

# Position Classification Standard for Equal Employment Opportunity Series, GS-0260

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## **SERIES DEFINITION**

This series includes positions primarily concerned with developing, administering, evaluating, or advising on the Federal Government's internal equal employment opportunity program within Federal agencies then the position requires knowledge of Federal equal employment opportunity regulations and principles; Compliance and enforcement skills; administrative, management, and consulting skills; and knowledge of Federal personnel administration. This includes managers or coordinators of special emphasis Programs designed to solve the specialized employment problems of women, minorities, veterans, the handicapped, persons over age forty, and others as they relate to Federal employment.

The fly sheet including series coverage information for the Equal Opportunity Series, GS-0160, issued in May 1972 is superseded.

## **COVERAGE**

This series includes positions involved in internal Federal equal employment opportunity work. The field of Federal equal employment opportunity is defined by a body of laws, regulations, administrative procedures, government and agency policies, and court and administrative decisions. These laws and policies are designed to provide equal opportunity in a wide range of employment activities including, but not necessarily limited to, recruitment, selection, promotion, position classification, training, suspension and dismissal. Equal opportunity laws and policies prohibit discrimination based on race, color, religion, sex, national origin, age, handicapping condition, or other bases specified by law or policy. Equal opportunity work in the Federal Government involves identifying and taking actions designed to eliminate institutional barriers to equal opportunity, investigating and resolving cases of alleged illegal discrimination, developing affirmative action plans, and similar work.

Most positions in this series are organization change agent positions. They are intended to facilitate the removal of barriers to equal employment and to develop affirmative employment action in the context of the Federal employment system.

Positions in this series involve factfinding, analysis, writing, and application of equal opportunity principles to identify and/or solve problems. Positions involve investigating, conciliating, negotiating, or consulting activities. Positions in this series are involved in investigating and conciliating allegations of discrimination; developing, administering, and evaluating affirmative action plans; advising Federal Government agency officials on equal employment opportunity policies and practices; and administering and enforcing the Federal Government's internal equal employment opportunity programs. Many positions in this series involve program development, program management, or program evaluation activities.

Positions beyond trainee levels in this series require a common body of knowledges and skills including: (1) knowledge of the body of law governing Federal equal employment opportunity programs; (2) knowledge of personnel management principles in general including areas such as

recruitment, merit selection, job evaluation, job design, grievances, appeals, labor relations, employee development and the like; (3) skill in identifying and defining illegal discrimination through systematic factfinding or investigation; (4) a high degree of analytical skill; (5) understanding of the nature and causes of institutional barriers to equal employment opportunity; (6) skill in communicating orally and in writing; (7) ability to work effectively and deal with persons in various social or economic strata of society, regardless of the Status of their position in a particular institution; (8) skill in negotiating or consulting; (9) judgment in applying equal opportunity principles to identify and solve problems; and (10) program management skills for program management positions.

Depending on the nature of responsibilities and duties assigned, equal employment manager and specialist positions may require a broad range of knowledges. Most positions at the full performance level require management and consulting skills to advise managers on policy formulation related to equal employment, to analyze management problems related to equal employment, and to monitor and evaluate agency management policies and practices to determine their impact on equal employment. Equal employment manager positions require management skills to plan, organize, implement, evaluate, and allocate resources for the equal employment program itself and to coordinate the allocation of agency resources in connection with female and minority recruitment planning. Also, equal employment specialists and managers often apply knowledge in such areas as cross-cultural communication, social movements, and social dynamics to design and implement programs that meet agency equal employment needs. Additionally, equal employment specialists and managers typically must apply an understanding of legal procedures and terminology (e.g. rules of evidence, trial de novo, case law precedents, and interpretation of court decisions). Most positions require knowledge of investigative procedures and methods to direct investigations, skill in writing proposed dispositions and/or final agency decisions in complaints of discrimination, and knowledge and skill to monitor remedial actions. These skills are applied in the context of a broad knowledge of civil rights laws and regulations, and their relationship to agency policies and practices.

## CIVIL RIGHTS POSITIONS

The Equal Employment Opportunity Series, GS-0260, is closely related to the [Civil Rights Analysis Series, GS-0160](#), and the [Equal Opportunity Compliance Series, GS-0360](#). These three series and the Equal Opportunity Assistance Series, GS-0361, constitute a civil rights subgroup that spans three occupational groups. This civil rights subgroup covers positions that are broadly similar in purpose. Similarities in the methods and approaches common to many positions in these series may result in career mobility of qualified employees between the series. The existence of separate series in three occupational groups reflects the scope and variety of civil rights positions with respect to duties, responsibilities, and qualifications required by the different kinds of positions.

## EXCLUSIONS

Excluded from this series are:

1. Positions that involve directing a personnel management program, performing work in two or more specialized personnel areas, or performing specialized personnel work not covered by other series in the Personnel Management and Industrial Relations Group. Such positions are classified in the [Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200](#). (See the discussion below on [distinguishing between the Equal Employment Opportunity Series and positions in other series in the GS-0200 Group](#).)
2. Positions that primarily provide clerical and technical support of personnel work (other than equal employment opportunity work) by performing limited aspects of various personnel functional areas. Such positions are classified in the [Job Family Position Classification Standard for Assistance Work in the Human Resources Management Group, GS-0200](#).
3. Positions that primarily involve the performance of technical work in recruitment, examination, selection, or placement and utilization of employees to staff government organizations. Such positions are classified in the [Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200](#).
4. Positions that primarily involve position classification. Such positions are classified in the Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200.
5. Positions that primarily involve technical work concerned with management-employee relations and services such as employee conduct and discipline, employee appeals and grievances, performance evaluation and appraisal, management-employee communication, and employee services and benefits. Such positions are classified in the [Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200](#).
6. Positions that primarily involve technical work concerned with labor relations in the Federal Service. Such positions are classified in the [Job Family Position Classification Standard for Administrative Work in the Human Resources Management Group, GS-0200](#).
7. Positions primarily concerned with planning, conducting, and reporting descriptive social science research in the field of civil rights and equal opportunity when the qualification requirements for the position include a broad knowledge of the field of civil rights, ability to apply accepted documentary and field research techniques to study issues and policies affecting civil rights, consulting skill, and a high degree of writing and oral

communication skill. Such positions are classified in the [Civil Rights Analysis Series, GS-0160](#).

8. Positions involved in the enforcement of civil rights or equal opportunity laws, orders, and regulations including investigation and/ or conciliation of allegations of discrimination and equal opportunity compliance reviews of firms, public agencies, and other institutions outside of the Federal Service. Also, positions that combine equal opportunity activities both within the Federal service and in non-Federal institutions when neither kind of work predominates. Such positions are classified in the [Equal Opportunity Compliance Series, GS-0360](#).
9. Positions involving technical support of equal opportunity, affirmative action, civil rights, or compliance programs, when such positions have as a paramount qualification requirement a substantial knowledge of the procedures, regulations, and objectives of civil rights and equal opportunity programs, but do not require the breadth of knowledge, nor the depth of skills required by positions in the Equal Employment Opportunity Series, GS-0260. Such positions should be classified in the [Equal Opportunity Assistance Series, GS-0361](#). (See the discussion below on [distinguishing these positions from positions in the Equal Employment Opportunity Assistance Series](#), and refer to the position classification standard for the [Equal Opportunity Assistance Series, GS-0361](#).)
10. Positions primarily involved with professional legal work including preparation and argument of cases at trial, presiding at formal hearings of a quasi-judicial nature, and providing authoritative legal advice when the person filling the position must be admitted to the bar, positions primarily involving technical legal work requiring specialized legal training or on-the-job legal experience; and positions primarily involved in processing legal documents requiring knowledge of particular laws and regulations. Such positions are classified in the appropriate series in the [Legal and Kindred Group, GS-0900](#).
11. Positions involved in social science research, technical support or related clerical work, when the paramount qualification requirement is a professional, technical, or substantial knowledge of one or more of the social sciences. Such positions should be classified in the appropriate series in the [Social Science, Psychology, and Welfare Group, GS-0100](#). (See the discussion below on [distinguishing between the equal employment opportunity occupation and other closely related occupations](#).)
12. Positions involved in planning, analyzing, and evaluating the program management, administration, or budget aspects of equal opportunity programs, when the paramount qualification requirement is analytical skill and knowledge of program processes, budget processes, or management principles, instead of the knowledges and skills required by specialists performing the operations of a particular equal employment opportunity program. Such positions are classified in the [Management and Program Analysis Series, GS-0343](#), the [Budget Analysis Series, GS-0560](#), or the [Administrative Officer Series, GS-0341](#), as appropriate.

