) are brought to attention of or observed by supervisor.
SUPERVISORY POSITION CLASSIFICATION SPECIALIST, GS-221-12		
1. Program Management	1a. Develops long range plans/specific projects to accomplish position and pay management in accordance with statutes and regulations.	1a. Performance is considered satisfactory when plans and projects are completed within time frame established by directives and/or supervisor.
	1b. Exercises delegated authority to determine titles, series, and grades of civilian positions.	1b. Classification determinations are considered satisfactory when program evaluation, spot checks, or classification appeal determinations indicate no less than 95% accuracy.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Program Management (continued)	1c. Achieves 100% cyclic review of all civilian positions within regulatory and program objectives.	1c. Expectations are to plan and execute a survey schedule to assure at least 65% coverage by the end of the FY and 100% at the end of 18 months.
	1d. Implements all new position classification standards on a timely basis to maintain pay equity.	1d. Standards must be applied within a prescribed 90 day period after receipt except where authorized deviations are allowed or supervisor has granted written extension.
2. Management Assistance	2a. Implements position management actions through vacancy reviews, position management studies, annual survey recommendations and recommended PMO actions to assure the most economical and efficient position structure possible.	2a. Provides meaningful reports to management indicating projected savings, supervisory ratios, elimination of excessive layering and duplicated effort, upward mobility considerations and effective utilization of personnel. Acceptable performance is the acceptance of 70-80% of the recommendations made.
	2b. Interprets and clarifies policies, standards and procedures to all levels of management and employees.	2b. Acceptable performance will be based on the acceptance of interpretations to the extent that elevation to the next level of supervision is minimized to no more than one time per fiscal quarter.
	2c. Improves job description accuracy and adequacy, corrects misassignments, and reduces back pay claims.	2c. Corrective action is initiated within a maximum X-day time frame when deficiencies are detected.
EMPLOYEE RELATIONS SPECIALIST, GS-230-11		
1. Local Personnel Management Policies	1. Researches, analyzes, and interprets OPM and Agency regulations, statutes, the current labor agreement, and other appropriate documents in order to develop, recommend and evaluate local personnel policies on adverse actions, disciplinary actions, appeals, performance requirements, performance evaluations, absence and leave, and labor relations.	1. Each assigned task completed in a timely manner, meeting suspenses when established, correctly interpreting source documents in the establishment/interpretation of local personnel policies. Assigned tasks completed with no more than two substantive misinterpretations of the regulations during the rating period. Assigned tasks completed with no more than three reminders or missed/unextended suspenses, during the rating period.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Advisory Services	2. Provides guidance and assistance to supervisors and management officials concerning their responsibilities and prerogatives in personnel management. Areas of personnel management include: adverse actions, disciplinary actions, grievances, appeals, performance requirements, performance evaluation, absence and leave, and labor relations.	2. Responsive attention to supervisors and management officials, providing accurate information and guidance in a timely manner so that no more than two justifiable complaints are received during the rating period. Warning notices and final decision letters effecting adverse actions and disciplinary actions and decision letters addressing formal grievances will be 90% procedurally accurate.
3. Management-Employee Communication/Counseling	3a. Analyzes management-employee communication problems and develops and recommends resolutions.	3a. Responsive attention to supervisors and employees, providing constructive positive guidance in a timely manner so that no more than two justifiable complaints are received during the rating period.
	3b. Assists supervisors in counseling employees regarding all local personnel management policies and provisions of the current labor agreement.	3b. Provides accurate advice to supervisors and employees by coordination with other Employee Relations Specialists and supervisor, as necessary, so as to provide overall sound guidance. Instances of substantive discrepancy with established policy should be less than three during the rating period.
4. Training/Briefing	4. Provides training and briefings for supervisors, management officials and employees regarding adverse actions, disciplinary actions, grievances, appeals, performance evaluation and absence and leave.	4. Training/briefing will be presented in a clear, concise manner, adequately addressing the objectives of the session(s). Course evaluation and supervisory observation will be utilized for rating this element.
5. Information/ Feedback	5. Prepare evaluation reports providing feedback in assigned functional areas and to assigned organizational elements. Prepares comments, articles and response within assigned functional areas for a variety of documents such as draft regulations, employee information and supervisory guidance bulletins, and local civilian personnel regulations and letters.	5. Written material is prepared in accordance with established objectives, is clearly written, and accurate in accordance with regulation and established policy. Each assigned task is completed in a timely manner, meeting suspenses when established with no more than one reminder on missed/unextended suspense per task during the rating period. Documents will be reviewed by supervisor for adequacy.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
LABOR RELATIONS SPECIALIST, GS-233-11		
1. Local Labor Relations Programs	1. Researches, analyzes, and interprets statute, DA guidance, FLRA decisions, current labor agreement, OPM and Agency regulations and other appropriate documents in order to develop and make recommendations regarding local implementation of the DA Labor Relations Program.	1. Each assigned task completed in a timely manner, meeting suspenses when established, correctly interpreting source documents in making recommendations regarding local implementation of the DA Labor Relations Program. Assigned tasks completed with no more than two substantive misinterpretations of the regulations during the rating period. Assigned tasks completed with no more than three reminders or missed/unextended suspenses, during the rating period.
2. Advisory Services (Labor Relations)	2. Provides guidance and assistance to supervisors and management officials concerning their responsibilities and authorities in personnel management under statutes, regulations, the current labor agreement, pertinent decisions of the FLRA and in the resolution of complaints, grievances, and unfair labor practices complaints.	2. Responsive attention to supervisors and management officials, providing accurate information and guidance in a timely manner so no more than two justifiable complaints are received during the rating period.
3. Contract Negotiations (Preparations)	3. Reviews and analyzes union proposals for negotiability determinations, compliance with regulatory authority, and sound management philosophy and practices. Makes recommendations regarding management proposals and counterproposals based on negotiability, regulations and objectives of management.	3. Negotiability analysis consistent with most current DA guidance, FLRA case decisions, and regulations so that no more than two instances of substantive conflict with such information occur during the rating period.
4. Bargaining Agreements	4a. Serves as a member of the negotiation team, assisting management's representative and providing assistance regarding negotiation techniques and strategies, negotiability, statutes, regulatory compliance, DA guidance and general sound labor relations practices.	4a. Effectively assists management's representative so that final bargaining provisions are consistent with statute, regulations and DA guidance with no more than two discrepancies with such being identified during higher headquarters post audit review.
	4b. Participates in Mediation and Conciliation efforts, in the preparation of issues before the Federal Impasses Panel (FSIP), and in arbitration proceedings.	4b. Assists in accurately presenting management's position on issues brought before the Federal Mediation and Conciliation Service, in preparation of documentation for submission to the FSIP and in preparation for arbitration hearings. Supervisory observation and review of documentation will be utilized for overall rating of this element.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
5. Labor Relations Environment	5a. Conducts inquiries and investigations to determine compliance by both management and the union to all provisions of the current agreement and to applicable laws and regulations.	5a. Questions of compliance are thoroughly researched so that recommendations to correct alleged infractions are appropriate to each situation with no more than two instances of insufficient evidence available to incumbent being identified during the rating period.
	5b. Coordinates management consultation efforts on new and/or revised personnel policies and practices to assure involvement of union and operating officials in the development of local regulations, policy and procedures.	5b. Consultation efforts appropriately administered so that no unfair labor practice charges are sustained by the Federal Labor Relations Authority.
EMPLOYEE DEVELOPMENT SPECIALIST, GS-235-12		
1. Yearly Training Planning	1a. Requests input from management.	1a. Request is out by 1 April with suspense for input of 30 April. Coordinate with Upward Mobility Coordinator.
	1b. Provides guidance on preparing needs input.	1b. Current detailed procedures are documented in Supervisor's Handbook.
	1c. Analyzes and consolidate training plan input.	1c. Preliminary analysis is completed prior to PBAC meetings.
	1d. Provides recommendations/guidance for training committees and commanders.	1d. Proposed plan and recommendations for training committees by end of July; made thru Chief, T&D and CPO.
	1e. Issues final training plans.	1e. Plans for commanders are completed by the end of the fiscal year.
2. Career Programs	2a. Requests SKAP's from careerists.	2a.-b. Careerists are notified of panels and provided SKAP instructions at least 30 days prior to due date.
	2b. Provides advice on SKAP preparation.	
	2c. Forwards SKAP's to career program managers and panels.	2c. No instances of a panel failing to consider a careerist because SKAP not forwarded on a timely basis (when careerist submits SKAP to T&D by assigned suspense).
	2d. Conducts yearly review of intern needs. Prepares and reports career intern needs (serviced activities).	2d. Team leaders are briefed at least one week prior to submissions to higher headquarters. Submissions to higher headquarters are completed by suspense dates (consistent with internal guidelines).

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Career Programs (continued)	2e. Monitors career intern training (serviced activities).	2e. Intern training plans are prepared on 95% of interns within 90 days of assignment.
3. Day-to-Day Training Requests	3a. Reviews and makes recommendations on training requests (serviced activities).	3a. Approval is recommended for unplanned training only when of no cost or approved training substituted (consistent with internal guidelines).
	3b. Obtains course quotas (serviced activities).	3b. No instances of quotas not obtained because requests were not submitted on a timely basis (consistent with internal guidelines).
	3c. Monitors status of training funds (serviced activities).	3c. Monthly reports on fund status are a part of the Consolidated Report.
	3d. Maintains records on training completed (serviced activties).	3d. Participates in analyzing and reporting on Automated Training Plan/Training History System as required by the team leader.
4. Conducts Classes	4. Develops and modifies course content (based on course assignment).	4. Yearly review and revise lesson plans for local courses and obtain approval from team leader.
5. Yearly Training Evaluation	5a. Analyzes accomplishments and shortfalls of year.	5a. Evaluations, coordinated with the Upward Mobility Coordinator, will be prepared to show, as a minimum: (1) Planned vs unplanned training (2) Planned training not accomplished (3) Courses brought on-site (4) Actual vs anticipated funds expended (5) Unmet training needs and the reason why
	5b. Prepares formal evaluation of training for serviced commanders.	5b. Completed evaluations will be coordinated with the Upward Mobility Coordinator and sent to serviced commanders by end 1st Qtr of fiscal year.
INCENTIVE AWARDS CLERK, GS-301-4		
1. Typing	1. Types correspondence, staff papers, statistical reports and tabular material. Types from handwritten drafts, into English and German, correspondence and memos with a variety of technical terminology.	1. Finished item reflects proper grammar, spelling, format, and neatness and is acceptable to the Incentive Awards Administrator and supervisor in 9 out of 10 of the cases.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Filing	2. Files and controls correspondence relating to suggestions and performance awards, creates new filing systems and establishes a working cross reference files and log books. Keeps logs and charts updated on a quarterly basis.	2. Files and correspondence are maintained in accordance with the Department of the Army Filing System. No more than three instances of misfiling may occur per month to be considered acceptable. Logs and reference files will reflect accurate entries in 9 out of 10 of the cases.
3. Office Information and Communications	3. Receives calls and answers all routine and most unusual questions on Incentive Awards and Suggestion Program. Is conversant with regulations and directives covering the Incentive Awards Program, and ensures that only difficult and complex problems are referred to the Incentive Awards Administrator.	3. No more than three circumstances per month of providing incorrect information.
4. Suggestion and Performance Award Review	4. Reviews suggestions for simplification and technical improvement. Obtains additional data from technical units. Reviews actions being taken and the processing of each suggestion to ensure accurate, complete evaluations and widest possible adoption. Checks incoming performance awards to ensure established criteria have been met and returns incomplete justifications to submitting units for more detailed comments.	4. Suggestion and performance awards are reviewed in accordance with AR 672-20 and internal SOP's. Not more than three instances of incorrect processing per month.
5. Office Record Maintenance	5. Receives and processes all requests for performance awards, Length of Service Awards, Retirement Awards, Recruitment Bonuses, and all other awards covered by the Incentive Awards Program. Establishes and maintains control of records.	5. Requests will be processed and office records established within three workdays of receipt unless an extension is requested and granted. Records will be neat, accurate and acceptable to the Incentive Awards Administrator or supervisor in eight of ten cases.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
6. Case Files and Follow-up Action Control	6. Makes up case files for performance awards and suggestions. Forwards suggestions to appropriate evaluating office. Checks daily suspense files; contacts suggestors, supervisors and evaluators for additional information; and maintains complete control on all incoming correspondence.	6. Case files and follow-up actions will be maintained in a manner established by Incentive Awards Administrator. Suspense files will be checked daily with not more than a three-day backlog for follow-ups. All correspondence will be logged in and stamped daily. Not more than 5% of erronous referrals on correspondence.
SPECIAL INQUIRIES SPECIALIST, GS-301-5		
1. Written Congressional and Special Inquiries	1a. Reads and analyzes written inquiries. Determines information needed to reply to the inquiry and the source(s) from which it must be obtained.	1a. Must complete this task within two hours of the time the written inquiry is received. Not more than ten percent of cases processed are noted for omission of essential information needed to be included in response to the inquirer.
	1b. Writes drafts of proposed replies to Congressional and special inquiries.	1b. Written draft of a proposed reply is presented to superior for review within 24 hours of receipt of the information needed to prepare the reply. Not more than one-third of draft replies are rejected for omission of essential information, for grammatical errors, or for being poorly written.
2. Telephonic Congressional and Special Inquiries	2a. Completes a Case Worksheet on all telephonic inquiries received. Determines information needed to reply to the inquiry and the source(s) from which it must be obtained.	2a. A Case Worksheet must be completed within 15 minutes of the time of receipt of the telephonic call. Not more than ten percent of cases processed are noted for omission of essential information.
	2b. Makes a telephonic reply or drafts a written reply to the inquiry.	2b. Telephonic response to the proper party is made within two hours of receipt of information needed to make an initial response. Written replies must meet performance standards as stated for written drafts under item 1b, above. After initial response is made, further follow-up reports (whether written or telephonic) must meet suspense dates established by superior or by HQDA. Not more than two valid complaints per month concerning accuracy of information provided or a lack of courtesy.
3. Commerical Solicitation Control	3a. Replies to telephonic, written, or face-to-face inquiries from companies and agents requesting information concerning DA and activity solicitation policies and procedures.	3a. Not more than six valid complaints per year concerning accuracy of information provided or a lack of courtesy. Telephonic and face-to-face responses must be given immediately. Written responses must be completed within three workdays of receipt of a request for information.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Commerical Solicitation Control (continued)	3b. Processes formal written applications for permit to solicit. Determines whether unfavorable information is contained in office files concerning the agent or the company involved. Issues or denies a permit based upon the existence or absence of unfavorable information, and upon other facts such as whether a valid need exists for the product or service and whether the product or service is already available through the PX, the Education Center, the Post Library or other on-post facility.	3b. Issuance of permit is approved/disapproved within five workdays after receipt of an application. Within five additional workdays, applicant is notified of approval/disapproval.
	3c. Briefs agents receiving permits concerning prohibited solicitation practices and of the possible consequences of violating established policies (AR 210-7).	3c. The agent's written acknowledgement that he/she understands the provisions of AR 210-7 must be obtained.
	3d. Receives and processes complaints concerning violations of solicitation policy.	3d. Initial processing of a complaint must begin within eight hours of receipt of a complaint. Follow-up actions must be accomplished to meet suspense dates as may be assigned by superior.
ADMINISTRATIVE TECHNICIAN (TYPING), GS-303-6		
1. Classified Document Control	1a. Receives and controls all TS and Special Category documents.	1a. Copies, copy numbers, enclosure, downgrading authority and page count when appropriate, will be correctly recorded and accounted for, with five or less errors a year.
	1b. Conducts inventories of TS and Special Category documents.	1b. Inventory for TS and SPECAT documents will be conducted in accordance with AR 380-5. A report of all findings will be submitted to Chief of Admin Division with no missing documents due to incumbent error.
	1c. Reviews documents for downgrading/ declassification before retiring.	1c. Documents for retirement will be reviewed for downgrading/ declassification and the proper stamps placed on them with five or less errors a year.
	1d. Clears departing personnel of all TS and SPECAT documents.	1d. Records will be properly checked before clearing departing personnel of TS and SPECAT documents and appropriate action taken on any missing documents.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Marking Declassification and Disposition of Classified Material	2a. Provides guidance to agency personnel on marking and declassification of information.	2a. Employee will have full knowledge of AR 380-5 and DOD 5200.1-R and will provide correct guidance to agency personnel on marking declassification, and disposition of information with no more than five valid complaints of misinformation being given per year.
	2b. Inspects to see if classified holdings can be reduced.	2b. Examine all offices once a year and provide a written report to supervisor per year.
3. Automation Security Program Manager	3a. Manages the development, implementation and execution of the agency Automation Security Plan (ASP).	3a. Will develop, coordinate, and submit an ASP for approval NLT 30 May. Corrections will be made if required and it will be redrafted and resubmitted by 30 June. It will be fully implemented by 31 July and changes written within 30 days of the publication of new policy.
	3b. Maintains information on system capabilities of all office automation equipment.	3b. Information must be 95% up to date at all times.
	3c. Ensures that subordinate security personnel are appointed as required by AR 380-380.	3c. A roster will be made of subordinate security personnel by 31 March and will be maintained at 95% accuracy at all times.
	3d. Maintains a reference library of applicable publications.	3d. The reference library of documents will be established by 31 March and maintained. New publications or changes must be posted within 15 days.
	3e. Inspects systems.	3e. Inspect all systems at least quarterly and provide supervisor a written report.
	3f. Inspects for compliance with AR 380-380.	3f. Examine all offices once a year and provide a written report to supervisor.
	3g. Prepares and coordinates documentation for the acquisition and installation of TEMPEST equipment.	3g. Facility installation plans will require no more than one justified modification by GSA. Requisitions will contain no errors which cause system or dollar problems.
4. WP and ADP Equipment Training	4a. Creates and maintains records on all automated office equipment training which personnel have received.	4a. Basic records will be created by 30 April. Records will be posted within two weeks of training completion.
	4b. Trains all new personnel on automated office systems.	4b. Training will be completed within 30 days of assignment of new personnel.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
5. Evaluation of WP and ADP Requests	5a. Determines if the provisions of AR 380-380 are met.	5a. No changes will be made to requisitions submitted which involve dollar values of more than $100.00.
	5b. Determines if the proposed equipment is compatible with existing systems from an operating/training standpoint.	5b. Ninety percent of recommendations are accepted by supervisor with only minor changes.
MAIL & FILE ASSISTANT, GS-305-6		
1. Correspondence and Mail	1. Processes, controls, and mail/ dispatches classified correspondence and documents. Cross trains in the processing of unclassified correspondence.	1a. Documents are properly receipted for and accurately accounted for. Personnel are properly briefed in accordance with procedures established in AR 380-5 and 380-15.
		1b. Documents for mail/dispatch are reviewed and prepared within one working day of receipt. Dispatch is coordinated with appropriate offices.
		1c. DA Form 727 (Classified Container Information) is maintained for all safes. An annual update is obtained in accordance with established procedures 90 to 95% of the time.
		1d. Monthly documents status report is prepared to reach supervisor's desk one working day prior to due date 95% of the time.
		1e. Annual inventory of all TS and SPECAT documents is evaluated in accordance with AR 380-5 and submitted to supervisor within 95 to 98% of scheduled time.
		1f. Cross training will be completed in accordance with priorities and guidlines set by the supervisor; met 85 to 90% of the time.
2. Micrographics Equipment and Files	2. Leads team in the operation of microform files system and equipment.	2a. Various microform equipment will be operated for the preparation and storage of files. Filing is completed within one working day 85 to 90% of the time.
		2b. Equipment is checked continuously. Minor adjustments and repairs are made. Adequate supplies are available for operation 95 to 98% of the time.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Micrographics Equipment and Files (continued)		2c. Selected files are maintained in accordance with established procedures with no more than a 2% error rate. 2d. Selected documents, records and reference files are provided to alternate site control headquarters locations in accordance with established procedures 95 to 98% of the time.
3. Inforex System	3. Operates data terminal in support of microforms and files.	3a. Information from classified documents to be placed into the system is determined with no more than a 2% error rate. 3b. Files searches in support of mission are conducted, locating file 98% of the time. 3c. Fiche and image identification are entered into the system in one working day 85 to 90% of the time with an error rate not to exceed 2%.
4. Quality Control	4. Reviews team work.	4. Completed work of team members is spot checked to assure proper coding of fiche and legibility of file. Informal record of resulting statistics is maintained. Met when completed 85 to 90% of the time.
MAIL ASSISTANT, GS-305-6		
1. Correspondence and Mail	1. Processes and mails/dispatches correspondence and documents.	1. Outgoing correspondence is reviewed to verify that correct formats have been used, that prescribed administrative procedures have been followed, that proper distribution has been made, and that the correspondence is properly authenticated and dated. Outgoing correspondence will be mailed/dispatched within one working day of receipt 90 to 95% of the time.
2. Message Control	2. Processes and distributes electrically transmitted messages, assigning action as required. Will keep abreast of current events, especially those that are international, NATO, etc.	2a. Messages are handled based upon their precedence, security classification, and contents. Delivery is made in accordance with established procedures 95 to 98% of the time. 2b. Content of all incoming messages is reviewed. Distribution is determined based upon subject matter, information predetermined to be of interest, and information or situations sensitive to or critical of the Army; error rate not to exceed 3%. 2c. Messages received at 6:00 AM are processed and delivered not later than 7:30 AM daily 95 to 98% of the time.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Message Control (continued)		2d. Control Log will be maintained for all messages classified SECRET or higher in accordance with established procedures.
3. Office Equipment Operator	3. Operates copy equipment and the Automatic Pen (AP).	3a. Correspondence is reproduced upon request. As required, minor adjustments to equipment (to include adding paper and toner) are made. 3b. As required, signatures to correspondence are affixed using AP only after assuring that the signature has been authorized by the appropriate official in accordance with established procedures. Action will be completed within one day of receipt 85 to 90% of the time.
CLERK STENOGRAPHER, GS-312-4		
1. Dictation	1. Takes and transcribes dictation from supervisor and verbatim telephone conversations.	1a. Rough draft shows proper sentencing at all times with no more than two errors per double spaced page. 1b. Final draft has no more than one error per two pages on an average. 1c. Work is completed within established time frame with only six instances of late work per quarter.
2. Typing	2. Types a variety of material to include correspondence, staff studies, decision papers, technical papers, manuals, memorandums and disposition forms. Responsible for correct punctuation, capitalization, spelling, grammar, format and arrangement and spacing of material.	2a. Work is completed within established time frame with only six instances of late work per year. 2b. Final draft has no more than one error per two pages on an average. 2c. Corrections on original and copies must not be obvious and catch the eye.
3. Office Communication	3. Answers telephone and personal inquiries relative to the activities of the office when information required can be supplied from own knowledge of office activities or can be located in office files or records. Screens telephone calls and visitors and makes appropriate referrals to other organizational segments.	3. Incumbent is expected to be courteous and helpful at all times with no more than six substantiated complaints received during the rating period and no more than an average of one erroneous referral per month.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
4. Filing	4a. Maintains office files according to established functional file system.	4a. Material is properly filed within one week of receipt.
	4b. Searches for and withdraws material when requested.	4b. Material is retrieved within time frame established by the requester.
SECRETARY (TYPING), GS-318-3		
1. Typing	1. Types letters, indorsements and narrative reports.	1a. Military correspondence or office forms are prepared in correct format and number of copies. Copies are proof-read and properly arranged for signature with no more than one spelling and punctuation error per page.
		1b. Work is completed within $1\frac{1}{2}$ days after receipt or by the deadline specified.
2. Telephone Duties	2. Answers telephone inquiries of routine nature.	2a. Approved telephone procedures are used; correct information is furnished without assistance 90% of the time.
		2b. Non-routine calls are referred to proper person immediately.
		2c. Telephone messages are delivered within one hour of receipt.
		2d. Diction is clear and distinct.
3. Suspense Control	3. Controls suspense dates on action items; follows up to preclude delays; coordinates necessary extensions.	3. No more than one suspense is missed per month.
SECRETARY, GS-318-4		
1. Information and Communication	1. Answers telephone inquiries, receives office visitors and provides requested information or refers to appropriate official.	1. Responses are given in a businesslike, courteous manner. Exercises discretion, tact, and diplomacy in dealing with others with no more than one valid complaint in a 4-month period. Is familiar with organization and possesses sufficient knowledge to refer callers to appropriate employees. Overall, 9 of 10 callers/ visitors are initially referred to the proper person or office.
2. Time Management	2. Schedules appointments and maintains the Chief's calendar.	2a. Appointments and meetings are scheduled on basis of nature of urgency of matters without previous clearance. May not have more than three schedule commitments and/or conflict errors in a 6-month period.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Time Management (continued)		2b. Supervisor is reminded of appointments in a timely manner. Correct information is gathered and provided to supervisor without delay.
3. Typing	3. Types DFs, letters, indorsements, regulations, SOP's, policy statements, summary sheets, information papers, and reports from handwritten drafts verbal instructions, or other material.	3a. No more than three to five pieces of correspondence may be returned per month because of errors in typing, spelling, grammar, or format.
4. Correspondence	4a. Receives, sorts, and distributes mail to the concerned individual for information or action based on established procedure or incumbent's knowledge of the organization and assigned personnel.	4a. Mail must be sorted and routed within 2 hours of receipt. No more than 12 pieces of mail may be improperly routed in a one year period.
	4b. Prepares and/or reviews correspondence packages for submission to the command group, other offices, or higher headquarters. Correspondence will be reviewed for format, grammatical correctness, conformance to policy. Furnishes guidance to branch personnel on how material should be presented for review and/or signature.	4b. Correspondence packages will contain correct number of copies, be properly assembled with appropriate tabs, inclosures, and material for signature. No more than three to five pieces of correspondence may be returned in a 6-month period for failure to detect error.
	4c. Initiates preparation of typewritten correspondence for which necessary information and background data are available.	4c. No more than three to five pieces of correspondence returned for rewrite in a 6-month period.
5. Files Maintenance	5. Establishes and maintains files as required by AR 380-18 series, The Army Functional Files System.	5a. Files are set up, retired, and destroyed as required by regulation with 90 to 95% accuracy. Correspondence will be filed within 5 days after received for filing.
		5b. Upon request, material filed will be properly retrieved except in two to three instances per month.
6. Travel Arrangements	6a. Makes travel arrangements for branch; prepares travel orders, itineraries, vouchers, and lodging reservations.	6a(1). Travel arrangements are completed by phone and in writing, including TDY orders and travel/lodging reservations. Forms are submitted in sufficient time so that travel is not delayed due to incumbent's untimely action.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
6. Travel Arrangements (continued)		6a(2). No more than one case per year in which incorrect arrangements were made or documents were prepared with errors.
	6b. Makes arrangements for visitors as required. Receives notification by telephone, teletype, or letter. Prepares memoranda for record, assembles or coordinates assembly of VIP packets and processes work orders for any special details required.	6b. No more than two schedule, commitment, and/or conflict errors in a 6-month period.
7. Reports Control	7a. Prepares labor and production cost cards and time and attendance reports.	7a(1). Not more than one cost card may be returned for error corrections per pay period.
		7a(2). Not more than one time and attendance report may be returned for error corrections per pay period.
	7b. Gathers information from operating personnel for activity reports. Compiles and completes reports.	7b. Reports are compiled, completed, and/or consolidated by due date 93 to 95 percent of the time with a 90 to 95 percent degree of accuracy. Training, appraisal, step increase, etc., data is recorded on employee record card, SF-7B, before giving document to employee.
8. Supplies Maintenance	8. Maintains office supplies, equipment, forms and publications for supervisor and staff members.	8. Supplies, equipment, forms and publications are ordered as authorized by regulations, and maintained in sufficient quantity 85 to 95 percent of time.
SECRETARY, GS-318-5		
1. Visitors and Telephone Calls	1. Receives visitors. Places and receives telephone calls.	1a. Visitors are greeted and telephone calls are placed and responded to to in a courteous manner so that at no time is there a justifiable complaint received on the basis of discourtesy.
		1b. No more than 2 to 4 improper referrals of visitors or callers during any rating period.
2. Incoming Mail	2. Receives, reads, and distributes incoming mail.	2. No more than 5 to 10 pieces of mail are either improperly or untimely distributed in a 6-month period.
3. Suspense Control	3. Maintains suspense control on correspondence and follows up to ensure timely response or action.	3a. Not more than one suspense item is either not logged in, or logged in incorrectly in each one month period.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Suspense Control (continued)		3b. Not more than one missed suspense date each month is caused by incumbent.
4. Office Correspondence	4a. Types letters, indorsements, memoranda, narrative reports, etc., from drafts or dictation taken	4a. 90 to 95% of all matter typed each month and submitted for review by , or signature of, supervisor or other official does not require retyping because of incumbent's errors of commission or omission.
	4b. Reviews all forms of outgoing correspondence for procedural, grammatical and spelling accuracy and for conformance with correspondence policy and regulations.	4b. Of all outgoing correspondence submitted to incumbent for review each month, not more than 2 to 4 are passed on for signature of appropriate official or released from the office with errors that should have been noted in the review.