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

## OCCUPATIONAL INFORMATION

Positions in this series vary according to the nature of the programs they implement and administer or the agencies in which they are located. While the purpose of the series is to administer equal employment opportunity within the Federal Government, some positions focus on solving the specialized equal employment opportunity problems of certain classes such as the physically handicapped, veterans, women, Hispanic persons, persons over age forty or others. Most positions involve combinations of these purposes. Selective certification may be appropriate for recruitment to fill positions in this series requiring a specialized knowledge of the barriers to equal employment opportunity of certain classes of persons such as women, Hispanic people, veterans, persons over age forty, the handicapped, or others.

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

### *Guidelines:*

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

## **DISTINGUISHING BETWEEN THE EQUAL EMPLOYMENT OPPORTUNITY SERIES, GS-0260 AND THE EQUAL OPPORTUNITY ASSISTANCE SERIES, GS-0361**

(See [Digest 5](#) for additional guidance on distinguishing between GS-0260 and GS-0361 positions.)

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

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

Positions should be allocated to the [Equal Opportunity Assistance Series, GS-0361](#) or other appropriate series, rather than the Equal Employment Opportunity Series, when the positions do not include factfinding and analysis to: (1) identify systemic or institutional barriers to equal opportunity; (2) propose or implement solutions to complex problems when the work involves a high degree of analysis; (3) investigate or conciliate allegations of discrimination; (4) develop, carry out, or evaluate broad equal opportunity or affirmative action programs; or (5) apply judgment in interpreting complex factual situations in light of laws, regulations, and precedent decisions governing an equal employment opportunity program.

Positions involving the following kinds of work should be classified in the [Equal Opportunity Assistance Series, GS-0361](#) or other appropriate technician or one-grade interval series:

1. Performing limited factfinding such as researching office files and records or standard library or office references to obtain information on a limited subject;
2. Interviewing persons to obtain strictly factual information of a routine or repetitive nature;
3. Providing factual information to persons outside the immediate work unit including the general public or persons who may wish to make use of the organization's services;
4. Arranging for conferences, meetings seminars, and training sessions by contacting participants, explaining the purpose of the meeting, and making sure space and supplies are available;

5. Writing simple letters, memoranda, or narrative reports based on factual information when interpretation is not required; and
6. Solving routine or repetitive problems that have only one correct answer and that are solved by applying clear-cut rules such as performing repetitive arithmetic computations or making comparisons between two or more sets of facts.

At the GS-5 through GS-07 levels, positions in both series may be superficially similar and may be difficult to distinguish on the basis of individual duties performed. Equal employment specialist trainee assignments provide on-the-job experience designed to rapidly develop the knowledge necessary to perform assignments of greater complexity, responsibility and independence, making use of the skills and abilities that the worker already possesses. Equal opportunity assistants at the GS-05 level may perform similar assignments at or near a full performance level. In the case of bridge jobs in upward mobility programs the equal opportunity assistant may be working at or near a full performance level aid developing the skills, knowledges and abilities necessary to move into the equal employment opportunity occupation.

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

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

## **DISTINGUISHING BETWEEN EQUAL EMPLOYMENT OPPORTUNITY SPECIALIST POSITIONS AND POSITIONS IN OTHER TWO-GRADE INTERVAL SERIES IN THE HUMAN RESOURCES MANAGEMENT GROUP, GS-0200**

Positions with primary duties in Federal equal employment opportunity are classified in the Equal Employment Opportunity Series, GS-0260. Equal employment opportunity specialist positions with occasional work assignments classifiable in another series in the Human Resources Management Group are classified in the Equal Employment Opportunity Series, GS-0260.

Example 1:

This position should be classified in the Equal Employment Opportunity Series, GS-0260.

A position of an equal employment manager administering an equal employment opportunity program for a military installation manages the equal employment opportunity complaint system, coordinates preparation of the annual equal employment opportunity affirmative action plan, organizes and coordinates an equal employment opportunity council, advises the commanding officer on all equal employment opportunity matters, drafts proposed instructions, and continuously evaluates equal employment opportunity effectiveness at the installation.



The equal employment manager must have a thorough knowledge (paramount knowledge) of equal employment opportunity principles. The equal employment manager relies on the personnel office to provide technical information and advice on personnel administration issues arising in adjudicating complaints and developing affirmative action plans, and on other equal employment opportunity matters. The equal employment manager must have a knowledge of personnel administration to know when to ask for advice or technical assistance on technical personnel administration issues. Sources of applicants for such positions could include equal employment opportunity contract compliance programs, State or local fair employment agencies, corporate equal employment programs, or other sources providing applicants who have a primary knowledge of equal employment opportunity rather than personnel administration. Applicants may also be found in fields concerned with organizational change such as organizational development or management analysis.

Example 2:

This position would be classified in the [Human Resources Management Series, GS-0201](#):

The position is established with the primary purpose of developing and advising management on an upward mobility program with strong emphasis on job design, vocational training, and career counseling. The position requires a thorough and detailed knowledge of position classification, employee development, and employee counseling methods and principles. Sources of applicants for the position could include position classification specialists or personnel staffing specialists with experience in operating car staff personnel offices in government or private industry.

Position and career structuring: The close relationship and interaction between the fields of Federal equal employment opportunity and Federal personnel administration indicates the value of cross training employees in both fields. Agencies may create positions, career ladders, and individual career development plans that offer substantial work experience and on-the-job training in both equal employment opportunity and personnel administration. Such efforts could serve to develop candidates for equal employment opportunity, personnel administration, and mixed positions who are able to effectively integrate the objectives and methods of both fields with resulting higher levels of effectiveness in both areas. Similarly, career development programs may focus on the cross-training for and career mobility between positions in this series and positions in the Equal Opportunity Compliance Series.

## **DISTINGUISHING BETWEEN THE EQUAL EMPLOYMENT OPPORTUNITY SERIES AND OTHER CLOSELY RELATED OCCUPATIONS**

Positions that require professional knowledge of fields such as psychology or law are classified in the appropriate professional series even if they are located in organizations primarily concerned with equal employment opportunity. They are classified in the professional series whether or not they require a substantial knowledge of the equal employment program.

For example, employment test validation studies are typically conducted by professional psychologists. Such positions are classified in the [Psychology Series, GS-0180](#). Also, for example, an attorney position established to give professional legal advice must be classified in the appropriate series in the [Legal and Kindred Group, GS-0900](#), even though the legal questions being answered are in the area of equal employment opportunity.

## TITLES

The approved title for nonsupervisory positions in this series is *Equal Employment Specialist*.

The prefix "*Supervisory*" should be added to the title of those positions involving supervisory duties and responsibilities that meet the definition of a supervisor in the [General Schedule Supervisory Guide](#).

The approved title for positions which involve responsibility for managing a Federal equal employment opportunity program is constructed by substituting "*manager*" for "*specialist*" in the title, viz: *Equal Employment Manager*.