5. Dictation	5. Takes dictation and transcribes a variety of material.	5a. Each rough draft transcribed from dictation has no more than 2 to 4 incorrect words or terms that are significant to the purpose of the draft. Instances of rough drafts having such errors are no more than 2 to 4 of every 10 consecutive drafts submitted to appropriate official for approval.
		5b. The acceptable rates at which final transcribed products prepared from dictation each month are returned for correction of transcription error are 1 to 2 instances, when number of such products is 10 or less, and 10 to 20 percent, when number of such products is more than 10.
6. Files Maintenance	6. Sets up and maintains office files.	6a. Files are set up and maintained in accordance with the Army Functional Files System so that they are rated, at least, "acceptable" when inspected by appropriate officials.
		6b. The backlog of items to be filed will not exceed 3 to 5 days.
7. Supervisor's Calendar	7. Maintains supervisor's appointment calendar.	7a. No more than 1 to 3 instances of appointments missed due to failure to post supervisor's calendar or remind supervisor of scheduled appointments during any rating period.
		7b. Not more than one unresolvable schedule conflict is caused by incumbent each six months.
8. Travel Arrangements	8. Prepares travel arrangements.	8. Travel arrangements, including travel order and voucher preparation and travel related reservations, are accurate and timely to the extent that improper or untimely arrangements negatively affecting the travel occurs not more than once of each 10 consecutive occasions.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
9. Time and Attendance	9. Maintains time and attendance cards.	9a. No more than one instance per month of recording incorrect information. 9b. Not more than one suspense date for submitting completed time and attendance cards is missed in each 6-month period due to untimely action of incumbent.
10. Reports	10. Prepares recurring and one-time official reports from written or oral instructions.	10. No more than 3 to 5 instances per year when corrections to submitted reports are required due to errors of omission or commission by incumbent.
11. Office Supplies and Forms	11. Maintains stock of office supplies and forms.	11. Delays in processing work due to incumbent's failure to order office supplies and forms in timely manner are kept to no more than 1 to 2 instances per month.
SECRETARY (STENO), GS-318-6		
1. Visitors and Telephone Calls	1. Receives visitors. Places and receives telephone calls.	1a. Visitors are greeted and telephone calls are placed and responded to in a courteous manner so that at no time is there a justifiable complaint received on the basis of discourtesy. 1b. No more than 1 to 3 improper referrals of visitors or callers during any rating period.
2. Office Correspondence	2a. Composes drafts for reply to routine, nontechnical matters and inquiries received in correspondence.	2a(1). No more than 3 to 5 times in a one-month period are drafts submitted to supervisor later than 3 days following the date the correspondence was received. 2a(2). No more than a rate of one of every 5 drafts requires redoing because of error in judgment.
	2b. Types letters, indorsements, memoranda, narrative and statistical reports, etc., from oral instruction, drafts or dictation taken.	2b. Supervisor directed retyping due to incumbent's errors is kept to no more than 3 to 6 instances in a 6-month period.
	2c. Reviews all forms of outing correspondence for procedural, grammatical and spelling accuracy and for conformance to correspondence policy and regulations.	2c. Of all outgoing correspondence submitted to incumbent for review each month, not more than 2 to 3 are passed on for signature of appropriate official or release from the office with errors that should have been noted in the review.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Dictation	3. Takes dictation and transcribes a variety of material, including telephone conversations.	3a. Each rough draft transcribed from dictation has no more than 2 to 4 incorrect words or terms that are significant to the purpose of the draft. Instances of rough drafts having such errors are no more than 1 to 3 of every 10 consecutive drafts submitted to appropriate official for approval. 3b. No more than one of every 8 final products requires redoing to correct errors made by incumbent.
4. Suspense Control	4. Maintains suspense control on correspondence and follows up to ensure timely response or action.	4a. Not more than one suspense item is either not logged in, or logged in incorrectly in each 2-month period. 4b. No more than one missed suspense date in each 2-month period is caused by incumbent.
5. Incoming Mail	5. Receives, reads, and distributes incoming mail.	5. No more than 4 to 8 pieces of mail are either improperly or untimely distributed in a 6-month period.
6. Supervisor's Calendar	6. Maintains supervisor's appointment calendar.	6a. No more than 1 to 2 instances of appointments missed due to failure to post supervisor's calendar or remind supervisor of scheduled appointments during each rating period. 6b. Not more than one unresolvable schedule conflict is caused by incumbent during each rating period.
7. Travel Arrangements	7. Prepares travel arrangements.	7. Travel arrangements, including travel order and voucher preparation and travel related reservations, are accurate and timely to the extent that improper or untimely arrangements negatively affecting the travel itself and/or the purpose of the travel occurs not more than once of 15 consecutive occasions.
8. Files Maintenance	8. Sets up and maintains office files.	8a. Files are set up and maintained in accordance with the Army Functional File System so that they are rated, at least, "acceptable" when inspected by appropriate officials. 8b. The backlog of items to be filed will not exceed 2 to 4 days.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
SECRETARY, GS-318-7		
1. Visitors and Telephone Calls	1. Receives visitors. Places and receives telephone calls.	1a. Visitors are greeted and telephone calls are placed and responded to in a courteous manner so that at no time is there a justifiable complaint received on the basis of discourtesy.
2. Office Correspondence	2a. Composes drafts for reply to routine, nontechnical matters and inquiries received in correspondence.	2a(1). No more than 2 to 4 times in a one-month period are drafts submitted to supervisor later than 3 days following the date the correspondence was received.
		2a(2). No more than a rate of one of every 4 drafts requires redoing because of error in judgment.
	2b. Types letters, indorsements, memoranda, narrative and statistical reports, etc., from oral instructions, drafts, or dictation taken.	2b. Supervisor directed retyping due to incumbent's error is kept to no more than 2 to 5 instances in a 6-month period.
	2c. Reviews all forms of outgoing correspondence for procedural, grammatical and spelling accuracy and for conformance to correspondence policy and regulations.	2c. Of all outgoing correspondence submitted to incumbent for review each month, not more than 1 to 2 are passed on for signature of appropriate official or released from the office with errors that should have been noted in the review.
3. Dictation	3. Takes dictation and transcribes a variety of material, including telephone conversations.	3a. Each rough draft transcribed from dictation has no more than 1 to 3 incorrect words or terms that are significant to the purpose of the draft. Instances of rough drafts having such errors are no more than 1 to 2 of every 10 consecutive drafts submitted to appropriate official for approval.
		3b. No more than one of every 10 final products requires redoing to correct errors made by incumbent.
4. Supervisor's Calendar	4. Maintains supervisor's appointment calendar.	4a. No more than one instance of appointments missed due to failure to post supervisor's calendar or remind supervisor of scheduled appointments during each rating period.
		4b. Not more than one unresolvable schedule conflict is caused by incumbent during each rating period.
5. Suspense Control	5. Maintain suspense control on correspondence and follows up to ensure timely response on action.	5a. Not more than one suspense item is either not logged in, or logged in incorrectly in each 3-month period.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
5. Suspense Control (continued)		5b. No more than one missed suspense date in each 3-month period is caused by incumbent.
6. Travel Arrangements	6. Prepares travel arrangements.	6. Travel arrangements, including travel order and voucher preparation and travel related reservations, are accurate and timely to the extent that improper or untimely arrangements negatively affecting the travel itself and/or the purpose of the travel occur not more than once of 20 consecutive occasions.
7. Files Maintenance	7. Sets up and maintain office files.	7a. Files are set up and maintained in accordance with the Army Functional Files System so that they are rated at least "acceptable" when inspected by appropriate officials. 7b. The backlog of items to be filed will not exceed 2 to 3 days.
8. Incoming Mail	8. Receives, reads, and distributes incoming mail.	8. No more than 3 to 6 pieces of mail are either improperly or untimely distributed in a 6-month period.
CLERK TYPIST, GS-322-2		
1. Typing	1. Types a variety of correspondence, e.g., military and nonmilitary letters, memoranda, disposition forms, reports (narrative and statistical), etc., and fill-in information on preprinted forms, from drafts and/or oral or written instructions.	1a. Within each 2-week period, no more than 2 to 5 finished products need to be retyped due to error of omission or commission by incumbent. 1b. No more than 2 to 4 times within each 2-week period are products not completed in a timely manner as a result of avoidable delays on the part of the incumbent or failure of the incumbent to follow prescribed or directed priority in the order of items to be typed.
2. Files Maintenance	2. Maintains office files.	2a. Items are filed in accordance with the file system established for the office so that no more than 2 to 4 instances occur each month when items were difficult to retrieve from the files due to their being misfiled by incumbent.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Files Maintenance (continued)		2b. The incumbent does not allow more than a 3-day backlog of filing to accrue without bringing this to the attention of the supervisor.
3. Visitors and Telephone Calls	3. Receives visitors and places and receives telephone calls.	3a. Visitors are greeted and telephone calls are placed and responded to in a courteous manner so that at no time is there a justifiable complaint on the basis of discourtesy registered with the supervisor or other authority. 3b. Visitors and telephone calls are referred to appropriate officials with only 2 to 3 instances each month of improper referral due to the incumbent's exercise of poor judgment. 3c. Written telephone messages prepared by the incumbent are sufficiently adequate with no more than 2 to 3 instances each month when the supervisor finds it necessary to follow up to learn what the incumbent should have written, but failed to do so.
COMPUTER SYSTEMS ANALYST, GS-334-09		
1. Maintain DA Standard Systems.	1a. Insure that SCPs and EUCPs are implemented for Army-wide standard and local systems. Make necessary corrections to JCLs and Operation Manuals. Insure SCPs and EUCPs are implemented as instructed by proponent.	1a. Analyze packages and implement corrections with not more than 3 major errors causing system malfunction due to oversight in instructions.
	1b. Report system malfunctions to proponent agency, resolve problems when possible. Prepare incident reports and report to CAO after researching problem and insuring that problem is not operator error or hardware failure.	1b. On no more than 2 occasions will an accident not be reported or a report be found inaccurate in a 6-month period.
	1c. Read core dumps and assist functional personnel in locating problem. Locate HEX address and define instruction which caused ABORT and report to proponent agency. Locate bad record or condition that caused ABORT and locate files that were opened and closed.	1c. On no more than 2 occasions in a 6-month period will there be a failure to accomplish assistance to solve a problem or a failure to perform required analysis work.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. System Analysis and Programming	2a. Conduct studies of various systems with view toward automation. Plan, organize and implement data system studies which are of limited scope or a portion of larger, more complex projects. Gather information to determine the feasibility of automation. Plan and organize studies to be implemented.	2a. On no more than 1 occasion in a 6-month period will the fact-finding study or implementation be inaccurate or not ready for review on scheduled date.
	2b. Perform analysis and complete design studies.	2b. On no more than 1 occasion in a 6-month period will analysis fail to be complete or not be completed according to schedule.
	2c. Develop flowcharts for use in developing basic programming for a medium scale, general purpose computer.	2c. Flowcharts must be comprehensive and complete, meeting all program requirements. On no more than 2 occasions in a 6-month period will inaccuracies occur.
	2d. Develop and maintain working knowledge of standard and local systems assigned and fully understand operational capabilities.	2d. On no more than 2 occasions in a 6-month period will analysis of a problem or report be made inaccurately due to inadequate research or lack of reasonable system knowledge.
	2e. Complete assigned projects with documentation within prescribed time frame. All documentation must be prepared and be in accordance with Manual 18-1 and TB 18-100 series.	2e. On no more than 1 occasion in a 6-month period will there be a failure to complete an assignment on schedule. At no time will documentation not conform to standards.
	2f. Develop programs from assigned specifications. Design, write and document programs in accordance with structured program instructions and documentation in accordance with Manual 18-1 and application of TB 18-100 series.	2f. On no more than 2 occasions in a 6-month period will there be a failure to comply with these instructions.
	2g. Develop simple logic, develop test data, write program specifications, debug, and test completed program.	2g. Programs must be fully desk edited, debugged and compiled no more than 6 times. Programs which require extensive maintenance or modification or cannot be maintained from documentation are unsatisfactory.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Systems Analysis and Programming (continued)	2h. Writes computer programs in COBOL using structured programming methods.	2h. At least 400 source documents must be accomplished in 1/2 man-month.
	2i. Complies with applicable HQDA, MACOM and activity regulations, policies, directives or SOPs.	2i. No more that two infractions regarding noncompliance with any official policy or directive during any one 6-month period.
3. Compliance With Security	3. Insures that all provisions and security measures in AR 380-5 and AR 380-380 are met in the development, documenting and programming of programs/ systems.	3. A major security infraction is unsatisfactory; more than 2 minor security infractions or disregard of security measures in any 6-month period is unsatisfactory.
COMPUTER TECHNICIAN, GS-0335-7		
1. Programming Staff Support	1a. Writes or modifies smaller modules of existing large systems.	1a. On no more than four occasions per year will projects be slipped due to programming delays.
	1b. Assembles test data. Tests and debugs small to moderate programs as defined by specialists.	1b. On no more than five occasions per year will projects be delayed due to erroneous testing procedures.
	1c. Makes program modifications and insures accurate and timely processing.	1c. There will be no more than 10 test runs per program modification.
	1d. Makes job control language (JCL) corrections and/or modifications.	1d. On no more than 10% of the occasions will tasks be delayed due to incorrect JCL modifications.
	1e. Maintains status and control for on-line program library, catalogs, and data and cross reference listings for the activity.	1e. On no more than six occasions per year will control status data be inaccurately reflected.
2. Systems Documentation	2a. Provides set-up directions to computer operations or writes set-up procedures for program manuals.	2a. On no more than 10 occasions per year will operational procedures/directives be inaccurate, causing processing delays.
	2b. Prepares program documentation manuals for local programs.	2b. Program documentation will be 90% complete at the time system testing is completed.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Systems Documentation (continued)	2c. Prepares final systems documentation including flow charts, files descriptions, report descriptions, card and printer layout and printer output examples.	2c. System documentation will be 95% complete at the time system is ready for production status.
3. Functional User Coordination	3a. Reviews finished product prior to distribution to the user.	3a. On no more than six occasions per year will inaccurate or incomplete output products be distributed to the user resulting in user dissatisfaction.
	3b. Coordinates data content or logic problems with users to resolve invalid output.	3b. On no more than five occasions per year will corrective action be required due to incumbent's failure to notify appropriate personnel, in a timely manner, of potential logic or data problems.
	3c. Coordinates with functional users to carlify requests for variations in production requirements or program modifications.	3c. On no more than 20% of the occasions where customer coordination is required, will it be necessary to take corrective action due to incumbent's failure to coordinate information properly.
	3d. Obtains information needed for new program development.	3d. On no more than five occasions per year will incumbent fail to forward required information for new program development to appropriate specialists.
4. Administrative Functions	4. Insures assigned projects are completed within suspense dates.	4. Suspense dates must be met 95% of the time and branch chief informed whenever suspense dates or associated project milestones need to be extended.
MANAGEMENT ANALYST, GS-343-5 (Trainee)		
1. Management Analysis	1a. Complete training courses.	1a. All training courses completed will have a minimum rating of satisfactory.
	1b. Coordinate with depot organizations/employees.	1b. Effective working relationships will be maintained - no major justifiable complaints.
	1c. Perform research and gather data.	1c. Data gathered must meet adequacy and accuracy standards 75-85% of the time.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Management Analysis (continued)	1d. Organize data into format for analysis. Analyze data, determine adequacy. Develop initial conclusions, recommendations.	1d. Conclusions and recommendations must be sound 75-80% of the time.
	1e. Prepare written documents.	1e. Written work must conform with accepted principles of effective writing including clarity and continuity 85-95% of the time.
2. Support Agreement	2a. Research and apply applicable DoD and DA directives.	2a. Standards for completed support agreements on format, adequacy completeness, and writing requirements are 85-95%.
	2b. Coordinate with appropriate organizations on and off installations.	2b. No major complaints in employee relationships with other organizations/employees.
	2c. Update or cancel existing support agreements as appropriate.	2c. Standards for soundness of technical data contained in the support agreements is 70-80%.
	2d. Prepare new support agreements under direction of senior analyst.	2d. Must learn and perform the support agreement program well enough to assume responsibility for maintaining the support agreements by Sep 1983.
3. Depot Publications.	3a. Plan and organize work. Ascertain need for publication. Perform research. Research and apply higher HQ directives. Coordinate and work with all levels of depot employees. Cancel publications not meeting essential requirements of para. 2-1, AR 310-1.	3a. Complete reviews and cancellations within 30-40 manhours.
	3b. Update required existing publications incorporating improved methods and procedures. Obtain concurrences of affected directors and tenants on draft publication. Insure publication is authenticated, printed, and distributed.	3b(1). Completed revision of required publication within 75-90 manhours.
		3b(2). The completed publication shall contain no more than two minor errors such as outdated/erroneous policies, references, etc.
		3b(3). Minor errors such as misspelled words shall not exceed one per ten printed pages.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Depot Publications (continued)		3b(4). Writing will be in accordance with accepted principles of effective writing including clarity and continuity.
MANAGEMENT ANALYST, GS-343-12		
1. Mission and Functions	1a. Develops mission and function statements.	1a. Statements clearly and accurately describe assigned functions; no more than 15% require substantial modifications.
	1b. Analyzes proposed organizational structures, identifying functions and tasks to be performed at each level; identifies and recommends resolutions to conflicting or overlapping areas of responsibility.	1b. Evaluation includes standard Army and management practices and innovative adaptations; at least 75% of the resulting analyses/ recommendations are acceptable to supervisor.
2. Manpower Allocations	2a. Recommends distribution of available manpower spaces to command units, including increases and reductions.	2a. Analysis includes consideration of standard Army and management practices plus innovative approaches; recommendations are consistent with governing manpower policies and command priorities; no less than 85% are acceptable to supervisor.
	2b. Recommends grade/rank adjustment and/or realignments which contribute to more efficient utilization of limited personnel assets.	2b. Recommendations are consistent with governing manpower policies; at least 90% are acceptable to supervisor.
3. Manpower Surveys	3a. Develops recommendations for manpower requirements through review, analysis, comparison of workload data, and personal interviews and observation on-site. Establishes rapport with operating officials to facilitate exchange of information.	3a. Staffing recommendations are IAW governing policies and directives and are approved by supervisor 85% of the time; analysis and draft reports must be concluded while on-site.
	3b. Coordinates all survey actions on-site to insure an accurate, completed survey document at the exit briefing.	3b. Final document must be produced while on-site with no errors in manpower recommendations.
4. Organizational Changes	4a. Analyzes and evaluates proposed manpower and organizational changes, determining resource implications and advantages/disadvantages; recommends course of action.	4a. Analysis reveals all salient facts and identifies alternative courses of action; recommendations are consistent with governing policies and are acceptable to supervisor without substantial change at least 80% of the time.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
5. TAADS	5a. Evaluates proposed TDA changes to determine agreement with current M/F, structure and resource management decisions; recommends approval or adjustments.	5a. Necessary adjustments are identified, with 90% of the recommendations approved by supervisor.
	5b. Assists in preparation of TAADS documents to insure compliance by technicians with DA and command policies, procedures and guidance.	5b. After review and correction, 95% of the document entries are in compliance with prior guidance.
6. Manpower Reports	6a. Maintains civilian personnel roster for manyear accounting purposes.	6a. Rosters and MY computations are completed within 10 days of each month's end.
	6b. Prepares quarterly CSFOR-78 report and required supplemental reports.	6b. Reports meet suspense dates, contain no substantive format or computational errors requiring resubmission.
SUPERVISORY MANAGEMENT ANALYST (CHIEF MANAGEMENT SERVICES BRANCH), GS-343-12		
1. Management Survey	1a. Prepares annual improvement plan for the Management Services Branch by canvassing the installation nontactical staff for desired studies.	1a. Canvassing will be conducted in sufficient time to produce an annual improvement plan NLT 1 Oct of each fiscal year. Plan should be distributed during Oct-Nov to concerned activities.
	1b. Schedules workload.	1b. At least 60% of available productive management analyst manhours will be scheduled for the conduct of management surveys and special studies. The remaining 40% will be distributed to support management programs and special projects.
	1c. Assigns and reviews the results of management surveys/special studies.	1c. Assignments will be made promptly IAW priorities as discussed with Supervisor, using the inter-office project assignment sheet and office SOP. Target dates for completion will be realistic but firm enough to insure that analysts are using their available manhours in fully productive manner. Results will be documented in logical, well structured format; finished reports will be concise, understandable and recommendations will be logically supported so that no more than 2-5 studies per year are returned from the Chief, Management Division, due to incompleteness, poor format, recommendations not supported by findings, or generally unprofessional results.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Management Programs	2a. Publicizes, promotes, and (through subordinates) implements management programs.	2a. Where specific goals/objectives are established (e.g., QRIP submissions, reports control) acceptable performance range ±5% for the fiscal year applies. Where no goals are specified, assure that minimum essential requirements are met as reflected in Vol II, MACOM Detailed Guidance and appropriate regulations.
	2b. Develops and updates local regulations, SOP's, supplements, and memos for which the branch is responsible.	2b. Updates should be published at least annually. Care should be exercised to be certain that SOP for obtaining CofS approval is followed. Major changes to the O&F manual will be submitted within 45-60 days after the change occurs.
3. Review and Analysis	3a. Reviews and coordinates input and arranges for publication of the Command Performance Summary.	3a. Summary is coordinated for publication 30-45 days after quarter ends. Staff inputs receive 100% review for clarity, consistency, goals, and trends. Indicators are reviewed at least semiannually for full compliance with MACOM guidance, recommendations for elimination of indicators consistently within guidelines, and addition of local indicators as determined by written input from staff activities and guidance from the CofS.
	3b. Hosts the Commander's Oral Review and Analysis.	3b. A time on CG's calendar must be coordinated within 3-5 workdays after the end of each quarter. (Suggested time frame for briefing is within 4-5 weeks after quarter ends.) Agenda items should be scheduled to arrive at Comptroller within 10-15 workdays before the scheduled briefing and forwarded for ADC(S) approval 5-10 days before briefings.
4. Technical Advisor	4. Provides technical advice to the Comptroller-Command-Staff; serves on boards/committees when tasked.	4. On no more than 2-4 occasions during the year will corrective action be required because of the incumbent's failure to alert the appropriate officials in a timely manner to potential problems as indicated by data available, and offer advice or assistance. There will be no occasion of failure to offer advice or assistance where critical organizational performance requirements are involved.
MANAGEMENT ASISTANT, GS-344-07		
1. Privacy Act	1a. Serves as Privacy Act Coordinator. Assigns action to appropriate system manager. Initiates necessary follow-up actions. Maintains record copy of all actions.	1a. Timely follow-up with action office will be made to assure response within 10 working days.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Privacy Act (continued)	1b. Prepares necessary reports for higher headquarters. Makes necessary coordination to secure requested information.	1b. Annual Privacy Act report is submitted by 1 February.
2. Freedom of Information Act	2a. Assigns action to appropriate systems manager. Initiates necessary follow-up action. Maintains record copy of all actions.	2a. Timely follow-up with action office will be made to assure response within 10 working days.
	2b. Prepares necessary reports to higher headquarters. Makes necessary coordination to ecure requested information.	2b. Triannual Freedom of Information Cost Processing Report is submitted to command by 20 Jan, 20 May, and 20 Sep.
3. Correspondence Quality Control	3. Develops survey schedule. Notifies activity of upcoming survey. Conducts management studies, surveys and appraises Records Management Program in designated activities. Writes formal reports requiring corrective action. Supervises corrective action taken. Maintains records.	3. Correspondence Quality Control Program survey schedule is published annually. Activities are notified at least 30 days prior to the survey. Studies in mail management and correspondence are conducted annually. On-the-job training is given in all phases of the programs during surveys and in office when requested.
TELEPHONE OPERATOR, GS-382-04		
1. Telephone and Information Operator	1a. Operates a Dimension 2000 Console, receiving and placing a variety of local and long distance calls.	1a. Must have good, complete knowledge of all Arsenal elements and tenant activities in order to provide prompt, accurate information and complete connections on incoming calls as evidenced by not more than 3 complaints in a 6-month period.
	1b. Places and receives calls over commericial circuits, AUTOVON circuits, foreign exchange circuits, as well as overseas connections, conferences and appointment calls.	1b. Must ensure that overseas AUTOVON calls have been properly authorized before establishing connection. Work must be quick and efficient with a minimum of conversation when completing calls as evidenced by supervisory spot checks and an absence of complaints.
	1c. Provides immediate support to the Arsenal Chemical Surety Program in event of real or practice alerts/exercises.	1c. Must give first priority to calls involving the Arsenal Chemical Program. Six-party conference calls must be established within a maximum of 5 minutes time 98% of the time and within 10 minutes 100% of the time.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Telephone and Information Operator (continued)	1d. Establishes high priority calls for Command Section, EOD, or OC, by pre-empting lines in use.	1d. Employee will immediately pre-empt active AUTOVON or FX circuits in order to place high priority telephone calls for Command section or other authorized personnel 100% of the time.
	1e. Trains relief telephone operators.	1e. As required, provides training in operation of Dimension 2000 equipment to civilian or military personnel in order to provide back-up for the one operator position. Training must be thorough and cover all points of the Unit SOP. Employee must notify supervisor if a trainee isn't ready for stand-in duty 100% of the time.
	1f. Maintains telephone directories for the use on switchboard in variety of formats, making changes as they occur.	1f. Directory will be maintained so that information is 98% accurate as to name, number and location of the individual/office.
	1g. Performs periodic peg counts and traffic studies.	1g. Traffic studies and peg counts must be 99% accurate and provided on time 98% of the time.
	1h. Provides information services.	1h. Employee is expected to be courteous and polite to the extent that no more than 1 valid customer complaint is received during a 6-month period.
	1i. Maintains record of off-net calls, and other special records as required.	1i. Suspense established by supervisor must be met 98% of the time in providing off-net and other information to be used in reports to higher headquarters.
	1j. Takes trouble reports on telephone lines/equipment and reports to telephone company for maintenance.	1j. Trouble must be reported to the telephone company on same date it is known. Operator must follow up to ensure routine problems are corrected within 3 working days and that high priority lines or services are restored within 8 hours. Employee must notify supervisor 100% of the time if time frames are not met.
2. Typing	2. Types a variety of telephone directories used on the switchboard. Includes official, residential and building directories, and listings of key personnel.	2. Typed material must be 90% accurate as to format and typing and must be 98% accurate as to directory information.
3. Telephone Answering	3a. During office conferences, periods of training, etc., all telephones in the Admin Office will be programmed to ring on the Operator's console. Operator will: (1) Furnish information as required. (2) Take numbers for call-back. (3) Provide assistance where possible.	3a. Calls must be handled in a courteous and polite manner. Messages will be 99% complete as to accuracy and content. Messages will be delivered to proper individual immediately upon his return to duty station as evidenced by not more than 4 valid complaints during a 1 year time frame.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Telephone Answering (continued)	3b. Comply with all WIMEA regulations.	3b. Employee must meet WIMEA regualtions 100% of the time and review AR 190-53 semi-annually as noted by signature on MACOM Form 66.
4. Switchboard SOP	4. Writes detailed Standing Operating Proceudre (SOP) for switchboard operation.	4. Employee must update telephone operations SOP so that it is thorough, accurate, and up-to-date. SOP must be written in proper format and must be clear and concise so that a trainee on switchboard operation can follow prescribed procedures.
QUALITY ASSURANCE EXAMINER, GS-501-06		
1. Analyzes, Evaluates, summarizes and reports examination results verbally and in writing on those activities reviewed.	1a. Checks transactions and detects altering of monies or erroneous payments based upon available substantiating documents.	1a. Statistical Summarization Reports must be completed and released to Branch Headquarters by the second working day of each month following the processing month.
	1b. Prepares written correspondence of error data weakness in administrative practices and deviation from regulatory requirements.	1b. No more than two errors per three months period on written correspondence pertaining to error data and deviation from regulatory requirements.
	1c. Notifies field finance personnel by AUTOVON of error data weakness in administrative practices and deviation from regulatory requirements.	1c. No more than one sustained complaint recieved per month as a result of telephonic contacts.
	1d. Prepares statistical summarization reports.	1d. Report prepared in accordance with division SOP.
2. Records Analysis	2. Examines and correlates data such as Military Pay Vouchers, Travel Vouchers (Military and Civilian) D.O. Accounts, LES'S, and supporting evidence pertaining to the following:	
	2a. Bonus Payments	2a. 5.0 Bonus Payments per hour with an allowable error rate of three errors per 100 accounts examined.
	2b. Final Separations	2b. 4.0 Final Separations per hour with an allowable error rate of three errors per 100 accounts examined.
	2c. Travel	2c. 3.0 Travel Vouchers per hour with an allowable error rate of three errors per 100 accounts examined.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Records Analysis (continued)	2d. Commercial Accounts	2d. *5.0 Commercial Accounts per hour with an allowable error rate of three errors per 100 accounts examined.
	2e. D. O. Accounts	2e. 32.0 D. O. Accounts per hour with no more than three allowable errors per every 100 examined.
	2f. Civilian Pay	2f. *5.0 Civilia Pay Vouchers per hour with no more than three allowable errors per every 100 examined.
	2g. Retired Pay	2g. *5.0 Retired Pay Vouchers per hour with no more than three allowable errors per every 100 examined. *Estimates only, subject to revision after actual examinations are performed.
ACCOUNTING OFFICER, GM-510-13		
1. Finance and Accounting Operation	1a. Provides leadership to Branch Chiefs who are responsible for the assigned functions and programs of the Finance and Accounting Division.	1a(1). Assures effective fund controls thru periodic review of the financial records. There are no over obligations due to staff errors.
		1a(2). Assures the reconciliation of labor hours paid on payroll application to labor hours costed: - Reconciliation is performed on pay period basis and corrective action taken when necessary within 25 to 15 work days. - Reconciliation performed is not delayed more than 30 days without prior approval from the Director. - No more than 3 to 5 pay period reconciliations are rejected by Quality Control Inspection, due to improper procedure or data collection errors during the rating period.
		1a(3). Monitors AIF cash position so the negative balance does not exceed $—— for 5 to 24 calendar days.
	1b. Improvements in Written Procedures.	1b(1). Develops standard operating procedure for real time audit by 30 June.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Finance and Accounting Operation (continued)		1b(2). Assures the publication of — Suppl to AR 37-108 on verification of unliquidated obligation by 31 Dec and the execution thereafter.
	1c. Improve the maintenance of personnel pay and leave records.	1c(1). 95 to 96 percent of employee's pay and leave records are accurately maintained. 1c(2). There are no more than 2 to 4 sustained employee complaints regarding pay per quarter.
	1d. Accumulation of financial data and reporting.	1d(1). Promptly reconciles summary values of disbursements and collections with Statement of Accountability and other financial reports (except in circumstances beyond the control of the Cost and Appropriation Accounting Section, such as ADP/Transmission line breakdown). Range: Time — No. of Error 5WD (this is due date) — 2-0 1d(2). Major findings on recurring reports are limited to no more than 2 to 3 per external audit. 1d(3). No more than 1 to 2 external recurring reports are rejected/ resubmitted due to errors during FY.
SUPERVISORY SYSTEMS	ACCOUNTANT, GM-510-15	
1. Accounting Policy and Procedures	1a. Develops/formulates accounting policy.	1a(1). Formulates Army accounting and reporting requirements for implementation within 60 days from receipt of guidance from higher authority (i.e., Congress, OMB, OSD). 1a(2). Develops Army accounting and reporting instructions for implementation within 30 days of receipt or identification of the requirement (i.e., ARSTAFF, INTERNAL GENERATION, MACOM). 1a(3). Submits Army accounting and reporting requirements within 45 days as an immediate change or 60 days as an interim change. 1a(4). Publishes a formal change to appropriate DA regulation, circular or pamphlet within one year from date of interim change. 1a(5). Publishes FY-end guidance NLT 1 Aug each fiscal year.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Accounting Policy and Procedures (continued)		1a(6). Publishes new FY accounting/reporting requirements NLT 1 Aug each fiscal year.
		1a(7). Evaluates MACOM implementation of the Fund Allowance System within 120 days of the close of each FY, as applicable.
	1b. Provides accounting and reporting assistance to ARSTAFF, MACOM, and installations.	1b(1). Responds to telephonic inquiries within 10 workdays.
		1b(2). Responds to written inquiries within 30 calendar days.
		1b(3). Performs two accounting policy liaison visits with MACOM/ installations each quarter.
2. Audit and Inspection Reports	2a. Reviews audit/inspection reports.	2a(1). Reviews and prepares appropriate reply to audit/inspection reports for functional area of responsibility within 10 workdays from date of receipt or NLT established suspense date.
		2a(2). Modifies/clarifies/revises existing accounting and reporting policies/instructions, as appropriate, within 30 calendar days from receipt of audit/report.
	2b. Publicizes "lessons learned" to the finance network.	2b. Prepares at least one article for the All Points Bulletin (APB) for functional area each month.
3. Special Projects	3a. Resolves accounting policy issues identified in connection with automated systems development (PBAS and STANFINS-Redesign).	3a. Resolves/coordinates policy issues within established suspense dates.
	3b. Implements OMB Circular A-123 (Internal Controls).	3b(1). Prepares sole-source contact NLT ——.
		3b(2). Provides OSD copy implementing instructions within established suspense date.
		3b(3). Reviews and approves assessment schedule NLT ——.
		3b(4). Submits assessment report to OSD NLT established suspense date.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Special Projects (continued)	3c. Formulates Multinational Force and Observers (MFO) accounting policy and reporting instructions.	3c. Coordinates draft Letters of Instructions (LOIs) NLT ——.
	3d. Prepares Debt Management Concept Plan.	3d(1). Obtains ACOA(F&A) approval NLT ——.
		3d(2). Prepares Accounting Policy for publication NLT ——.
	3e. Refines force modernization accounting and reporting for the fiscal year.	3e(1). Conducts MACOM User conference NLT ——.
		3e(2). Publishes revised accounting and reporting procedures NLT ——.
	3f. Defines Interim Total ADP Costing Accounting and Reporting requirements.	3f. Defines requirements NLT ——.
	3g. Prepares Cross Disbursing Voucher elimination policy and procedures.	3g(1). Provides Army input to OSD within established suspense dates.
		3g(2). Presents the Army's view during scheduled conferences.
	3h. Prepares NATO Infrastructure Accounting and Reporting instructions for publication.	3h. Submits for publication within established suspense dates.
	3i. Establishes and maintains Project Management System for Accounting Policy Branch.	3i. Updates Project Management System at least once a month.
BUDGET ANALYST, GS-0560-07		
1. Financial Resource Management	1a. Consolidates and prepares annual RDTE Operating Plan and Mission Funded Budget.	1a. Work is prepared within established guidelines; and deadlines, when given, are met 95% of the time. Immediately notifies responsible managers of any changes in RDTE authorizations and provides written documentation within one day after receipt. Prepares and updates sumary of current status of RDTE authorizations quarterly.
	1b. Recommends and executes reprogramming actions.	1b. Recommends and prepares necessary paperwork for all reprogramming actions, and provides a weekly status to responsible managers of pending actions.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Financial Resource Management (continued)	1c. Monitors expenditures.	1c. Monitors expenditures weekly to assure Lab stays within authorized allocation. Reviews credit balance printouts to assure necessary actions are accomplished within one month after occurrence.
2. Budget Formulation	2a. Assists with compiling budget base data for Command Operating Budget (COB). 2b. Compiles and computes budget forecasts. 2c. Assists with preparation of 5 Year Program Analysis Resource Review (PARR). 2d. Assists with review and update of Resource Planning Model (RPM).	2. Completes all tasks within the time frame established by the Senior Budget Analyst. Errors will not exceed one in 10 routine tasks completed. Where errors in statistical compilation, computations, or judgement could adversely impact T-ASA's operational programs, not more than 1 error per 100 completed assignments is allowable.
3. Contractual Program Administration	3a. Prepares annual contract schedule for all categories of funds. 3b. Is accountable for activity's contractual program. 3c. Maintains APPS through S2K.	3a. Establishes and coordinates planned contract schedule by the third week of the new fiscal year. 3b. Monitors status of planned contractual actions weekly to assure planned schedule is maintained or revised, as appropriate. Coordinates revision to contractual schedule with applicable offices semiannually. 3c. Meets office requirement of updating APPS weekly 90% of the time.
4. Program Administration	4. Prepares Quarterly Management and Program Reviews.	4. Prepares submission in coordination with Division Office and other elements within activity for approval of Chief. Acceptable performance is based on timely, accurate submission to meet Chief's suspense.
5. Automated Data Programs	5a. Responsible for tracking, retrieving and updating various ADP programs. 5b. Recommends changes to improve ADP operation.	5a. 15 to 20 percent of time is devoted to tracking status or updating various ADP programs, i.e., LCCM, Travel, etc. Analyzes data, as required, to provide requested information within two days after request 95% of the time. 5b. Provides comments regarding suggested improvements, and prepares MFR to responsible managers within one week following the FCG meeting of actions covered.
6. Personnel	6a. Prepares or reviews all SF 52's "Request for Personnel Action."	6a. SF 52's will be prepared and forwarded to Civilian Personnel Division within 3 workdays after receipt of requirement. Incomplete or inaccurate information on SF 52 will occur not more than once in 20 requests prepared.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
6. Personnel (continued)	6b. Prepares input to HQ, MACOM to update/revise the Personnel Section of TDA.	6b. Input will be complete, accurate and forwarded to MACOM NLT 3 workdays after requirement is known. Not more than 1 error in 3 submissions is allowed.
7. Reports/Charts	7a. Accumulates data for and prepares or assists with the preparation of various recurring and one time personnel and cost reports.	7a. Data will be factual, complete and timely. Reporting due dates will be met. Errors in data compiled will be limited to 1 in 3 requirements completed. Missed due dates (if within incumbent's control) will occur not more than once in 5 reports/ requirements prepared.
	7b. Posts monthly and quarterly data to R&A charts.	7b. Data will be accurately posted to charts. All posting will be completed within time frame established by management. One exception/error is allowed per quarter.
8. Manpower/Schedule X Sheets	8a. Extracts data from various computer listings and other sources, and posts to Schedule X sheets.	8a. Schedule X sheets be posted and copies distributed to divisions NLT 5 workdays after end of month. Data will be mathematically correc and validity determined prior to posting. No more than 1 posting error per month allowed.
	8b. Analyzes cost and performance data from computer output, assures validity, and recommends corrective action.	8b. Reviews computer output from the DIMES Program and other cost and performance data at least monthly. Identifies problem areas and recommends corrective action.
CLINICAL NURSE, GS-610-09		
1. Patient Assessment	1a. Systematically collects data through interview, observation, physical examination and review of records. Develops plan of care to include nursing diagnoses, nursing orders, short and long term patient goals, patient learning needs and discharge planning. Reviews plan of care at least once each shift and revises to support changing patient needs.	1a. There is not more than one failure in a three month period to initiate and maintain plan of care in accordance with Army Medical Department Standards of Nursing Practice (DA PAM 40-5), JCAH Standards of AR 40-407 (Nursing Records and Reports).
	1b. Makes nursing rounds at appropriate intervals (minimum of twice per shift) to assess patient status and evaluate patient care. Documents patient status on a continuous basis so as to reflect achievement/nonachievement of goals.	1b. There is not more than one failure in a three month period to use proper procedures or legibly document nursing observations, nursing care and patient teaching on appropriate records.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Patient Assessment (continued)	1c. Monitors patient status, obtains/reviews vital signs, neurological checks, breath sounds, laboratory studies, etc. and observes for changes in biophysical and psycho-social status. Differentiates between normal and abnormal and initiates appropriate actions.	1c. Incumbent fails to provide for appropriate monitoring, intervention and/or reporting no more than once during a three month period for non-life threatening condition. Failure to recognize and initiate appropriate action(s) for life threatening conditions is unacceptable.
	1d. Collects and/or supervises collection of laboratory specimens; blood, urine, feces, sputa, gastric contents, etc. Selects and labels appropriate container, prepares lab slips, submits specimen and slip to laboratory on a timely basis.	1d. No more than one speciman per month must be recollected or relabeled due to incumbent's failure to comply with protocols.
	1e. Performs and/or supervises the performance of lab tests; urine for sugar and acetone, tests for occult blood, etc.	1e. Incumbent fails to follow appropriate procedure for testing specimens, or fails to correctly interpret results and initiate appropriate actions no more than once during a three month period.
2. Nursing Care	2a. Assists with, supervises and/or performs <u>all</u> nursing procedures appropriate to area of speciality. Provides direct and indirect nursing care. Demonstrates knowledge of and utilizes infection control techniques in all aspects of patient care. Identifies need for and refers patients to supportive services (i.e., Community Health Nurse, chaplain, P.T., O.T., dietition, Social Services, etc.	2a. There is not more than one failure in a three month period to demonstrate an acceptable level of competence in the performance of nursing procedures and/or identification of patient's needs.
	2b. Assists in the orientation and training of assigned personnel and students.	2b. Incumbent suppports training needs and assumes supervisory responsibilties without need for formal counseling more than once during a three month period.
	2c. Participates in and supports the MEDCEN Quality Assurance Program and supports all Department of Nursing programs/activities/policies.	2c. There is not more than one failure in a three month period to participate in and/or support programs/activities/policies.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Nursing Care (continued)	2d. Maintains skills and knowledge commensurate with current standards of professional practice. Takes responsibility for own continuing education.	2d. Participates as instructor or student in eight unit level inservice programs and provides evidence of having obtained a a minimum of 10 contact hours of approved continuing education credits per year.
	2e. Transcribes, interprets, implements and documents, as appropriate, physicians' orders.	2e. There is no more than one ommission/error during a three month period.
	2f. Assists/encourages patients to assume progressive responsibility in the development of acceptable behavior, personal hygiene and self care and to accept the results of non-acceptable behavior. Engages patient/significant others in therapeutic communication in regard to current situation and treatment and works with patient/significant others toward plans and goals following discharge.	2f. There is no more than one failure in a year to demonstrate competence in developing a therapeutic report with patients/ significant others.
	2g. Supports and preserves the basic rights of patients.	2g. There is no more than one failure in a 3 month period to comply with the requirements stated in Standard VII of the Army Medical Department Standards of Nursing Practices, DA PAM 40-5.
3. Administration of Medications	3a. Makes necessary judgement, prior to the administration of medications, based upon a knowledge of the effects of the medication upon the physiological process and the patient's condition.	3a-c. Incumbent is unable to accomplish any of the supporting tasks (a through c) no more than one time per month.
	3b. Able to state the action, side effects and contraindications of drugs administered.	
	3c. Able to state the general reason each drug is given to a particular patient.	