(See [Digest 3](#) for additional guidance on distinguishing between "specialist" and "manager" positions)

The equal employment manager title is used for positions that have primary responsibility (See [Digest 3](#)) for a total equal employment opportunity program or an identifiable part of the program (e.g., Federal women's program, Hispanic employment program, complaint adjudication program, etc.) or, when warranted, full deputies to equal employment managers.

The designation of "*supervisor*" is not necessary and not appropriate in the title of manager positions. Positions that meet both the definitions for "manager" and for "supervisor" should be graded by reference both to this standard and to the [General Schedule Supervisory Guide](#).

### *Organizational Titles*

The above approved titles are official titles to be used for personnel, budget, and fiscal purposes. This does not prevent the use of organizational or other titles for internal administration, public convenience, law enforcement, program management, or similar purposes. Organizational titles with specific meanings have been and probably will continue to be used for positions in this series. The above approved titles do not affect the practice of using organizational titles such as:

Equal Employment Opportunity Officer,  
Deputy Equal Employment Opportunity Officer,  
Federal Women's Program Manager, or  
Hispanic Employment Program Coordinator.

## GRADING POSITIONS

The grade level criteria in this standard cover nonsupervisory positions at grades GS-05 through GS-15. Supervisory positions should be evaluated by reference to the [General Schedule Supervisory Guide](#).

Positions should be evaluated on a factor-by-factor basis, using the factor level descriptions, one or more of the comparable Office of Personnel Management benchmarks, or both, for the Equal Employment Opportunity Series. Only the designated point values may be used. More complete instructions for evaluating positions are contained in the introductory material for the Factor Evaluation System.

The Factor Level Descriptions have been emphasized in this standard for both manager and specialist positions because they provide broader coverage of the wide variety of positions in this series. A limited number of benchmark positions illustrating some managerial positions have been provided. Benchmarks have not been included for the relatively small number of specialist positions. Users may refer to the position classification standard for the [Equal Opportunity Compliance Series, GS-0360](#), for examples of analogous specialist positions. Of course, positions may be evaluated at any grade from GS-05 to GS-15 based on comparison with the factor level descriptions. The absence of a benchmark position at any grade from GS-05 to GS-15 does not preclude evaluation of positions at that grade.

### *GRADING EQUAL EMPLOYMENT MANAGER POSITIONS*

Many positions in this series involve responsibility for managing equal employment opportunity programs of varying nature, scope, and complexity. Manager positions generally are difficult to evaluate and equal employment manager positions are no exception. This difficulty usually is caused by the wide variety of managerial situations that occur in organizations. Indeed, the term "program" may have many different meanings when applied to managerial situations.

Equal employment manager positions are evaluated on the basis of the total program responsibility assigned to and performed by the manager. Users of this standard should identify carefully the full breadth and impact of the program. Equal employment opportunity programs typically are carried out not only through the efforts of the individual program manager, but also through the efforts of others in the organization including, principally, line managers.

Equal employment programs may be carried out by the equal employment manager, by the manager's subordinates, by collateral assignment employees (not under the manager's direct supervision), by equal employment managers at subordinate organizational levels (who report directly to line managers), or by employees in other staff offices. Care should be used in fully identifying the actual nature, scope, and complexity of the program responsibility assigned to the equal employment manager, regardless of who actually implements it in the organizations.

In addition to the factor level descriptions covering equal employment specialist positions, this standard includes factor level descriptions that specifically cover equal employment manager

positions. Specific factor level descriptions for equal employment manager positions in this standard are at the higher levels of Factor I, Knowledge Required by the Position; Factor 3, Guidelines; Factor 4, Complexity; and Factor 5, Scope and Effect. These factors are closely related to one another and, together with the other five FES factors, are combined to make grade level distinctions.

The knowledge factor for equal employment managers is tied closely to the guidelines, complexity, and scope and effect factors. These factors interact with one another. The knowledge factor covers managerial and equal employment opportunity knowledges and skills. These knowledges and skills are required because of the judgment exercised (Factor 3, Guidelines), the complexity of the organization served and the inherent work processes and decisions required by the program (Factor 4, Complexity), and the breadth and coverage of the program (Factor 5, Scope and Effect). For example, the highest level of knowledge normally would not be found with relatively low levels of guidelines, complexity, and scope and effect in actual work situations. Conversely, high levels of guidelines, complexity, and scope and effect are indicators of potentially high levels of knowledge.

## GRADE CONVERSION TABLE

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

Grade	Range
GS-05	855-1100
GS-06	1105-1350
GS-07	1355-1600
GS-08	1605-1850
GS-09	1855-2100
GS-10	2105-2350
GS-11	2355-2750
GS-12	2755-3150
GS-13	3155-3600
GS-14	3605-4050
GS-15	4055-up

## FACTOR LEVEL DESCRIPTIONS

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

### FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

Factor I measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply those knowledges. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Factor 1, is described for specialist positions at Level 1-5 and Level 1-6 and for both specialist and manager positions, separately, at Level 1-7, Level 1-8, and Level 1-9.

Factor 1 has two elements: (a) kind of knowledge and (b) how it is used. To evaluate these elements in equal employment manager positions users should consider both the managerial knowledges and skills and the technical equal employment opportunity knowledges and skills applied to manage the assigned program. Generally the managerial and technical knowledges and skills are inseparable. Descriptions of managerial situations in this factor range from the application of full technical knowledge and limited managerial skills at Level 1-7 through the application of very high levels of both managerial and technical equal employment opportunity knowledges and skills at Level 1-9.

### *Level 1-5 -- 750 points*

A foundation of basic knowledge, such as may have been gained through a baccalaureate educational program, or its equivalent in experience, training, or self-study) and skill in performing developmental assignments, rapidly learning the technical work, and advancing to higher level work in the occupation. This includes knowledge and skill in fact-finding, analysis, problem solving, writing, learning to interpret regulations and policies, dealing effectively with people, and a practical understanding of the operations of economic, political, educational and social institutions.

**OR**

Equivalent knowledge and skill.

### *Level 1-6 -- 950 points*

In addition to the knowledges and skill described at Level 1-5, a knowledge of the principles, concepts, legal requirements, and methodology of the Federal equal employment opportunity program; and skill in applying this knowledge to perform independent assignments for which there are precedents. This includes practical knowledge and skill in interpreting, explaining, and applying a body of law, regulations, and procedures; skill in applying conventional factfinding, analytical, and problem solving methods; knowledge of the common policies, practices, and operations of the Federal personnel system, as well as the structure and functions of Federal agencies, and knowledge and skill to analyze facts, identify problems, report findings, make conclusions, and recommend corrective or other appropriate action. This knowledge level is equivalent to that gained by closely related work experience or directly related graduate education. For example:

- Equal employment opportunity specialists provide advice to management concerning preparation and monitoring of detailed affirmative action plans for organizational segments of a Federal agency. They make recommendations based on their analysis of workforce characteristics, organizational structure, and utilization of employees by age, race, sex, religion, national origin, handicapping condition, and other bases.

**OR**

Equivalent knowledge and skills.

*Level 1-7 --1250 points*

Equal employment specialists apply comprehensive and thorough knowledge of laws, regulations, Executive orders, court decisions, and issues related to the Federal equal employment opportunity program and skill to apply this knowledge to a variety of difficult and complex work assignments.

Knowledge of the organizational structure, management policies, procedures, and practices of Federal agencies. For example, specialists possess knowledge of the Federal personnel system including detailed knowledge of the kinds of policies and practices regulated or covered by Federal personnel regulations. Equal employment specialists possess knowledge of basic principles involved in recruitment, selection, labor relations, job evaluation, and other personnel areas.

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

Skill in identifying equal employment opportunity problems and developing concrete action plans to solve these problems to advise Federal managers on appropriate courses of action to eliminate barriers to equal employment opportunity.

**OR**

Equal employment managers apply managerial and technical equal employment opportunity knowledges and skills sufficient to direct an equal employment opportunity program that meet basic requirements for complying with laws, regulations and agency policies. The equal employment manager provides advice to management and employees or applicants on legal and procedure program requirements. The equal employment manager or staff member reviews affirmative action plans developed by line managers (but intensive before-the-fact consulting generally is not provided). Other affirmative action efforts may focus on questionnaires to identify problem areas, training for managers and supervisors and similar efforts. The equal employment manager may provide general oversight of minority and female recruitment planning (but little technical involvement). The program may include complaint counseling, investigation, and adjudication if delegated to the organization served. Typically, programs at this level are case oriented. That is, they focus on resolving individual complaints or problems.

**OR**

Equivalent knowledge and skills.

*Level 1-8 -- 1550 points* (See [Digest 14](#) for guidance on difference between FL 1-7 and FL 1-8)

Equal employment specialists apply mastery of the concepts, principles, and methods of Federal equal employment opportunity to develop broad guidelines or regulations or to conduct projects to resolve complex systemic problems of broad scope (e.g., agencywide). This involves expert knowledge of the problem solving techniques of the field and the legal framework in which the

program operates; and a high level of skill in interpreting and developing guidelines and regulations within the program area, where accepted methods and principles are questioned or challenged; and negotiating and otherwise resolving unprecedented, broad, difficult, or complex problems.

Consulting skills to advise Federal managers on broad, complex, and sensitive equal employment opportunity issues. Skill in identifying and defining systemic barriers to equal employment opportunity, developing concrete, practical solutions, and assisting Federal managers in integrating equal employment opportunity action into their continuing management strategies.

**OR**

Equal employment managers apply managerial and technical equal employment opportunity knowledges and skills sufficient to plan, organize, direct, staff, carry out, and evaluate an equal employment opportunity program that, in addition to meeting basic regulatory requirements, focuses on the solution of systemic problems, elimination of barriers to equal employment including agency management policies and practices, and provision of management advisory and consulting services designed to effect major changes. For example, the program includes regular efforts to identify and solve systemic problems through onsite organizational reviews by participation in agency management audits or personnel management evaluation reviews, by monitoring complaints, by regular and systemic work force analyses, by special equal employment reviews, or by similar activities. Efforts to deal with systemic equal employment problems may require the program staff to become deeply involved in technical personnel administration or management issues such as the development or modification of merit promotion systems, upward mobility plans, job design programs, minority and female recruitment planning, or the negotiation or administration of labor agreements. The program emphasizes the interrelationship of equal employment with personnel management functions such as labor relations, staffing, training, compensation, and position classification and with other management functions such as budgeting and planning. Management advisory and consulting services are designed to assist managers in developing and carrying out affirmative action plans and in dealing with specific individual and systemic problems.

**OR**

Equivalent knowledge and skill.

*Level 1-9 -- 1850 points* (See [Digest 3](#) for guidance on difference between FL 1-8 and FL 1-9)

Equal employment specialists apply a mastery of the principles and concepts of the field of Federal equal employment opportunity including a thorough knowledge of relevant laws and legal principles, sociological implications, and history of the field; and broad knowledge of the Federal personnel system and the legal and administrative processes on which the system is based; and administrative skill in developing or materially redesigning broad and complex national programs. For example:



- Equal employment specialists develop or materially redesign broad equal employment opportunity programs covering large Federal departments. They systematically develop and advise management on establishment of equal employment opportunity programs, policies, and approaches and propose comprehensive changes in basic management policies and practices designed to solve equal employment opportunity problems within the department that have been unyielding in the past to systematic efforts for solution.

**OR**

Equal employment managers apply managerial and technical equal employment opportunity knowledges and skills sufficient to plan, organize, direct, staff, carry out, and evaluate an equal employment program that in addition to meeting basic regulatory requirements:

- is recognized by higher levels of management as providing an outstanding level of positive management consulting services;
- program efforts focus on changing management policies and practices that constitute barriers to equal employment; and
- the program focuses on solving complex systemic equal employment problems requiring comprehensive and coordinated affirmative action efforts including, for example, recruitment planning, job design, and employee development.

Equal employment managers typically apply managerial skills to plan, organize, direct, and evaluate broad and intensive program activities involving coordinated affirmative action and/or complaint adjudication activities of such breadth that they require direction by subordinate equal employment managers at various levels throughout an organization. For example:

- Based on past accomplishments the equal employment manager and program staff are sought out by managers at all levels to provide equal employment consulting services in a variety of areas such as developing affirmative action plans, resolving potential systemic problems, and developing initiatives for affirmative action. The manager typically makes maximum use of program resources and marshals the resources of staff offices (e.g., the personnel office) to identify and attempt to resolve systemic equal opportunity problems. The systemic problems that are attacked are difficult and complex, such as underrepresentation in the organization's main professional occupations, where solutions may require coordinated special recruitment, job design, and training efforts. Other difficult systemic problems may include underrepresentation in traditional occupations for which basic changes in perception on the part of management and unions are necessary for solution. These difficult and complex systemic problems may have resulted in class action complaints requiring creative problem solving and negotiation on the part of the equal employment program staff to achieve optimum results.

**OR**

Equal opportunity managers apply a high level of managerial knowledge and skill (in addition to equal employment opportunity program knowledge) sufficient to plan, organize, direct, and evaluate an equal employment opportunity program that presents significant management demands.

Significant management demands typically are of such weight and scope that the manager's primary responsibility is for leadership, management, coordination, and decision making. The equal employment manager responds to these significant management demands by allocating program resources, setting program priorities, delegating authority, reviewing and evaluating program activities, making major technical and program management decisions, and selecting and training subordinate program staff. Typically at this level, day-to-day program activities are carried out by subordinate employees, program managers at lower organizational levels, or managers or employees in other staff or line organizations.

Significant management demands result from a combination of complex elements including (1) management of a broad program (2) serving a complex and diverse organization and (3) solving difficult managerial and technical problems.

#### ILLUSTRATION:

Directs a broad and comprehensive equal employment opportunity program.

1. The program covers affirmative action female and minority recruitment planning and complaint adjudication services that focus on identifying and solving systemic problems (as described above for Level 1-8). The manager formulates and recommends general and specific equal employment opportunity policy for the organizations served.

The manager develops recommends, and implements policies which materially extend and expand upon the policies of the primary agency level. This responsibility for policy development may be found at various echelons within an independent agency or department, but it may typically be found at a bureau level within a traditional form of department organization.

2. The organization served is complex including varied line functions as well as traditional administrative support and housekeeping functions. Changes in mission and functions result in frequent organizational changes. The work force includes a wide variety of occupations (typically found in organizations of 6,000 or more employees). The organization includes at least several elements similar to the following:
  - a. occupational variety, e.g., 200 or more occupational series;
  - b. substantial intermingling throughout the organization of positions in entirely different personnel systems (e.g., military, Foreign Service, etc.);

- c. a substantial portion of the work force dispersed in subordinate offices and duty stations scattered over wide geographical areas;
  - d. the organizations serviced include a significant number of positions operating under separate management controls (e.g., organizational components controlled by different bureaus, systems commands, or agencies);
  - e. rapid and constant changes in the structure of major organizational components usually due to mission, function, production, or technological changes; or
  - f. rapid turnover of key managers usually due to the patterns of employment in their professions.
3. Difficult management and technical problems beyond those described at Level 1-7 and Level 1-8 must be solved regularly to maintain the operation of the program. These problems vary considerably from one managerial situation to another. The following illustrate the character of problems that may be faced at this level:
- a. development of an active, positive, management-oriented equal employment opportunity program for an organization with a history of serious problems;
  - b. management of a program for an organization regularly faced with a number of class action complaints; or
  - c. management of a large and complex equal employment opportunity program that presents difficult problems of control, development, and staffing (e.g., a program with fully operating equal opportunity offices at lower organizational echelons).