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Administration of Medications (continued)	3d. Follows the five rights for administering medications: (1) Right patient (2) Right drug (3) Right dosage (4) Right time (5) Right route	3d. There are no more than two medication errors per year.
4. Unit Management	4a. Serves as charge nurse in the absence of the clinical head nurse and/or on evenings and nights.	4a-b. Demonstrates ability to independently determine nursing care requirements, make appropriate assignments and support training/ supervisory needs of personnel without the need for formal instruction/ counseling more than once during a three month period.
	4b. Determines level of care required for individual partients, based on nursing care plan, physician's plan of care and patient's condition. Assign paraprofessionals specific patients and tasks commensurate with their level of training and supervision.	
	4c. Performs a variety of administrative functions in support of patient care and operation of the unit.	4c. There is no more than one failure in a three month period to organize and direct the unit during assigned tour of duty.
	4d. Assists in the maintenance of a neat, orderly and clean work/patient care environment: (1) Maintains acceptable standards of personal grooming and cleanliness. (2) Complies with MEDCEN and Department of Nursing Infection Control policies. (3) Observes for and immediately reports or corrects potential/actual safety hazards.	4d. There is no more than one failure in a three month period to comply with supporting tasks.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
MEDICAL RECORD TECHNICIAN, GS-675-05		
1. Inpatient Treatment Records (ITR's)	1a. Analyzes ITR for completeness and accuracy.	1a. and 1b. 18-20 ITR's are analyzed per day to include diagnostic and operative coding and completion of the coding transcript.
	1b. Verifies arrangement of ITR contents.	
	1c. Ensures internal consistency and correlation of recorded data.	1c.-1h. All ITR's processed must have a 90-95% accuracy rate. Evaluation of these items will be made through random audit of ITR's processed.
	1d. Ascertains recording of all pertinent administrative actions onto the ITRCS.	
	1e. Interprets information recorded on the Inpatient Accounting System Administrative Record (IAR) in order to properly complete the ITRCS and coding transcript with information such as the number of days spent on convalescent leave, subsistence out, etc., and to verify admission and disposition dates.	
	1f. Completes ITR deficiency checklist by identifying all deficiencies and the department/service responsible for completion.	
	1g. Identifies deficiencies within the ITR by the use of a colored tab.	
	1h. Determines that the diagnostic and operative terminology used on the ITRCS and narrative summary is consistent with currently acceptable usage. Ensures that abbreviations are not used on the ITRCS.	
2. Diagnostic and Operative Coding	2a. Selects the most appropriate code by deciding from several possible codes the one most accurately describing the condition. Relates an operation or treatment to the proper diagnosis when multiple diagnoses are present, or when more than	2a. ITR's containing single or multiple diagnoses, operations, or procedures are coded with a 95-97% accuracy rate. Evaluation will be made through random audit ot ITR's coded. Use of the IPDS error analysis program and the Patient Administration Quality Review reports will also be utilized in the evaluation process.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Diagnostic and Operative Coding (continued)	one anatomical location is indicated. Codes operations and therapeutic procedures, relating diagnoses with appropriate operations and procedures.	
	2b. Determines that diagnostic and operative terminology is consistent with currently acceptable medical terminology.	2b. Acceptability of terminology for coding is determined with 95% accuracy rate. Evaluation will be made through random audit of ITR's processed.
	2c. Converts raw information found in the ITR regarding diagnoses, operations, procedures, administrative information from the IAR, length of stay, preoperative days, underlying cause of separation or death, and cause of injury into codes required by the Individual Patient Data System.	2c. Coded information is recorded onto a coding transcript with a 95% accuracy rate. Evaluation will be made through random audit of ITR's coded.
3. Data from Diagnostic and Operative Indexes	3. Retrieves special groups of cases for use by the professional staff or for research, diagnostic or teaching purposes.	3. Data must be interpreted and identified with a 95% degree of accuracy.
MEDICAL CLERK, GS-679-04		
1. Appointments	1a. Schedules/reschedules appointments.	1a. Appointments are properly arranged after obtaining all necessary information from the patient, with no more than one to two incorrectly made appointments during any week.
	1b. Notifies patients of cancellations/ changes.	1b. At least three attempts are made to notify patients of cancelled/changed appointment, with no more than one to two reported and verified instances of failure in a 30-day period.
	1c. Maintains record of transactions.	1c(1). When work load requires, 90-100 appointment transactions are processed per day in accordance with standards for task No. 1a above.
		1c(2). Master schedule is recorded legibly with no more than three to four erroneous transactions per week.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Appointments (continued)		1c(3). Ledgers will be returned to rotary file in alphabetical sequence with no more than one to three misfiled per day.
2. Communications and Information	2. Answers phone.	2a. Incoming calls are answered tactfully and courteously. No more than one or two complaints reported and verified in a 3-month period. 2b. Callers are skillfully guided to proper clinic; speaks clearly and communicates effectively. Must have knowledge of established clinic hours of operation, location of clinic, and regulations governing eligibility for treatment and medical terminology.
SUPERVISORY GENERAL ENGINEER, GM-801-13		
1. Architectural and Civil Engineering Program Planning, Direction, and Implementation	1a. Accomplishes assignments in accordance with established programs, policies, objectives, budget and manpower limitations and priorities.	1a. Only 4 to 7 percent of projects are returned for rework because of variance with established programs, policies, objectives, budget or manpower limitations.
	1b. Supervises the Architectural/Civil Section and plans, directs, controls, coordinates and reviews the work efforts of 8 to 12 professional engineers and technicians.	1b. Approves all deviations from established procedures so that work is acceptable 95 to 97 percent of time.
	1c. Plans and excutes architectural and civil engineering projects to assure prompt and effective accomplishment of critical programs of support agencies.	1c(1). Only 5 to 10 percent of critical projects are not implemented by the requested time. 1c(2). 90 to 95 percent of Annual Work Plan projects are to be completed prior to 1 April. 1c(3). Engineering on 85 to 90 percent of all year-end projects approved and prioritized by 15 April is completed in time for award.
	1d. Determines requirements for personnel, equipment, funds, etc., to meet projected work load.	1d. Recommendations allow demands to be met 93 to 95 percent of the time on critical projects.
	1e. Makes assignments; sets priorities; furnishes technical advice involving new principles, methods and techniques for the accomplishment of programmed projects.	1e. Recognizes problems that arise and directs subordinates so that only 3 to 5 percent of subordinates work is returned because of inadequate assistance, priorities or technical advice.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
1. Architectural and Civil Engineering Program Planning, Direction, and Implementation	1f. Instructs subordinates with respect to project requirements, policies, and procedures, and spot checks work to assure compliance.	1f. Documented checks of subordinates' work show only 1 to 2 percent noncompliance with policies, instructions, and project requirements.
	1g. Directs timely and accurate preparation of plans, specifications, and criteria for accomplishing assigned projects.	1f. Projects managed to produce construction contracts with changes due to design deficiencies amounting to only 5 to 10 percent of the original cost of the contract.
2. Provides Consultation services on Architectural and Civil Engineering subjects.	2a. Act as adviser, consultant and review authority for design and construction of Arsenal facilities.	2a. Consultation provided to managers, directors and other elements on the installation, as required, to meet realistic completion dates 95 to 97 percent of the time.
	2b. Reviews, approves, and/or disapproves design and construction requirements submitted by Corps, NASA, and A&E Contractors.	2b. Projects are reviewed for codes, criteria requirements, site adaptation and coordination with other organizations and returned within 2 weeks 95 to 97 percent of the time.
	2c. Conducts staff studies relative to facilities design and construction.	2c. Realistic suspenses are met 95 to 97 percent of the time.
	2d. Receives and initiates contacts with local activities, higher echelons, contractors, engineering firms, etc., to obtain or present information, data, design criteria, project requirements, etc.; furnishes technical advice or assistance on the resolution of problems and coordinates the execution of assigned functions.	2d. Contacts impart a favorable impression of agency programs and representatives of the office. Advice and recommendations are thorough and clear so that additional inquiries or investigations are needed in only 3 to 5 percent of the cases.
3. Utilization of Equipment	3a. Is responsible for complete and accurate property accountability records.	3a. Records are maintained in accordance with applicable procedures. Hand receipts will pass reviews 95 to 97 percent of the time.
	3b. Manitains effective and efficient vehicle management.	3b. No more than two deficiencies occur during the rating period.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
PROCUREMENT CLERK (TYPING), GS-1106-03		
1. Singer Friden 5800 Billing/ Accounting System and IBM System 34 Mini-Computer Operation	1. Receives source documents and edits for obvious errors and omissions prior to or during typing. 5800 Billing/Accounting System: Types and runs purchase and delivery orders, modification and quotations. Produces register printout of actions and dollars for monthly procurement report (DD 1057). System 34: Inputs purchase request information - produces buyer worksheets. Inputs purchase and delivery order information - produces orders.	1a. Work is completed within the following time frames: Types Purchase/Delivery Orders: 30 orders per day Types Modifications: 30 orders per day. Types Quotations: 30 orders per day. 1b. 10-15 purchase and delivery orders are run per hour. 1c. Not more than 3 orders are returned for correction per day due to opreator error or omission. Not more than 2 errors per order. 1d. Not more than 1 hour per day is required to obtain register printout.
2. Clerical Support	2a. Sorts incoming and outgoing distribution for the division. 2b. Receives and safeguards bids. 2c. Logs in and dispatches purchase requests for the Purchasing Branch. 2d. Tears down and distributes purchase/ delivery orders. 2e. Maintains purchase request/order registers. 2f. Maintains purchase/delivery order files for the Purchasing Branch and pulls files for Purchasing Agents when required.	2a. Misrouting of documents occurs no more than 5 times per month. 2b. Misplacing bids beyond bid opening time occurs no more than 1 time per year. 2c. Purchase requests are logged in and distributed to the Purchasing Branch within 24 hours of receipt. 2d. Orders are torn down and distributed within 24 hours of signature. Late distribution, without advising supervisor, occurs no more than 4 times per year. 2e. Orders are posted in registers within 2 days of teardown. 2f. Documents are filed within 3 days of receipt and requested documents are located within 24 hours.
3. Receptionist Support	3. Answers phone for Chief, Purchasing Branch and Chief, Admin Support Branch and directs calls as required. Receives visitors for the Division.	3. Incidents of discourtesy shall occur no more than 1 time per year.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
PRODUCTION CONTROLLER, GS-1152-07		
1. Scheduling and Dispatch	1a. Schedules work through operations officer/shop foreman. Maintains records of jobs and monitors costs. Monitors excess costs and time exceeding estimates.	1a. Work is scheduled sufficiently in advance of shop requirements to prevent stoppages. There is not more than one error in a 6-month period. Checks actual manhours against estimates and researches excessive overages within one day of close of job.
	1b. Routes work through shops and conducts follow-up checks on completed work, insuring compliance with time schedules.	1b. No more than two jobs are misrouted in a 6-month period. Conducts, at minimum, one follow-up check a week.
	1c. Collects and compiles data from control records for special projects/ reports.	1c. Not more than one deadline is missed annually with not more than one report returned for inaccuracy.
2. Jobs in Progress	2a. Adjusts routing of jobs due to delays in receipt of materials, unforeseen emergency work, machine breakdown, etc.	2a. Maintains a steady workflow, takes corrective action to avoid delays. No more than two jobs allowed to lag in a 6-month period.
	2b. Resolves problems related to work encountered on unusual jobs/projects.	2b. 90-95% of all problems are resolved without assistance of supervisor.
3. Contractual Repairs	3a. Gathers data, e.g., specifications, estimates, etc., and prepares Purchase Requests (DA Form 3953) for repair, rebuild, or fabrication of a variety of items.	3a. No more than three Purchase Requests are returned annually due to lack of information or incorrect format.
	3b. Maintains and prepares annual maintenance contracts for office machines and related equipment.	3b. All "on-going" maintenance contracts are initiated at least 30 days prior to anticipated starting date.
	3c. Verifies contractor performance and submission and accuracy of invoice(s).	3c. Invoices are processed within 2 working days of receipt, with no more than 2 errors annually.
4. Automated Support Maintenance Management System	4a. Monitors submission of input into SMMS; edits/corrects DA Form 2418 and MACOM Form 238.	4a. Mistakes due to errors in editing do not exceed 1% of total daily input.
	4b. Edits and updates status listings and corrects daily error listings.	4b. Error listings are corrected within 5 working hours of receipt. Correction errors do not exceed 3 per day.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
PHYSICAL SCIENTIST, GS-1301-13		
1. Weapon Systems Analysis	1a. Plans, organizes and executes weapon system performance studies.	1a. A minimum of 2 major studies are completed each year. Each study is of acceptable quality.
	1b. Evaluates the performance of a variety of weapon systems to include cost/effectiveness assessments and derives appropriate conclusions and recommendations.	1b. Evaluations are correct and accurate to the extent that no significant conclusions or recommendations need to be revised on the basis of incorrect or inaccurate analyses.
	1c. Documents all tasks.	1c. 90% of work should be clearly documented. At least one technical report of acceptable quality should be published in one year.
	1d. Presents results to higher level management in the form of oral presentations.	1d. No valid, significant complaints regarding the quality of presentations are received.
	1e. Conducts special high priority studies requiring quick reaction times.	1e. Imposed deadlines are met with no more than one slippage in a year, and with acceptable quality.
2. Modeling, Analysis and Computer Techniques	2. Creates or obtains new mathematical models and/or computer simulations needed for organizational requirements or specific tasks.	2. Models should be accurate and useful. They should result in correct conclusions or recommendations.
FACILITY MANAGEMENT ASSISTANT (ESTIMATOR), GS-1601-9		
1. Estimates on Repairs and Alterations to Facilities	1a. Visits job sites to determine need and validity of requested work. Confers with requestor, shop foremen and prepares cost estimates.	1a. Estimates prepared shall be within $100 or 10% of actual cost, whichever is greater. Site visits shall be conducted at any time there is a question on exact scope of work.
	1b. Submits recommendations on method of accomplishment and materials list.	1b. Evaluations shall be descriptive enough for management to make sound decisions on necessity and priority.
	1c. Initiates procurement of supplies, materials, and equipment essential to job accomplishment.	1c. Lists prepared for material, supplies, and equipment must be accurate to within 98% of orders.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Engineer Work Requests and Preliminary Cost Estimate	2a. Insures that requested work is accurately described and fully justified prior to presentation to approving authority.	2a. 50-60 work order requests are processed per week. Preliminary estimates work sheet are prepared for each work order. All preliminary estimates must be completed within 16 working hours from receipt to turn-in to supervisor.
	2b. Confers with requestor, staff offices and shop foremen to ascertain the best and most economical method of accomplishment.	2b. An accurate determination is presented to the approval authority; a concise staff study or report is submitted for projects that must go beyond the activity for approval.
3. Integrated Facility System Inspections	3a. Visits all installation facilities on a scheduled periodic basis.	3a. Each facility is visited annually or as required or directed by supervisor.
	3b. Evaluates/inspects each facility; prepares detailed reports on required repairs, scheduled maintenance, and cost estimates.	3b. Findings are submitted within 24 hours of site visits.
TRAINING TECHNICIAN, GS-1702-12		
1. Implementation of Security Assistance	1a. Advises foreign training clients and accepts valid requirements for implementation.	1a. Capability to implement accepted projects will not be less than 95%.
	1b. Distributes training projects to appropriate commands.	1b. Projects are assigned on an equitable and timely basis so that not more than 5% are reassigned or do not meet the requested scheduling date.
	1c. Complies with higher level security assistance directives and interprets them to users through command policy and regulatory (Supplement to AR 12-15) documents.	1c. Clarifying or updated guidance to the field will be issued at regular intervals (at least annually).
	1d. Administers Representational Funds for foreign training projects; distributes funds, monitors expenditures for SOP compliance, and submits annual budget forecasts.	1d. Not more than 3 budget adjustments are required each year to satisfy needs and not more than 10% of expenses and claims are returned for further action.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Implementation of Allied School Training Projects	2a. Validates requests and obtains formal course training for USAREUR personnel at NATO, German, British, French, Italian and other allied schools.	2a. Allocates/controls quotas with 95% accuracy.
	2b. Estimates foreign training expenses for USAREUR needs.	2b. Submits budget data so that expenditures do not exceed fund availability.
3. Implementation of General Training Projects	3a. Initiates exchange training agreements for individuals and units; provides training criteria to DCSHNA for negotiation of Memoranda of Agreements.	3a. Implements exchange projects with 90% valid scheduling.
	3b. Reviews Unconventional Warfare training needs and program resources.	3b. Coordinates projects so that 95% are executable by set deadlines.
	3c. Processes US and foreign airborne training requirements.	3c. Coordinates projects so that 95% are executable by set deadlines.
SUPPLY CLERK (MVO), GS-2005-4		
1. Requisitions for Expendable Supplies	1a. Prepares appropriate request documentation including regular, new, special, or non-stock items with appropriate register.	1a. 90% of requests are error free and requisitions are forwarded within 10 days. Register should be able to withstand inspections with no less than 7% error.
	1b. Assures appropriate documentation and justification for special items. Assures that records are kept correctly in order to deliver special items to requestor.	1b. 90% of requests contain appropriate justification and sufficient source identification.
2. Forms Maintenance	2. Prepares requests for blank forms, monitoring usage to maintain a sufficient quantity, adjusting previous stock levels accordingly. Issues as requested. Special requests as required.	2. 90% of all needed forms are maintained. Special requests should thus not be equal to over 10% of orders.
3. Supply Room Maintenance	3a. Receives expendable supplies, and stores appropriately, allotting space, and assigning locations.	3a. Supplies received are appropriately stored within 3 workdays.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Supply Room Maintenance (continued)	3b. Checks material against requisitions and receiving forms to assure agreement.	3b. Any discrepancies noted are corrected within 5 workdays.
	3c. Establishes sufficient stock levels of common usage items, issuing as requested.	3c. 90% of all common usage items are stocked at all times.
	3d. Maintains durable items register.	3d. Register is 85% error free and able to withstand inspection.
	3e. Makes pickups at station for immediate needs.	3e-f. Emergency pickups should be rare, with 1 day turnaround when needed.
	3f. Keeps informed of operating deadlines to assure lead time has been considered and supplies are readily available.	
SUPPLY CLERK, GS-2005-5		
1. Report of Discrepancy (ROD) Receipt/ Evaluation	1. Receives and evaluates RODS.	1. RODS are reviewed to determine action required within four working hours of receipt unless extenuating circumstances, as determined by the supervisor, apply.
2. Log Maintenance	2. Records data on RODS received.	2. Records must reflect 95% accuracy, be neat, readily understood, kept current at all times, and arranged in such manner that extraction of data in any format can be accomplished/compiled within four working hours.
3. RODS Processing	3a. Determines corrective action/ procedures; coordinates other command element actions.	3a. Number of RODS over 75 days old never exceeds more than 10% of total open RODS on hand unless extenuating circumstances, as determined by the supervisor, apply.
	3b. Furnishes completed RODS/interim responses to command.	3b. RODS are closed or interim responses processed within 75 days of receipt of tasker.
4. Statistics Reporting	4. Compiles, analyzes, updates statistical data for briefings, reports, and charts; justifies and defends statistical data.	4a. Statistical data must reflect 95% accuracy all of the time, i.e., the method of computation must be in compliance with established procedures/policy, the data reported must be compatible with other related products and consistent when reported on more than one chart.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
4. Statistics Reporting (continued)		4b. All suspenses must be met or extensions approved and the supervisor notified. 4c. Analyses must be thorough and complete enough so that no more than two justifiable complaints are received during the rating period. 4d. Oral or, as required, written defense/explanation are provided so that no more than two justifiable complaints are received during the rating period.
5. Files Maintenance	5. Establishes, maintains, and disposes of ROD files.	5a. All material must be accurate and neatly filed (one copy only) 95% of the time, in chronological sequence with most current data on top. 5b. All material must be filed within four working hours of receipt. 5c. Files must be maintained in such manner that requested material can be retrieved immediately or within ten minutes 95% of the time. 5d. All files must be transferred to the appropriate country/case manager within two years of date closed.
6. Correspondence Preparation/Review	6. Prepares and/or reviews all types of correspondence.	6. Finished products are accurate, neat, complete and conform to governing procedures, policies and regulations so that no more than 5% of the work requires correction of errors (punctuation, spelling, grammar, format, number of copies, assembly of material), omissions or because of appearance (each finished product must be void of smudges with no more than 3 clean corrections per page).
SALES STORE CHECKER, GS-2091-3		
1. Cash Register Operations	1a. Enters price and department for each item. 1b. Enters bagger number on each receipt tape. 1c. Processes void transactions.	1a. Thirty-five (35) items per minute tallied with not more than one (1) error per month. 1b. Not more than one receipt tape in a six month period is missing the bagger number. 1c. Void actions are never processed incorrectly. Void transactions of $1.00 to $4.99 require supervisor's approval. Void transactions of $5.00 or over require the presence of supervisor at the time void action is processed.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Collection and Vertification of Payment	2a. Accepts payment from customer.	2a. Overages or shortages do not exceed .2% (.002) of the day's cash intake more than one time per three month period.
	2b. Verifies checks.	2b. Not more than one nonnegotiable check accepted by cashier in a three month period. Check is deemed nonnegotiable when not signed by patron, alpha amount differs from numeric amount or a corrected entry on check has not been initialed by patron.
	2c. Accepts coupons.	2c. Not more than one invalid coupon accepted by cashier per one year period.
3. Turn-in of Funds	3a. Records, by denomination, cash collected.	3a. Not more than one recording error per month.
	3b. Prepares calculator tape of checks received.	3b. Not more than one incorrect tape per six month period.
	3c. Prepares calculator tape of coupons received.	3c. Not more than one incorrect tape per three month period.
4. Customer Service	4. Maintains good relationship with customers.	4. Opens each new transaction with "Good Morning (Afternoon)" and closes with "Thank You." Not more than one valid complaint of discourtesy in a one year period.
5. Sanitation	5. Maintains a neat work area while operating. Cleans register and check-out stand when closing down lane.	5. Not more than one occasion in a one month period where the cash register and/or check-out stand is inspected at end of tour of duty and found not clean.
TRANSPORTATION OFFICER, GS-2101-12		
1. Data Analyses	1a. Analyzes data sources to identify trends or deficiencies in assigned areas of responsibility.	1a. Seventy percent accuracy and ninety percent timeliness in accordance with appropriate standard operating procedures and regulations is considered acceptable.
	1b. Evaluates trends and deficiencies and develops recommended corrective action to program manager.	1b. Corrective action recommended is appropriate in 70 percent of the cases in accordance with appropriate criteria.
2. Innovative Concepts/Policies/ Procedures	2a. Develops/reviews conceptual proposals in the assigned area of responsibility.	2a(1). Proposals are compatible with existing DOD, Army and command short, mid, long-range objectives in 70 percent of the cases.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Innovative Concepts/Policies/ Procedures (continued)		2a(2). Proposals are practical and necessary and in accordance with standard operating procedures in 70 percent of the cases.
	2b. Recommends methods, policies, systems, and procedures to improve the management of the assigned area of responsibility.	2b. Recommendations are reasonable and comply with existing regulations/policies 70 percent of the time.
	2c. Maintains cognizance of pertinent directives, informing supervisors of salient provisions as appropriate, and provides interpretation as appropriate within the scope of responsibility, to the services and DOD objectives.	2c. Positions, advice and interpretations must be timely, accurate and relevant in accordance with standard operating procedures and the program manager's criteria. No more than four circumstances per quarter will arise, for which management has not been informed.
3. Resource Utilization	3a. Utilizes available time consistent with priorities assigned.	3a. Meets established suspenses with completed work 70 percent of the time.
	3b. Plans operations required to minimize repetitive work.	3b. Completed work is accomplished accurately on the first attempt in 70 percent of the cases in accordance with appropriate criteria.
	3c. Solicits and makes effective use of available directorate, field and headquarters expertise.	3c. Has productive two-way communications with peers and other professionals which leads to information development or problem solving in accordance with mission/program objectives and the program manager's/supervisor's criteria.
4. Effective Staff Work Products	4a. Prepares correspondence, studies, directives, support papers, and other written material.	4a. Positions are clear, logically presented and grammatically correct. Routine correspondence requires only minimum modifications by senior action officer or supervisor. Written products are generally accepted as complete 70 percent of the time in accordance with appropriate criteria.
	4b. Meets suspense dates.	4b. Suspense dates are met on time or extensions are obtained prior to target date. Missed suspenses will not exceed four per quarter or 30 percent of total volume.
	4c. Provides professional advice/ assistance in response to all inquiries.	4c. Advice/assistance is thorough and based on current technology and anticipated developments. Command position statements are cleared by program manager or supervisor. Erroneous advice/ assistance is provided no more than once per quarter.