## **FACTOR 2, SUPERVISORY CONTROLS**

"Supervisory Controls" covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined. Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives. The degree of review of completed work depends upon the nature and extent of the review, e.g., close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot check of finished work for accuracy, or review only for adherence to policy.

*Level 2-1 -- 25 points*

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

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

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

*Level 2-2 -- 125 points*

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

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

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

*Level 2-3 -- 275 points*

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

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

Completed work such as complaint investigation reports, developing affirmative action plans, conducting discussions on changing employment practices, or other projects are reviewed for technical soundness, appropriateness, and conformity to program policies and requirements. Generally, the supervisory review focuses on the soundness of end results rather than the adequacy of methods employed.

*Level 2-4 -- 450 points*

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

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

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

*Level 2-5 --650 points*

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

The employee is responsible for independently planning, designing, and carrying out equal employment opportunity assignments.

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

### **FACTOR 3, GUIDELINES**

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

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

Factor 3 is described for specialist at Level 3-1, Level 3-2 and Level 3-3 and for both specialist and manager, separately, at Level 3-4 and Level 3-5.

*Level 3-1 --25 points*

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

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

*Level 3-2 -- 125 points*

The equal employment specialist performs assignments covered by specific guidelines which are available for reference, if needed. For example, in investigating complaints the specialist follows procedures established by the agency and office for conducting investigations and preparing reports.

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

*Level 3-3 -- 275 points*

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

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

*Level 3-4 -- 450 points*

Equal employment specialists perform work covered by guidelines such as laws, Executive orders, policy statements, and governmentwide or agency directives. In some cases guidelines may include broadly stated or incomplete procedural manuals. These guidelines are often inadequate in dealing with unusual cases such as developing equal employment opportunity programs or materially redesigning existing programs to meet new objectives.

The employee uses initiative and resourcefulness in extending or redefining guidelines, or deviating from traditional principles and practices. For example, the employee solves unique equal employment opportunity problems, or develops guidelines, criteria, and methods for carrying out an equal employment opportunity program.

**OR**

Equal employment managers work within agency policies, guidelines, and instructions.

Equal employment managers use judgment to interpret agency guidelines to formulate policies and plans for specific equal employment programs covering one or more components of an independent agency or department.

*Level 3-5 -- 650 points*

Guidelines are broadly stated and nonspecific. The equal employment specialist applies laws, court decisions, and broad policy statements which require extensive interpretation. At this level, guidelines generally state broad objectives, suggest methods of achieving objectives, and provide some limits on what kinds of action may be taken. These guidelines constitute a framework in which the equal employment opportunity program is operated.

The employee uses considerable judgment and ingenuity in interpreting the guidelines that do exist to develop new policies and guidelines covering equal employment opportunity areas, or to otherwise interpret broad and nonspecific guidelines.

**OR**

Equal employment managers work within guidelines that are broadly stated and nonspecific such as basic legislation, broad court decisions, governmentwide policies.

Equal employment managers use judgment to interpret the guidelines that do exist to formulate operating policies and plans for specific equal employment programs covering independent agencies or departments, or the primary organizational subdivisions of very large departments.

## **FACTOR 4, COMPLEXITY**

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be, done; and the difficulty and originality involved in performing the work.

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

The complexity of nonsupervisory equal employment opportunity program management work varies according to: (1) the breadth and difficulty of the program management processes involved; (2) difficulty in deciding what needs to be done; and (3) difficulty, originality, and responsibility involved in managing the program.

Generally, the difficulty and breadth of management processes are related to the breadth and complexity of the organization served. Therefore, where appropriate, the breadth and complexity of the organization is illustrated by numbers of employees, levels of supervision, occupations, and lines of progression. These illustrations should not be applied mechanically.

**Note:** The size of the work force of an organization serviced by an equal employment manager may be a minor consideration in determining the appropriate level of Factor 4. The size of the work force is an indication of the complexity of the organization. A small organization of 500 employees typically has fewer lines of progression, fewer levels of supervision, and less variety of work than a large organization with 20,000 employees. The small size of an organization also permits more direct face-to-face communication than a large organization thus permitting more problems to be solved on an informal basis. Therefore, the size of the work force serviced can be a convenient indicator of complexity. However, if the problems handled by the equal employment manager in a small organization are equivalent in complexity and variety to those described at a higher level of Factor 4, then the higher level is the appropriate level for classifying the position. Also, if the problems handled by the equal employment manager in a large organization are equivalent in complexity and variety to those described at a lower level of Factor 4, then the lower level is the appropriate level for classifying the position.

The terms "small," "medium," "moderately large," and "large" are used to denote significant differences with respect to the size of Federal agency organizations serviced by equal employment specialists. These adjective terms are used to emphasize the importance of significant differences rather than differences of a few employees one way or the other. However, to give some meaning to these relative terms, "small" may be considered as referring to organizations of approximately 350-750 employees; "medium" to organizations of approximately 1,000-5,000 employees; "moderately large" to organizations of approximately 7,500-15,000 employees; "large" to organizations of approximately 20,000-50,000 employees; and "very large" to organizations of approximately 75,000 or more employees.

Factor 4 is described for specialist positions at Level 4-2 and Level 4-3 and for both specialist and manager, separately, at Level 4-4, Level 4-5, and Level 4-6.

### *Level 4-2 -- 75 points*

(This level generally applies only to trainee positions.)

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



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

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

## ILLUSTRATION:

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

### *Level 4-3 -- 150 points*

Employees usually perform complete assignments requiring use of a variety of analytical and other techniques to solve a problem or arrive at a conclusion. Assignments are to solve problems typically characterized by: (1) many interrelated facts; (2) facts obtainable from several sources; (3) some disputed facts; (4) facts accessible when a variety of standard factfinding techniques are employed; (5) one or a few related simple issues (such as failure to promote a particular employee); (6) analysis requires a determination of the relevance and importance of facts; (7) individual policies or practices of the agency must be explored in depth; and (8) parties involved in an issue are generally cooperative (e.g., they willingly provide needed information or discuss practices).

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

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

## ILLUSTRATION:

A typical assignment involves the investigation or review of charges of discrimination involving many interrelated facts and one or more issues such as failure to hire an applicant or failure to promote an employee. Another assignment may involve the review, evaluation, and updating of affirmative action plans for various organizations within an agency.

*Level 4-4 -- 225 points*

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

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

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

Assignments include compliance reviews of (or investigations of complaints of discrimination on the part of) employers concerning a broad range of improper policies and systemic practices including a number of fundamental activities (e.g., hiring, promotion, and treatment of employees on the part of an employer). Typically, the policies and practices are established practice, and the policies affect the vital interest of the organization or organizations concerned.

**OR**

Equal employment manager work typically includes directing day-to-day operations of an equal employment opportunity program or a major component of such a program. The management processes include planning individual program activities, problem solving efforts, and recommending changes in emphasis and the level of resources of the program.

The program is limited to solving the equal employment opportunity aspects of problems in a medium size organization of moderate complexity. Advisory responsibilities include keeping organizational decision makers aware of their equal employment opportunity responsibilities,

such as participating in general training sessions or seminars to develop their knowledge of equal opportunity requirements.

The work requires making many decisions such as recommending disposition of an individual complaint, accepting or rejecting an affirmative action plan, and setting program priorities when resources are limited, and selecting analytical or consulting methods that are appropriate to solving particular problems, collecting needed information, or advising organizational decision makers.

## ILLUSTRATION:

Equal employment managers direct Federal equal employment opportunity programs for medium size organizations of varying complexity having 1000 to 5000 employees, four or more levels of supervision, and a variety of occupations with many lines of progression in each occupation. Generally, the work force is geographically dispersed.

Plans and directs day-to-day program activities in an established equal employment opportunity program oriented toward solving individual complaints of varying complexity, developing equal employment opportunity affirmative action plans for review by higher organizational levels, and monitoring action plan accomplishment. Advisory services include informational programs, educational seminars, training sessions, and individual consulting to make managers and supervisors aware of their equal employment opportunity responsibilities and to increase their knowledge of equal employment opportunity program requirements and procedures.

### *Level 4-5--325 points*

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

Decisions regarding what must be done include major areas of uncertainty in planning projects, determining the scope of the project, defining issues, determining applicable precedents, laws, or regulations to apply and determining the most effective approach and methodology. This uncertainty is due to the complexity of the organizations serviced, the vastness of the facts involved, the ambiguity of conditions, or the absence of, or conflict between laws, regulations, or precedents.

Equal employment specialist make major or precedent setting technical decisions concerning enforcement cases that change agency policy, or establish criteria for deciding future cases of the same type, or change fundamental policies and practices of major institutions such as national or regional organizations.

Assignments include: (1) investigation or resolution of complex charges of discrimination involving multiple complex issues, multiple charging parties or class actions, major respondent organizations, requiring indepth analysis of broad policies and practices of the respondent, and (2) compliance reviews of large organizations with serious compliance problems such as many underutilized groups or potentially affected classes when there is substantial doubt that the institution will be in compliance.

## OR

Equal employment manager work typically involves a full range of management processes such as setting program goals, making long-term and short-term program plans, directing day-to-day operations, systematically evaluating progress, and recommending levels of resources and overall organization of the program. The program typically focuses on solving broad and significant equal employment opportunity problems, and correcting the underlying causes of the problems of complex organizations. Advisory responsibilities involve recommendations to organizational decision makers to resolve very difficult and complex individual problems, change specific management policy or practice, take other actions to change conditions underlying problems, and to develop detailed affirmative action plans and monitor their implementation.

Decisions regarding what must be done include major areas of uncertainty in approach, methodology, or interpretation and evaluation processes resulting from continuing changes in program emphasis and direction; changing conditions in the organization concerned; conflicts between program requirements and fundamental and long established policies and practices of the institution concerned; and often include a level of program resources that requires the program manager to make difficult choices in setting program priorities.

The work requires a high degree of judgment in setting program priorities, recommending changes in program direction, recommending decisions on individual cases with broad impact, and recommending actions to correct conditions underlying these problems. The work requires continuing efforts to analyze a wide variety of interrelated complex problems, and to advise organizational decision makers on the best course of action to eliminate barriers to equal employment opportunity such as changes in management policy or practice.

## ILLUSTRATION:

An equal employment manager directs or manages a complete program for a segment of a Federal department or agency having 7,500 to 15,000 employees, many levels of supervision, several major organizational subdivisions, and a nationwide field structure. The equal employment manager recommends the program goals and the level of resources to be set by higher level managers; plans, directs, and evaluates the program, and occasionally performs some individual day-to-day assignments and coordinates work performed by other offices. Advises managers throughout the organization on difficult equal employment opportunity matters such as resolving complex individual complaints and developing specific affirmative action plans. Advisory services are based on detailed analysis of elements affecting a particular problem or situation.

### *Level 4-6--450 points*

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

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

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

## ILLUSTRATION:

Equal employment specialist plan and conduct broad and indepth investigations of the national hiring and promotion policies and practices of a very large organization believed to have serious equal employment opportunity problems to determine if discrimination exists, and if so, to what extent corrective action is appropriate.

**OR**

Equal employment manager work consists of full responsibility for managing broad equal employment opportunity functions and processes. The work is characterized by management of many separate program phases and activities being pursued concurrently or sequentially with the support of others within or outside of the equal employment opportunity organization. Management functions include those described at Level 4-5, but are directed toward solving broad basic equal employment opportunity and related problems and eliminating barriers to equal employment opportunity in large and very complex organizations. Advisory responsibilities include direct participation in decisions to set comprehensive equal employment goals and objectives, to plan female and minority recruitment efforts, and to make significant changes in basic organizational policies and practices affecting equal employment opportunity.

Decisions regarding what needs to be done include largely undefined equal employment opportunity issues, requiring comprehensive analysis of the operations, environment, and policies and practices of the organization to identify problems and define their nature and scope.

The work requires continuing efforts to set and/or modify the equal employment opportunity program goals to satisfy changing conditions and requirements, and initiative in formulating and recommending courses of action necessary to solve broad or basic equal employment opportunity problems that have been unyielding to past systematic efforts at solution.

**ILLUSTRATION:**

Developing (or materially redesigning) and managing a comprehensive equal employment opportunity program for a large department or agency (e.g., 20,000 to 50,000 employees); (1) when the equal employment opportunity program focuses on changing broad agency management and employment policies and practices to eliminate barriers to equal employment opportunity, advisory and consulting services to managers at all levels concerning equal employment opportunity affirmative action, and direct participation with key agency managers in setting equal employment opportunity goals and objectives; and (2) when the equal employment opportunity program focuses on solving systematic equal employment opportunity problems, many of which have been unyielding to past efforts at solution.

Developing (or materially redesigning) and managing a governmentwide or nationwide equal employment opportunity program to eliminate barriers to equal employment opportunity for large classes of employees and applicants such as women, Hispanic persons, or the handicapped when the program focuses on changing management systems to solve fundamental and historically unyielding equal employment opportunity problems.

## **FACTOR 5, SCOPE AND EFFECT**

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth, and depth of the assignment, and the effect of work products, services, or programs both within and outside the organization. Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture, allowing consistent evaluations. Only the effect of properly performed work is to be considered.

Factor 5 is described for specialist positions at Level 5-1 and Level 5-2 and for both specialist and manager, separately, at Level 5-3, Level 5-4, 5-5, and Level 5-6.

### *Level 5-1 -- 25 points*

Equal employment specialists perform routine assignments such as gathering and organizing clearly defined information.

The effect of the work is to facilitate the work of higher level specialists in the immediate organizational unit, and to orient the employee to the work.

### *Level 5-2 -- 75 points*

Equal employment specialists perform clearly defined assignments typically involving application of principles, clear precedents, or specific rules to solve a problem of limited scope (e.g., to collect factual information from witnesses and files related to an allegation of discrimination based on failure to promote an employee because of race).

The effect of the work is primarily to provide assistance to higher level employees by relieving them of more routine work assignments, and/or to facilitate program execution efforts performed by higher level specialists or managers.

### *Level 5-3 -- 150 points*

Equal employment specialists investigate or analyze individual equal employment opportunity problems, and/or recommend or negotiate resolution of the problems.

The work results in resolution of individual complaint cases or the presentation of factual information to be used by others in altering agency practice. The work affects specific practices of Federal installations or organizational segments of Federal agencies.

**OR**

Equal employment managers coordinate limited equal employment opportunity programs, generally including a segment of the equal employment opportunity functions delegated to an organization.

The work affects equal opportunity for employees in the assigned organization or it affects specific functional areas of the program.

**ILLUSTRATION:**

The equal employment manager coordinates a Federal women's program (or other special emphasis program), personally providing program services throughout the organization.

The program affects the equal employment opportunity of employees (and applicants) in an operating level organization.

*Level 5-4 -- 225 points*

Equal employment specialists conduct projects to solve broad, difficult, and complex equal employment opportunity problems through systematic factfinding, analysis, and consulting efforts.

Work results in resolution of a wide variety of problems ranging from individual complaints to elimination of systemic barriers to equal employment opportunity, such as policies or widespread practices in a segment of a Federal agency. The work affects the equal employment opportunity of many persons.

**OR**

Equal employment managers direct complete equal opportunity programs.