PART II - FEDERAL WAGE SYSTEM POSITIONS

PAY PLAN, SERIES, & GRADE	POSITION TITLE	PAGE
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MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
ELECTRONICS MECHANIC, WG-2614-10		
1. Shop Operations	1a. Establishes work priorities.	1a. In the absence of the senior repairman, assigns equipment to repairmen so that 90% of the equipment needing repair is inspected within 24 hours as evidenced by a 10% sampling of DA Forms 2407 and 2405. The remaining 10% will be inspected within 72 hours as evidenced by DA Forms 2407 and 2405.
	1b. Requisitions parts.	1b. 95% of the parts required to repair defective equipment are requisitioned from supply within 24 hours. The remaining 5% will be requisitioned with 72 hours. Standard shall be verified by information on DA Form 2407 and the corresponding DD Form 1150.
	1c. Maintains work area.	1c. Work and storage areas are maintained in a clear and safe condition as evidenced by no major safety or building inspection deficiencies and not more than three minor deficiencies occur over a 12-month period.
2. Equipment Repair	2a. Initiates maintenance requests (DA Form 2407).	2a. 100% of the equipment turned in for repair will have a DA Form 2407 or 2405 filled out upon receipt of the equipment.
	2b. Analyzes equipment failures.	2b. For 98% of the equipment needing repair, when both schematics and the proper test equipment are on hand, no additional technical assistance will be required.
	2c. Corrects equipment deficiencies.	2c. For 98% of the equipment for which proper test equipment and parts are available, no additional technical assistance will be required to correct the equipment deficiencies.
	2d. Notifies customers.	2d. Customers are notified of repair completion within 24 hours 98% of the time and within 72 hours 100% of the time. Evidenced by spot checks on repaired equipment in the shop.
3. Special Projects	3a. Surfaces problems.	3a. Problems beyond resolution of the Radio Shop are reported to the detachment commander 100% of the time.
	3b. Acts as Action Officer.	3b. Projects are accomplished within time frame 95% of the time. Remaining 5% of projects will be coordinated with commander for an extension.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
MAINTENANCE MECHANIC FOREMAN, WS-4749-08		
1. Field Maintenance Activities	1a. As Assistant Foreman, plans and organizes daily and weekly schedules to accomplish required maintenance activities contingent upon given priorities. Make level project visitations.	1a(1). 95% of scheduled work is to be complete within time allocated. 1a(2). In completing prioritized work: (a) Meets 100% of all priority 1 jobs. (b) Meets 98% of all priority 2 jobs. (c) Meets 95% of all priority 3 jobs. (d) Meets 92% of all priority 4 jobs. (e) Meets 90% of all priority 5 jobs.
	1b. Continually reviews work in progress and upon completion. Such work is to include maintenance and/or rehabilitation of existing facilities to prevent deterioration of the resource.	1b. Insures work is progressing as per instructions and that 95% of all finished jobs are satisfactory or better.
	1c. Maintains records and reports relaing to project maintenance activities.	1c. Written material is clear, thorough, and accurate with no more than 5% requiring corrections.
	1d. Determines requirements for personnel supplies and materials, and exercises sound judgment in balancing the use of hired labor and contract labor necessary to obtain maximum efficiency in accomplishing project maintence goals as set by the Resource Manager.	1d. 90% of goals must be met.
	1e. Serves as Foreman during Foreman's absence. Exercises complete responsibility over all maintenance activities.	1e. 95% of all maintenance activities must be completed within established time frame.
2. Operation and Maintenance of the Pumping Station	2. Assists Foreman in responsibility for the daily operation and maintenance of all mechanical, electrical and hydraulic equipment at the pumping pumping station. Insures the station operates on a daily or as needed basis and is in a constant state of readiness for emergency operations.	2. The pumping station must be operational 100% of the time or supervisor informed and action taken to regain the use of the station.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
3. Budget Preparation	3. Assists Foreman in preparation of annual budgeting requirements as relate to maintenance activities. Plans cost effective utilization of personnel, supplies, materials, equipment, and contractor capability concerning maintenance activities.	3. Budget requests must be accurate to insure adequate funding to support maintenance activities within 5%.
WAREHOUSEMAN FORKLIFT OPERATOR, WG-6908-06		
1. Forms Storage and Issue	1a. Fills requisitions from areas both on and off depot.	1a. Requisitions for forms are filled within 21 to 30 days of receiving them; with results being no more than 2 to 3 vaild customer complaints per month.
	1b. Locates/stores forms in warehouse and inside storage area.	1b. Forms are stored and located in warehouse and office storage area within 8 days of receiving them.
	1c. Conducts routine rewarehousing and inventories, and checks for need for protection of stock.	1c. Conducts monthly rewarehousing and inventory of stock, walk through inspections required to protect stock from fire, rodents, and other hazards. No more than 3 to 4 deviations per year will be acceptable without approval of supervisor.
2. Forklift Operation	2. Operates forklift to load, unload, and restock warehouse storage area.	2a. Prescribed safety regulations are followed with no more than 2 to 3 minor deviations per year.
		2b. Responds to deliveries of stock, with forklift, within 2 to 3 days with no more than 1 to 2 valid complaints per year from receiving.
3. Organization and Clean-Up	3. Develops a routine to dust bins and keep aisles free of clutter and debris.	3. Dusts 10 to 20 bins per week. Packaging and containers are kept out of aisles and forms storage areas. Routine walk through inspection by supervisor to reveal no more than 2 to 3 discrepancies per month.
AIRCRAFT ENGINE MECHANIC, WG-8602-10		
1. Aircraft Engine Repair and Modification	1. Performs repair, modification, and service time replacements required to place aircraft engines and components in serviceable condition.	1. 90% of job orders are accomplished within time frames established by the shop foreman.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
2. Aircraft Engine Removal and Installation	2. Removes and installs aircraft engines and auxiliary power units.	2. Engine and auxiliary power units installation orders are met 85% of the time. Buildup and adjustments of engines will be accomplished as necessary and in time frame allowed by mission requirements.
3. Aircraft Gas Turbine Engine Service Test	3. Performs service tests on gas turbine engines and auxiliary power units.	3. Engines and auxiliary power units will meet operational standards for service tests outlined in applicable T.M.'s and be free of quality or compliance deficiencies 95 to 98 percent of the time.
4. Safety	4. Performs duties with care and in a safe manner as not to cause personal injury or damage to equipment.	4. No instance of negligence that could result in injury to personnel or damage to equipment.

PART III - MANDATORY CRITICAL ELEMENTS

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*EEO - The fair, equitable treatment of employees without regard to race, color, religion, sex, national origin, or physical handicap.