The programs affect equal employment opportunity for an assigned organization or for a class of persons (employees and applicants) in the organization.

**ILLUSTRATIONS:**

1. An equal employment manager is assigned primary staff responsibility for all equal employment opportunity functions delegated to the organizations served. This includes affirmative action, special emphasis programs, minority and female recruitment planning, and, if delegated to the organization, complaint investigation and adjudication.

The program affects equal employment opportunity in an organizational segment of a department or agency.



2. An equal employment manager directs an Hispanic employment program (or other special emphasis program). Plans, organizes, directs, staffs, and evaluates the program.

The program affects the equal employment opportunity of employees and job applicants in major agency organizations such as a region of a department or a major industrial activity.

*Level 5-5 -- 325 points*

Equal employment specialists conduct projects or studies designed to eliminate major barriers to equal employment opportunity in large segments of the Federal work force having a major impact on the equal employment opportunity of persons covered by laws or policies, (e.g., Federal agencies, Federal agency bureaus, or regional installations).

The work results in major changes in the employment policies and practices of large Federal agencies or a major segment of such an organization. Typically, the work affects the rights or economic welfare of all classes of employees or job applicants in the agency.

**OR**

Equal employment managers direct, evaluate, and carry out extensive equal employment opportunity programs. The managerial work includes planning and organizing program resources, setting goals, and evaluating results.

The programs affect equal employment opportunity in extensive organizations or they affect the equal employment opportunities of substantial numbers of people.

**ILLUSTRATIONS:**

1. An equal employment manager is assigned primary staff responsibility for an equal employment opportunity program including affirmative action planning, special emphasis programs, minority and female recruitment planning, and, if delegated to the organization, complaint adjudication. The manager plans, organizes, directs, staffs, and evaluates the program.

The program affects equal employment opportunity for persons (employees or applicants) in a major agency organization such as a major industrial field activity or a region of a department.

2. An equal employment manager is assigned primary program responsibility for a special emphasis program (e.g., handicapped program, Federal women's program, etc.,) designed to expand employment opportunity for a class of persons.

The program affects equal employment opportunity for the class either in an independent agency or a primary component of a department.

3. An equal employment manager is assigned primary responsibility for managing an equal employment opportunity complaint investigation and adjudication program.

The program covers an independent agency or a primary component of a department.

### *Level 5-6 -- 450 points*

Equal employment specialists conduct projects or studies to design equal employment opportunity programs that are vital to the equal employment opportunity mission of the agency and which affect fundamental employment and management policies and practices of a Federal agency.

The work results in the development of broad national programs for a department, an independent agency, or a category of Federal workers (e.g., women or Hispanics throughout the Federal Government).

### **OR**

Equal employment managers plan, organize, develop, staff, coordinate, direct, evaluate, and carry out broad equal employment opportunity programs. These management processes involve integration of various components of the equal employment opportunity program such as affirmative action planning, program evaluation, special emphasis programs, minority and female recruitment planning, and complaint adjudication with agency personnel, budget, and general management policies and practices. Planning includes allocating program resources over an extended period of time (e.g., several years) and setting short-term and long-term program goals.

The programs are essential to the equal employment opportunity mission of the agency or the Federal Government.

### **ILLUSTRATIONS:**

1. An equal employment manager is assigned primary staff responsibility for all equal opportunity functions delegated to the organization served. This includes affirmative action, special emphasis programs (e.g., Hispanic employment programs, Federal women's program, etc.), minority and female recruitment planning, and complaint investigation and adjudication activities.

The program affects equal employment opportunity for an independent agency or a primary component of a department.

2. An equal employment manager is assigned primary program responsibility for a special emphasis program (e.g., Hispanic employment program, handicapped program, Federal women's program) designed to expand employment opportunities for a class of persons.

The program affects equal employment opportunity for the class either Governmentwide, or for a cabinet level department.

3. An equal employment manager is assigned primary responsibility for managing an equal employment opportunity complaint investigation and adjudication program including primary responsibility for recommending case decisions to management.

The program covers a complaint adjudication program throughout a cabinet level department.

## **FACTOR 6, PERSONAL CONTACTS**

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

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

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

### *Level 6-1 -- 10 points*

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

### *Level 6-2 -- 25 points*

Contacts are with the general public or with employees within the agency, but outside the immediate work unit such as lawyers, personnel specialists, or agency program managers. This level includes contacts with managers and parties to complaints within the agency. These contacts are established on a routine basis or are of a routine type. For example, this includes answering questions of the general public concerning equal employment opportunity complaint procedures and obtaining information from employees of the same agency to resolve an agency equal employment opportunity complaint.

*Level 6-3 -- 60 points*

Personal contacts are with persons outside the employing agency such as attorneys, equal employment specialists from other agencies, union officials, or community organization representatives.

The content of each contact is different and the role or authority of each party is identified and developed during the course of the contact.

**OR**

The personal contacts are with employees or managers in the same agency, but outside the immediate organization. However, these contacts are moderately unstructured (e.g., the contacts are not established on a routine basis, the purpose and extent of each contact is different and the role and authority of each contact is identified and developed during the course of the contact). Typical contacts at this level involve either adversary relationships or situations in which the employee is providing consulting services to agency managers. The adversary relationships involve difficulty in communicating because the parties raise a defensive shield to protect their positions. The management consulting relationships constitute moderately unstructured situations when the issues are sensitive, the meetings are not routine, and the roles and authorities of the parties must be determined during the initial contacts. This level typically occurs when the employee is an in-house consultant and the inherent communication barriers in relationships with persons of the same agency are analogous to communication barriers in relationships with persons from outside of the agency.

*Level 6-4 -110 points*

Personal contacts are with high-ranking officials from outside the employing agency. These contacts generally are not routine or of an established nature. Contacts may be with heads of Federal agencies, heads of large national civil rights organizations, or national officials of large unions of employee organizations. Each contact may be conducted under different ground rules.

**FACTOR 7, PURPOSE OF CONTACTS**

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

*Level 7-1 -- 20 points*

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

*Level 7-2 -- 50 points*

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

*Level 7-3 -- 120 points*

The purpose is to negotiate on procedural points, conduct formal interviews (or interrogation) of witnesses or other persons having information essential to a complaint case, or to persuade individuals. The persons may be a party to a complaint, a representative of an organization challenging the agency's policies. At this level persons contacted may be fearful, skeptical, or uncooperative, requiring the equal employment specialist or manager to use skill in conducting the meeting to obtain the desired results.

*Level 7-4 -- 220 points*

The purpose is to negotiate or conciliate resolutions to highly controversial or major issues, or to justify or defend decisions (as opposed to recommendations) on major controversial issues. Negotiations or conciliations typically involve two or more of the following elements:

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

## **FACTOR 8, PHYSICAL DEMANDS**

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

*Level 8-1-5 points*

The regular and recurring work performed involves sitting at a desk, sitting in conferences and meetings, or riding in an automobile or public transportation, etc. No special physical demands are involved in performing the work. However, there may be occasional brief visits to worksites during factfinding.

*Level 8-2-20 points*

The regular and recurring work requires some physical exertion such as long visits to industrial site, or extended periods of intensive negotiation or conciliation without rest periods. (For example, this level includes movement over rough and uneven surfaces at an industrial site. Meetings with parties to complaints for intensive conciliation or negotiation for periods of 4 hours or longer.) The work requires specific, but common, physical characteristics and abilities such as above average resistance to fatigue.

**FACTOR 9, WORK ENVIRONMENT**

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

*Level 9-1-5 points*

The regular and recurring work is performed in a work environment that involves normal everyday low risks or discomforts typical of offices or commercial vehicles such as airplanes, trains, or buses. Work areas are adequately lighted, heated, and ventilated.