AA - Actions taken by management or other officials to correct imbalances for minorities, women and the handicapped that exist within the work force. It goes beyond the mere absence of discrimination and involves measures to improve the employment and advancement of such groups.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
Personnel Management	a. Staffs office.	
	a(1). Initiates recruitment action and develops candidate evaluation information.	a(1). Anticipates vacancies and initiates recruitment action in advance where possible; in any event, initiates action within ____ days of vacancy. Candidate evaluation information provided is valid, job related, and clearly communicated. Maintains an average rate of fill of _____%.
	a(2). Evaluates and selects candidates.	a(2). Selects best qualified candidates for office positions; there are no justified grievances that best qualified candidate has not been selected. Makes selections within time limits specified on referral lists with no more than ___ late selection(s) during the rating period. Selections show proper consideration of affirmative action goals (see EEO element).
	b. Manages performance of office staff.	
	b(1). Establishes and communicates to employees objectives and performance standards.	b(1). Standards are developed with the participation of employees and are ready for use ___ days prior to the beginning of the rating period. Standards are complete, concise and objective. Standards are kept up to date during the rating period. Major changes are documented and discussed with the employee within ___ weeks of occurrence.
	b(2). Evaluates and counsels employees.	b(2). Evaluations are based on a comparison of the employee's performance with standards. Employees are provided formal feedback at least _____. Counsels employees on deficiencies as they are discovered. Prepares annual performance appraisals in accordance with regulations. No more than ___ evaluation(s) submitted during the rating period is (are) late.
	b(3). Takes appropriate actions based on performance. Rewards achievements through merit pay, cash awards, honorary awards, etc. and corrects deficiencies through counseling, training, adverse action, etc. Encourages suggestions.	b(3). Actions are taken promptly (normally within ___ days of the event upon which the action is based); actions are consistent with the performance appraisals of the staff. There are few, if any, valid grievances or complaints regarding failure to recognize superior accomplishments or inappropriate corrective actions. Use of awards reflects reasoned consideration of DA goals. Suggestions are evaluated objectively within a reasonable period of time.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
Personnel Management (continued)	c. Manages position structure. Takes action to assure an efficient and effective position structure; minimizes use of more costly, higher graded positions. Reviews positions systematically at least annually and assesses structure. Assures that position descriptions are accurate.	c. Implements recommendations of position management studies unless the decision not to do so is properly justified. Complies with high grade ceilings. All increases in average grade are properly justified. Major changes in duties are documented in job descriptions within ____ days of occurrence. Documents annual review of positions.
	d. Develops and trains staff. Determines training needs and submits annual training plan. Budgets and plans workload to accommodate needed training.	d. Meets deadlines for submission of training plans and requests. Identifies training which is necessary to develop staff and meet operational needs. Follow-up is adequate to assure that all funded training is accomplished. Prepares concise, persuasive justification for necessary unfunded training.
	e. Resolves grievances. Maintains a positive work environment which minimizes grievances; responds constructively to grievances to resolve the problems underlying them. Prepares position for presentation before third parties.	e. Not more than ____ valid grievance(s) over matters within the incumbent's control is (are) received during the rating period. Responds judiciously to grievances and investigates thoroughly. Fails to meet time limits of the grievance procedure no more than ____ time(s) during the rating period. Information prepared for grievance proceedings is thorough, candid, and concise.
	f. Promotes Safety. Enforces safety program and corrects unsafe conditions. Monitors safety record of employees and takes corrective action as necessary.	f. Action to correct known deficiencies is taken promptly (at once for serious conditions). All employees who violate safety rules are counseled. Safety reports and evaluations are made within established deadlines.
	g. Administers Leave. Schedules use of leave fairly and effectively. Takes appropriate action to prevent leave abuse, including counseling and leave restriction.	g. Normally, the office is at least ____% staffed; there are no more than ____ justifiable complaints regarding the leave schedule during the rating period. No employees lose annual leave at the end of the year unless there is proper justification (usually based on circumstances beyond the control of the incumbent). Takes appropriate corrective action whenever cumulative sick leave usage exceeds the Army goal or when there is evidence of leave abuse on the part of any employee.
	h. Deals constructively with recognized labor organizations. Complies with the collective bargaining agreement and with labor relations laws and regulations in day-to-day dealings with union.	h. There are no more than ____ justified complaints from the union during the rating period regarding dealings with the incumbent. There is (are) not more than ____ finding(s) of unfair labor practices or contract violations (except technical or de minimus violations) which result from incorrect or improper actions by the incumbent. Actions by the incumbent reflect a thorough familiarity with the collective bargaining agreement.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
Equal Employment Opportunity/Affirmative Action (EEO/AA) (Note: The sample performance standard for this element is comprised of broad statements of the kinds of actions managers/supervisors must take. The local EEO/AA plan of action must be consulted to establish a specific, goal-oriented standard.)	a. Maintain work environment free of discrimination and sexual harassment, by demonstrating interest in and commitment to EEO goals, issues and problems.	a(1). Assign minorities, women and the handicapped to leadership roles in organizations including high priority projects, program planning, review and evaluation, etc. a(2). Speak favorably about minorities, women and the handicapped and personally consult with or take disciplinary action against employees whose conduct may be offensive to these groups. a(3). Identify and correct problems before they give rise to complaints, or move quickly to resolve informal complaints as appropriate. a(4). Participate in EEO planning and evaluation to help identify policies and procedures which are discriminatory or have an adverse impact on minorities, women and the handicapped. a(5). Issue notices to subordinates outlining and discouraging use of sexist language. a(6). Periodically review personnel actions and decisions, such as hiring, promotion, training, discipline, awards, etc., to identify any disparities regarding minorities, women and the handicapped. Take appropriate corrective measures.
	b. Provide optimum development and advancement opportunities for minorities, women and the handicapped through job restructuring, reengineering and maximum utilization of skills and training.	b(1). Establish a goal for upward mobility positions in organization. b(2). Establish a goal consistent with installation affirmative action plan, for placement of minorities, women and the handicapped into upward mobility positions. b(3). Assess employees' skills, knowledges and abilities and structure jobs to best utilize and develop employees. b(4). Follow-up on the placement of employees in upward mobility positions to determine their progress, adjustment and problem areas. b(5). Develop or recommend training to upgrade the skills of underdeveloped employees in order to improve their career opportunities. b(6). Consider and select underutilized employees for higher grade positions which are more commensurate with their skills and training.

MAJOR JOB ELEMENTS	SUPPORTING TASKS	PERFORMANCE STANDARDS
EEO/AA (continued)	c. Increase or maintain representation of minorities, women and the handicapped and ensure their continued development and advancement.	c(1). Establish representation goals, consistent with installation affirmative action plan, for minorities, women and the handicapped. c(2). Develop candidate evaluation and selection criteria which has minimal adverse impact on minorities, women and the handicapped. c(3). Insure that promotion appraisals of minorities, women and the handicapped are fair and equitable and reflect their true performance level. c(4). Provide career counseling and developmental opportunities for subordinate minorities, women and the handicapped who are not selected for positions within the organization. c(5). Insure that minorities, women and the handicapped are selected for all levels of employment. c(6). Takes necessary steps to make positions accessible to the handicapped and provide any special equipment needed. c(7). Document or review selection justification or rationale to ensure that minorities, women and the handicapped are not being arbitrarily passed over. c(8). Analyze hiring patterns to determine if the requirements of the Uniform Guidelines on Employee Selection Procedures are being met.

PART IV - GUIDANCE FOR SUPERVISORY/MANAGERIAL POSITIONS

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Federal Personnel Manual System
FPM Bulletin

Bulletin No 430-15 Washington, D C 20415
November 6, 1981

SUBJECT: Guidelines for Developing Performance Standards Which Include Cost Efficiency Activities or Goals

Heads of Departments and Independent Establishments

Introduction

1. As a result of the initiatives of the new Administration, there is and will continue to be a greatly increased emphasis on cost savings in the government. OPM has recently issued instructions for its own employees which require the inclusion of at least one cost efficiency performance standard as a critical element. We encourage all other agencies to do likewise, and enlist your personal support to effect the Administration's goal of cost efficiency.

2. As a consequence, we have developed this FPM Bulletin to provide guidelines to assist executives and merit pay managers to develop their own measurable, job-related performance elements and standards that include cost efficiencies; and to edit or revise existing performance elements and standards to reflect cost efficiencies, where appropriate. We have also included an example of how NOT to develop and implement this standard. We would also suggest serious consideration be given to the use of cost efficiency standards as critical elements.

3. The Civil Service Reform Act of 1978, in 5 USC 4313 and 5402(b)(2)(B) is precise about the factors to be taken into account in appraising the performance of senior executives and merit pay employees. When appraising individual performance and organizational accomplishments, improvements in efficiency, productivity, quality of work or service, significant reduction in paperwork, cost efficiency (emphasis supplied) and timeliness of performance are all relevant factors. FPM Bulletin 540-1* reiterates the law and states that all merit pay positions have some aspects that are susceptible to cost reductions and cost management. Especially during this period of economic austerity, performance standards should reflect improved performance and reduced costs, wherever feasible.

4. Definition: Cost efficiencies are activities which are intended to realize a saving to the government in dollars, personnel, and/or time (input factors) while maintaining or improving the quality and effectiveness of service (output factors).

Cost efficiencies may be designed specifically to:

(a) increase program levels while holding cost constant, or

(b) maintain program levels while decreasing cost, or better yet,

(c) increase program levels while simultaneously decreasing costs.

*Now expired

Inquiries: Workforce Effectiveness and Development Group, Performance Appraisal Services Division, (202) 632-7623
Code: 430 - Performance Appraisal

Distribution: FPM

Bulletin Expires: October 20, 1982

* U.S. GOVERNMENT PRINTING OFFICE : 1981 O -357-316

Identification of Cost Efficiencies

5. To assess the extent to which cost efficiency can be achieved within an organization, executives/managers may review their available resources and identify how those resources are or have been used to accomplish the organization's mission and objectives. In this review, an attempt should be made to identify ways for reducing costs without impairing the organization's ability to accomplish its objectives. For example, the executive/manager may want to: identify programs or services that can be eliminated because they are not fundamental to accomplishing the organization's objectives; to determine whether or not there is overlap or duplication in programs and services within or across organizational lines and, if so, whether a single program can be established that would result in overall savings to the agency; to assess whether or not restructuring the organization will result in achieving objectives with a reduced staff; to review whether record or documentation systems can be revised to reduce maintenance costs.

6. After reviewing how resources are used and identifying areas where changes may result in cost efficiency, executives and managers need to determine how the changes can be implemented and monitored to assess their effects on costs and program quality and efficiency. Whenever possible, available procedures for monitoring tangible and trackable costs, quality and/or effectiveness should be used; if not available, then economical procedures should be developed. Such procedures may include periodically 1) sampling the time, staff and/or resources needed to prepare a product or provide a service or 2) conducting surveys to obtain views from clients on the quality and timeliness of a service.

Development of Standards for Appraising Cost Efficiency

7. Developing Standards:

a. The manner in which an executive/manager determines cost saving objectives, tracks progress and evaluates results depends on the nature of the programs involved. Consideration must be given to whether a program provides:

- direct service to the public, e.g., hospitals, tax or employment service;
- support service to an agency, e.g., personnel, building maintenance, budget or procurement; or
- produces a product, e.g., training courses, informational pamphlets.

b. Each type of program cited above would have its own performance indicators suitable for tracking costs. An example of a tracking method for procurement offices could be: comparing the prices particular offices paid for commodities to prices paid by other federal procurement offices for the same or similar items and charting changes over time.

c. On the other hand, there are some programs for which it is particularly difficult to determine results in relation to cost data, e.g., policy development, advice and guidance, etc., measurements of outcomes for such programs could involve a considerable degree of subjective judgment. However, often these programs can be held accountable

on such features as turn-around times, (response rates) and error rates. When outcomes or results are hard to measure, procedures may be a more useful focus of attention. Examples of procedures that may prove cost efficient are:

- elimination of unnecessary reporting requirements or duplication in reporting requirements;
- reorganization to achieve concentration of higher-graded work in as few positions as possible;
- use of part-time employees for duties not requiring full-time performance; and
- elimination of travel, printing or other costs that are not essential for achieving fundamental organizational goals.

d. Examples of procedures that are not cost efficient are:

- shifting a function or program to other organizations without knowing that the work could actually be done more cost effectively elsewhere, i.e. shifting costs is not of itself necessarily cost efficient; and
- introducing procedures that result in immediate savings but later increase the cost or decrease the quality or effectiveness of fundamental programs.

8. Establishing Performance Levels:

a. High performance levels could specify that goals were achieved working with reduced budget, staff or resources while maintaining or improving program quality and efficiency. In some cases, high performance levels may specify that the costs and quality of existing programs or services have been maintained, while new programs or services have been added at no additional cost.

b. Cost efficiency established at Minimally Satisfactory, Fully Successful or Outstanding performance levels should reflect the extent to which cost efficiency is feasible and appropriate. For example: managers having very limited staff and resources may be given Outstanding ratings for achieving smaller cost efficiencies than managers with large staff and resources but similar levels of program responsibilities.

9. Equity Considerations:

Performance elements and standards covering cost efficiencies should be clearly relevant to the individual executive's or manager's position and equitable to the extent possible. Agencies may wish to review proposed cost efficiency performance elements and standards at the start of the appraisal period, taking into consideration similarity of program areas, size of organization, linkage, coordination and control problems. This review could reduce competitive inequities among executives and among managers that might produce short-term benefits for some programs at the expense of others. Given the importance of merit pay decisions and bonus award decisions, the agency may wish to assure itself that it is rewarding desirable behavior, as well as desirable outcomes. To improve agency program performance measurement, senior executives can:

- review existing practices to determine if programs are being measured for their effectiveness, quality, and efficiency in addition to the usual measures of quantity produced and costs;

- encourage administrative staff and operating program personnel to identify appropriate measurements and measurement procedures for program results;

- remember that program managers will prefer measurements that they can control, but other measurements, such as client perception of quality of service, may also be useful;

- and lastly, tracking cost efficiencies may require development of appropriate data processing systems, requiring ample time - two or three years before benefits of improved or new measurement systems begin to appear, therefore, interim progress results must be described to meet the needs of performance appraisal.

Additional Assistance Available

10. For additional technical assistance in developing performance elements and standards that include cost efficiencies, you may contact the OPM regional office in your area. Agencies in the Washington, D.C. area should contact the Agency Assistance Branch, Performance Appraisal Services Division, WED, at 632-7630.

Performance Elements and Standards Incorporating Cost Efficiency

11. Attachments 1 and 2 contain generic examples of performance elements and standards incorporating cost efficiencies which you may find useful in stimulating ideas for ways to include efficiencies in your own or subordinates' elements and standards. The examples, taken from several agencies with different systems and formats, have been generalized to the point where they do not fit a particular position. They are presented to prod thinking and analysis. The examples employ two approaches; some reflect cost efficiency in the performance element and its standards while others build cost efficiency expectations into existing standards for on-going managerial responsibilities. The approach(es) an agency elects to use should reflect the demands of a given program and the agency-determined areas of managerial accountability. Attachment 3 is an example of how not to write standards for cost efficiency. Attachment 4 provides an illustration of how to edit an existing element and standards to include cost efficiencies. Attachment 5 contains a list of criteria for reviewing performance standards containing cost efficiency.



Donald J. Devine
Director

Attachments

Generalized Example of Cost Efficiency in the Performance Element and Standards

INSTRUCTIONAL PURPOSES ONLY

MERIT PAY MANAGER

Performance Elements	Performance Standards		
	Minimally Satisfactory (MS)	Fully Satisfactory (FS)	Exceeds Fully Satisfactory (EFS)
1. Maintains Program Effectiveness (while Reducing Costs and Increasing Productivity).	Ensures that __% of services or products are provided within __% of standard processing times.	Ensures that __% of services or products are provided within standard processing time.	Ensures that all services or products are provided below standard processing times.
	Reduces payroll costs by __% by reducing staff through attrition alone.	Reduce payroll costs by __% by attrition and by reducing overtime costs through the use of short term assignment or details by position management strategies such as hiring staff at the entry level.	FS standard while maintaining productivity level and turn-around times through the use of innovative personnel techniques, such as furlough and reimbursable projects.
	Computer processing costs reduced by __% through the use of batch processing but also by reduction (__%) in computer services provided.	Computer processing costs are reduced by __% without a delay in turn-around time and a smaller reduction (__%) in services provided.	Computer processing costs are reduced by __%. Turn-around time and level of services are unaffected.
	Reduce reproduction costs by __% by limiting in-house memoranda and revisions to guidelines, directives, and manuals. Revisions will not exceed __ number of printed pages. In-house reproduction turn-around time does not fall below __% of standard time.	Reproduction costs are reduced by __% through reduction in circulation of publications for external use. In-house reproduction service turn-around time does not fall below __% of standard time.	Reproduction costs are reduced by __% without a loss of time or service while still maintaining effective communications with clientele.

Generalized Example of Cost Efficiency
in the Performance Element and Standards

Element	Minimally Satisfactory	Fully Successful	Outstanding
2. Improves productivity, where tangible and trackable production costs are available.	Monitors costs. Implements suggestions received which result in __% reduction in time required with no change in cost.	Monitors costs and identifies areas for improvement which result in __% reduction in costs and __% reduction in time required.	Monitors costs and identifies areas for improvement which result in __% reduction in cost of materials, __% reduction in time required and reduction in the number of staff needed to produce the product.
3. Evaluate and improve the quality and efficiency of a service (e.g., staffing program).	Monitors costs to identify ways of improving service while maintaining costs. Time between requests and delivery of a service shortened by ____ day(s).	Identifies, implements and monitors procedures that reduce time between requests and delivery of a service by _____ days. Survey shows improvement in the quality of the service.	Identifies, implements and monitors procedures that reduce time between requests and delivery of a service by _____ days. Survey shows marked improvement in the quality of the service.
4. Manages resources and budgets in a cost efficient manner.	Operates within allotted personnel ceiling; manages workforce to achieve program objectives without diminishing quality or effectiveness of programs or services.	Operates with reduced personnel ceiling; redesigns organization positions to achieve cost savings while maintaining quality and effectiveness of programs or services.	Operates with reduced personnel ceiling; redesigns organization positions to achieve cost savings while improving the quality and effectiveness of programs or services.

Generalized Example of Existing Performance Elements to which Cost Standards Are Added

The material is drawn from actual standards developed by several Federal agencies. This composite performance plan is presented to stimulate ideas.

MERIT PAY MANAGER

Performance Element	Fully Satisfactory	Outstanding
1. Program Management		
a. Planning Determining goals and objectives; assigning work priorities; defining courses of action; establishing budgets, resource allocations, and schedule milestones; designing programs and systems; developing policies and procedures.		
(1) developing programs	(1) Programs are developed so that financial and technical plans reflect analysis of cost to attain goals.	(1) Financial and technical plans for program modifications or new ones reflect real cost savings or efficiencies.
(2) scheduling	(2) Sufficient detail is included to permit successful monitoring and control of program activities.	(2) Management visits to operational sites result in identifiable improvement in productivity or cost efficiency.
(3) budgeting	(3) Operating and capital budgets are realistic and attainable. Cost control techniques are effectively utilized.	(3) Leadership in advancing cost-conscious budgeting practices produces increased quality of budget preparation.

Performance Element	Fully Satisfactory	Outstanding
(4) developing objectives	(4) Long and short-term objectives are realistic and responsive to overall plan to effect cost efficiences. Major milestones are identified and attained.	(4) Objectives outline savings of staff years and promotion of efficiencies in operations with documented considerations of impact on other units.
b. Organizing Aligning organizational units to accomplish work objectives, streamlining work operations, delegating work and commensurate authority to employees; employs well-defined line and staff relationships.		
(1) developing organizational plans	(1) Effectively organizes the work to form a flexible, balanced structure according to the objectives to be accomplished, the talents of the people and the resources available.	(1) Comparative analysis of past, present, and proposed organizational structure supports a project improvement in work flow, coordination requirements, and communication patterns, to produce a cost efficient operation.
(2) organizing work	(2) Work is organized consistent with organizational priorities to facilitate a high degree of output or service.	

Performance Element	Fully Satisfactory	Outstanding
c. Directing Decision-making and follow through on work responsibilities, maintaining internal and external communications; motivating personnel to accomplish the work; developing responsive and cooperative means of carrying out directions from higher authority; developing improvements in work or service.		Fully satisfactory performance on all five elements of "directing" produces a specific improvement in output or service or organization.
(1) decision-making	(1) Decisions are sound, timely, reached through a logical process, and are understood and supported by those who are to carry them out. Decisions made serve to assist in carrying out organizational objectives.	
(2) communication	(2) All personnel are informed about significant matters in a timely manner, important documentation is promptly disseminated, responsibilities are well defined, information-exchange sessions (meetings, conferences, symposia) are conducted at appropriate times.	
(3) responsiveness and cooperation	(3) Deadlines are met; cooperation within and between organizations is enhanced. Optimum relations with other installations, agencies, and organizations are maintained; a participative nature is characteristic of the organization.	
(4) improvements in work or service	(4) Efforts are undertaken to improve service, increase productivity or advance the state-of-the-art. Actions are directed at resolving organizational problem areas, implementing innovative ideas, and identifying creative ideas for management review.	

Performance Element	Fully Satisfactory	Outstanding
(5) advising/consulting	(5) Provides technical information, advice, and guidance to others (including other organizations) for developing policies and new programs.	
d. Human Resource Management The overall efforts made toward staffing the organization and developing personnel resources to better accomplish the Agency functions and mission.		
(1) motivating people	(1) Personnel are interested in their work; turnover is appropriate; work is satisfying to employees. A work environment receptive to employee suggestions and innovations is established. Individuals deserving recognition are rewarded in a timely manner.	(1) Actual dollar savings or productivity or management improvements attained by staff demonstrate quality of leadership.
e. Controlling Establishing standards to gauge effective work performance; performing evaluation and review functions; appraising employee performance; implementing corrective actions directed at resolving problems, practicing cost efficiency, and economy measures; identifying and eliminating health and safety hazards.		

Performance Element	Fully Satisfactory	Outstanding
(1) developing performance standards	(1) Individual and organization objectives and performance standards established are current, understood, and clearly defines successful levels of performance.	(1) Higher level management review (surveys, employee feedback; client feedback; monitoring and evaluation activities) identifies tangible cost efficiencies, improved morale, improved work environment, in comparison to a specified prior period.
(2) evaluating work progress	(2) Accurate, concise, and timely feedback is provided relative to planned progress and results. Conducts needed progress reviews.	
(3) performance appraisal	(3) Performance evaluation is timely, objective, and based upon a comparison of actual performance with plans and standards, and identifies causes of deviations for corrective action.	

Example of How NOT to Write Cost Efficiency Standards

ELEMENT: Manages funds effectively (critical element)

PERFORMANCE STANDARDS:

Outstanding -- Completes fiscal year within 2% of budget and makes unusual contribution to financial management.

Exceeds Fully Successful -- Meets requirement for fully successful and makes unusual contribution to agency financial management.

Fully Successful -- Completes fiscal year within 10% of budget.

Minimally Satisfactory -- Completes fiscal year within 15% of budget.

Unsatisfactory -- Significantly underspends or overspends allotted funds. For example, completes fiscal year 25% below or over budget.

Critique: This is a simplistic approach to quantifying standards without regard to maintenance of quality of program operation. Vague, ambiguous words such as "significant" and "unusual" do not provide guidance. Non-specific "underspending" of budget encourages "hurry-up" year-end spending which tends to subvert the objectives of cost conscious management. Underspending while maintaining program integrity or quality could be an Outstanding achievement. For example, a manager should be rewarded for maintaining program level while coming in at 25% below budget, rather than being rated Unsatisfactory as described in this standard.

A re-write of this standard rewards the manager for underspending his budget while maintaining program integrity. Please note that this discussion is only one aspect of a manager's financial management responsibility.

ELEMENT: Manages funds effectively (critical element)

PERFORMANCE STANDARDS:

Outstanding -- Completes fiscal year underspending 25% of budget while maintaining or improving quality and effectiveness of product or service delivery.

Exceeds Fully Successful -- Completes fiscal year underspending 15% of budget while maintaining or improving quality and effectiveness of product or service delivery.

Fully Successful -- Completes fiscal year underspending 10% of budget while maintaining or improving quality and effectiveness of product or service delivery.

Minimally Satisfactory -- Completes fiscal year at budget level without any evidence of increasing quality or effectiveness of product or service delivery.

Unsatisfactory -- Underspends or overspends allotted funds by ___% without regard to the quality or effectiveness of services to be delivered.

An Illustration of How to Edit an Existing Performance Element and Standards to Include Cost Efficiencies

Senior Executive Position

ELEMENT:

Resource Utilization

PERFORMANCE STANDARDS:

Outstanding -- Makes best use of resources at all times; adjusts resources to meet emergency or changing requirements with minimum impact on unit output; exceptionally prudent.

How can this be demonstrated? Specify operating under budgeted allocations

What will be acceptable? Specify units of output or dollars.

Exceeds Fully Successful -- Develops ways to improve service without materially increasing costs; adept at consolidating to meet unit goals in spite of limitations or restrictions on resources.

What acceptable? Specify % or dollars.

How?

Fully Successful -- Shows concern for cost/benefit effects when requesting and making use of allotted resources; good utilization of resources.

Could indicate that operations were within allocated dollars.

Minimally Satisfactory -- Planning is governed solely by the availability of people and funds; does not consider whether best use is being made of resources.

Should indicate failure of employee to stay within budgeted resources.

Unsatisfactory -- Wastes personnel; money, materials or time.

How?

Criteria for Reviewing Performance Standards Which Appraise Cost Efficient Activities

Performance standards that describe levels of success (e.g., minimally successful, fully successful, outstanding) in realizing cost savings or reductions should:

1. relate to specific resource levels that can be accounted for and evaluated;
2. describe specific manner in which cost efficiencies will be attained;
3. specify base data on costs and quality of existing program, administrative service, or activity against which expected level of goal accomplishment will be compared;
4. contain appropriate, reasonable, and feasible objectives yet permit latitude for creative and innovative thinking;
5. be observable and measurable, i.e., procedures for monitoring costs, expenditures, maintenance of quality and effectiveness of program outputs or administrative services are clearly understood, available and in place.

Federal Personnel Manual System

FPM Bulletin

Bulletin No. 430-17

Washington, D C. 20415
August 2, 1982

SUBJECT: **Achieving Organizational Management Through Performance Appraisal**

Heads of Departments and Independent Establishments:

1. Purpose: The Reagan Administration is implementing a fundamental change in the size, cost, and direction of the Federal government. However, assuring that large and complex governmental organizations are responsive to changes in program direction and operation is one of the most difficult tasks of executive management. Top management can become frustrated about the ability to manage such massive organizations. The performance appraisal system, particularly as it applies to managers, provides a powerful tool to accomplish this task when used properly by top management.

2. The purpose of this bulletin is to suggest ways that agency heads and top management can use performance appraisal as a tool for more effective management, specifically for --

- communicating and clarifying goals
- carrying out basic management responsibilities
- distinguishing between good, poor and superior performers
- improving, removing, and rewarding employees.

A sample performance element for management is included in this bulletin.

3. Background: The new performance appraisal systems recently implemented for the Senior Executive Service (SES), merit-pay managers, and, just last year, for the general workforce, are based on statements of job expectations and standards. The development of these standards provides a forum for executives and top managers to discuss precisely what is expected and affords an opportunity for the clear communication of goals and priorities.

4. So that there will be no doubt as to what has been agreed upon, the performance appraisal system provides a written record of what was communicated. Also included are periodic performance review points so that progress can be measured against the agreed upon goals and necessary changes and updates can be made.

5. Performance appraisal should specify what the manager is expected to do, how well it is to be done, and when products are due. It then holds the manager accountable for that performance through periodic review and specific links (such as rewards, promotions, demotions, or removals) to performance outcomes.

6. Some performance appraisal systems have been implemented that are overly complex and involve too much paperwork. Indeed, generally, the simpler and fewer the elements, the better. When setting standards, the focus should be on defining the job and the expectations to be met in that job. In fact, that is essentially what good managers do all the time. Setting goals, measuring progress against them, and differentiating perfor-

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Code: 430, Performance Appraisal

Distribution: FPM

Bulletin Expires: July 20, 1983

mance may be difficult, but those tasks are the core of the manager's job. Performance appraisal should be used to document and clarify that process.

7. Using Performance Appraisal for Communicating and Clarifying Goals and Making them Operational: Top management must clearly and carefully define organizational goals, missions and direction. Setting goals does not, however, mean providing specific program direction. Goals are high level expressions of expected outcomes that often reflect, especially from agency heads and top managers, broad political mandates. It is the responsibility of executives and managers who are responsible for the conduct of programs to translate goals into program impacts, outcomes, and results. Among these goals is to increase two-way communication between managers and employees.

8. It is not always possible or desirable to establish standards with a high degree of specificity because that may result in an over-emphasis on those aspects of work that are most easily quantifiable, at the expense of more important qualitative aspects. While standards must, to the maximum extent possible, permit appraisal on the basis of objective criteria, they are not intended to replace management judgment. Judgments regarding the quality of performance are necessary and should not be avoided because of a lack of quantitative measures. For many jobs, the quality of performance is significantly more important than the quantity.

9. A useful approach is to focus primarily on the fully successful standard, expressing that in a way that clearly describes the job and the expectations of it. When that is done well, it is easier to establish standards below and above for other levels.

10. Accountability: The first steps in establishing accountability are to define and communicate goals and to identify the individuals who are responsible for each product or outcome. If management has done a good job of defining and communicating goals, measuring progress, and modifying goals to realistically reflect changing priorities, it is perfectly appropriate, and in fact necessary, for management to hold individuals accountable for accomplishing these goals. The performance appraisal system provides a documented record of management expectations and individual accomplishments and, in fact, must be used when management is providing for awards or for corrective actions. If the system is established and used properly, it can effectively refute the myth that the government as an employer is incapable of dealing with intransigent or incompetent performance. At the same time, it provides a system to reward individual excellence and provides a basis for promoting employees who have demonstrated potential for higher level responsibilities.

11. Finally, it should be emphasized that management of the performance appraisal system itself should be a primary factor in accountability. Performance appraisal is not a panacea to make management of complex governmental organizations easy, but it is an effective tool to aid in that management and should be characterized and implemented in that context.

12. Sample Performance Standard for Management: It is OPM's view that a specific management performance standard, which clearly defines management responsibilities and expectations, should be included in the performance elements and standards for each manager. Attached is a suggested generic element and standard which specifies overall management responsibilities which would be included in addition to specific program elements and standards. If executive management is successful in its primary task of spelling out overall agency objectives, holding subordinate managers accountable to this standard will result in program accomplishment and assure organizational responsiveness. This example is not a substitute for specific program elements and standards, but can capture the basic management tasks and responsibilities of managers.

13. This sample element and standard gives an example of typical management responsibilities and expectations. Examples of performance standards above and below the fully successful level are included for use when documentation of levels other than fully successful are needed. These general examples should not necessarily be used verbatim but should be modified to reflect specific organizational circumstances. While, for the purposes of this example, we have shown five levels of written standards, it is generally not desirable to write standards at all levels but to concentrate on the fully successful level, write standards at other required levels (using generic standards, when possible), and extrapolate to other needed levels.

Donald J. Devine
Director

Attachment

RESPONSIBILITY FOR ORGANIZATIONAL MANAGEMENT

Unsatisfactory

Fails to meet most factors of the fully successful standard.

NOTE: When performance is at this level, it should trigger corrective action such as reassignment, demotion, or removal.

Minimally Successful

Does not consistently meet all of the factors at the fully successful standard. This may be evidenced by any of the following situations:

- Considerable supervisory monitoring, consultation, and modification to implement agencywide goals and priorities is required.
- Crises and obstacles are not anticipated or responded to effectively.
- Programs and projects are not well directed or sufficiently monitored and problems are not identified and corrected in a timely manner.
- Employees are not well matched to jobs, and organization is not structured in a way to focus on program priorities.
- Employees are not appraised appropriately and are not rewarded for what they accomplish nor is poor performance dealt with.

NOTE: When performance falls below fully successful, it may be necessary, in taking corrective actions, to document performance beyond what is necessary for the appraisal system.

Fully Successful

Articulating and carrying out agency goals:

- Understands, supports, and provides leadership in implementing agencywide goals and priorities and is able to translate them into specific program outcomes.
- Contributes innovative and creative approaches to meeting objectives and furthering achievement of agency mission.
- Anticipates and integrates into program plans relevant social, economic, political and technological factors.
- Represents organization by persuasively explaining and gaining support for agency policies.

Directing and guiding programs:

- Sets in place a management system, including a performance appraisal system, which demonstrates that the organization is held accountable for agencywide goals through planning, scheduling, implementation, monitoring, evaluation, and meeting deadlines.
- Systematically and continuously seeks opportunities for achieving cost efficiency, and maintains effective systems of accounting and administrative control.
- Anticipates changes in program priorities and funding and implements them in a timely manner.
- Anticipates crises and obstacles and responds to them effectively.

Managing human resources:

- Selects, develops, and assigns employees consistent with EEO principles and in a manner which maximizes the use of their skills in achieving organizational goals.
- Rewards good performance and corrects poor performance through effective use of performance appraisal system, performance based incentives, and appropriate applications of corrective actions.

Exceeds Fully Successful

Consistently meets all factors of the fully successful standard in a manner that results in demonstrably significant achievements in meeting agency goals and accomplishing program results.

Shows uncommon creativity in overcoming obstacles and carrying out priority projects in short time frames.

Develops alternative approaches to meeting objectives that demonstrate improvements in cost effectiveness, timeliness, and quality of products and outputs.

NOTE: Performance at this level is achieved by only a relatively few employees.

Outstanding

Shows exceptional consistency in meeting all factors of the fully successful standard in ways that meet goals and achieve outcomes that result in significant contributions to the organization well beyond the expectations of fully successful performance.

NOTE: Performance at this level is achieved by only a very small number of employees, and should include a recommendation for formal recognition, monetary or non-monetary.

The proponent agency of this pamphlet is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-CPL), WASH DC 20310.

By Order of the Secretary of the Army:

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DISTRIBUTION:

Active Army, ARNG, USAR: To be distributed in accordance with DA Form 12-4 requirements for Civilian Personnel Pamphlets.

U.S. GOVERNMENT PRINTING OFFICE : 1983 O - 403-391