*Level 9-2-20 points*

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

## **OPM BENCHMARK DESCRIPTIONS**

### **EQUAL EMPLOYMENT MANAGER, GS-0260-11, BMK #1**

#### *Duties*

Serves as the manager of the installation's Hispanic employment program. Makes necessary recommendations' to assure that Hispanic persons have full and fair opportunity to compete for employment within the Federal Government. Also participates in the development and/or review of all center administration policies and programs in order to advise management relative to their impact on department policy to overcome underrepresentation of all minorities and women. The manager provides service to an industrial installation having 3000 employees in a wide variety of occupations with considerable union activity. The manager:

- Plans, directs, implements, and monitors the Hispanic employment program. Advises the installation equal employment manager, the installation director, and other line and staff managers on problems affecting the promotion, development, training, and recruitment of Hispanic employees and applicants;
- Provides training for managers and supervisors concerning their responsibilities in the implementation of the Hispanic employment program. Serves as the organization's resource person and principal staff advisor on the unique concerns of Hispanic employees and job applicants;
- Gives briefings, as appropriate, on problems or trends regarding minorities and women. Plays an active role in the design and implementation of the organization's efforts to recruit more Hispanic employees;
- Assists individual employees (in conjunction with their supervisors and members of the civilian personnel staff) in development of individual development plans to fit their needs;
- Works with the installation equal employment manager and equal employment opportunity counselors on policy and case background on discrimination complaints;
- Participates in female and minority recruitment planning to develop ways of eliminating underrepresentation of Hispanic employees in professional, supervisory, and managerial positions and in the organization in general.

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

The equal employment manager applies managerial skill and technical knowledge and skill sufficient to manage a program which:

- Provides training for supervisors and managers to develop better understanding of equal employment opportunity in general and sensitivity to employment barriers faced by Hispanic employees and applicants in particular;
- Provides advice to management in developing and carrying out effective affirmative plans especially as they relate to Hispanic employees and applicants;
- Provides counseling services to employees concerning equal employment problems;
- Establishes contacts with Hispanic organizations and community groups to improve the organization's recruitment efforts in Hispanic communities.

The position requires:

- Knowledge of the law, regulations, procedures, and policies governing Federal equal employment opportunity including relevant court and administrative decisions to identify barriers to equal employment;
- Knowledge of the special equal employment opportunity problems encountered by Hispanic persons in the work force or those seeking employment in the Federal system including cultural and linguistic barriers to develop recommendations for eliminating barriers to equal employment;
- Knowledge of the organizational structure of the field installation including the mission and functions of the subordinate organizations, as well as the composition of their work force by occupations, relative grade levels, race, sex, and other relevant characteristics;
- Understanding of the requirements and administration of the Federal personnel management system including appeals and grievances, labor relations, pay and position classification, recruitment, and selection;
- Skill in establishing and maintaining effective relationships with local and national Hispanic organizations, including those representing Hispanic women, in order to obtain their cooperation and advice;
- Skill in communicating effectively, orally and in writing, with managers and employees at all levels of the installation;
- Skill in communicating effectively in conversational Spanish to establish rapport with Hispanic communities.

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

The supervisor provides direction in terms of coordinating the Hispanic employment program activities with other phases of the installation's equal employment opportunity program and also provides guidance on overall program objectives and policy implications.



The employee designs and carries out the program within installation and departmental policy and guidelines. The employee solves most problems independently through advising managers, supervisors, and employees, but consults with the supervisor when unusual problems arise that may impact on other aspects of the equal employment opportunity program or are clearly difficult to resolve.

Completed work is reviewed in terms of technical soundness and conformity to policy and requirements.

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

Guidelines include laws, regulations, governmentwide, departmental and local policy governing equal employment opportunity. Departmental and agency directives and instructions concerning the Hispanic employment program provide a general framework for the program, but are not completely applicable to all aspects of the installation's program.

The employee must use judgment in interpreting guidelines and managing the program in the context of the installation's organization and functions to deal with specific equal employment opportunity problems in the Hispanic employment program.

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

Directs the operations of the Hispanic employment program including planning individual program activities, solving problems, and recommending changes in program emphasis. The program is oriented toward solving the special problems faced by Hispanic employees and applicants at a medium size field installation. Advisory services include one-on-one consulting and seminars to explain the program and develop managers' awareness of their responsibilities in the implementation of the Hispanic employment program.

Decisions concerning what needs to be done include identifying local employment policies and practices that need to be changed to meet program goals and objectives, identifying priority problems by analyzing work force composition by occupations, grade levels, and career ladders.

The work requires making many decisions concerning scope and content affirmative action plan, the effectiveness of actions taken to recruit more Hispanics, and recommending decisions in individual complaint cases.

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

The work involves directing the Hispanic employment program for the installation. This includes developing a special emphasis affirmative action program, insuring proper processing of complaints, recommending decisions on complaints, analyzing complaints, and evaluating employment policies in order to make recommendations to solve employment problems faced by Hispanic employees and applicants.

The work affects the adequacy of the installation's affirmative action plan, the effectiveness of complaint adjudication, and the equal employment opportunity impact of the installation's employment practices as they relate to Hispanic employees and job applicants.

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

Personal contacts are with installation supervisors and managers from first line supervisors to the commanding officer, with employees of the installation, with union representatives, with local community leaders and political officials, and with equal employment opportunity program specialists and personnel management specialists from higher organizational levels of the agency. Contacts vary in content, and the role and authority of each party must be established during the meeting.

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

Contacts with installation personnel are to resolve difficult employment problems, obtain agreement and/or necessary action concerning employment policies, and to negotiate policies and practices affecting employment opportunities for Hispanic employees. Contacts with community leaders are to obtain support for the installation's Hispanic employment program, to resolve complaints, and to establish contacts for recruiting.

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

Regular and recurring work is generally performed sitting at a desk except for brief visits to installation worksites. No special physical exertion is required.

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

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

**TOTAL POINTS-2540**

**EQUAL EMPLOYMENT MANAGER, GS-0260-12, BMK #1**

*Duties*

Serves as principal advisor to the commanding officer and manages the equal employment opportunity program for an industrial field activity having employees in a wide variety of occupations including professional, administrative, technical, clerical, trades, and crafts. The employee:

- Provides leadership to line and staff personnel in the development and implementation of the annual activity affirmative action plan. Devises methods for monitoring progress of minorities and women and personally monitors or coordinates the efforts of others in

- monitoring actions. Defines equal employment opportunity problem areas, identifies reasons for problems, and drafts specific action items to treat the causes of the problems;
- Reviews civilian personnel administration policies and programs and advises the commanding officer relative to their impact on department policy to overcome underrepresentation of minorities and women and makes recommendations for changes or new actions to the commanding officer, managers, and staff of the installation;
  - Participates in the development of equal employment opportunity training for supervisory development and in the development and administration of the activity's upward mobility program;
  - Conducts meetings both on and off station with community action organizations in the interest of improving equal employment opportunity relationships. Serves on temporary and permanent committees established as either decisionmaking or recommending bodies on matters concerning position management, recruitment, training, promotion, job design, and reduction-in-force;
  - Tracks the status of formal discrimination complaints in process. Takes action to expedite complaint processing, seeking the assistance of the commanding officer where necessary;
  - Analyzes management practices, organizational structures, employment patterns, lines of progression (career ladders) to determine their impact on equal employment opportunity and upward mobility.

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

Knowledge and skill to manage a program, develop affirmative action plans, resolve complaints, and advise managers including:

- Knowledge of Federal equal employment opportunity principles, laws, regulations and policies, and relevant decisions to recognize and solve individual equal employment opportunity problems, and to make technical recommendations for decisions in complaint cases;
- Thorough understanding of the kinds of management actions and employment practices and conditions that constitute barriers to equal employment opportunity (such as improper supervisory practices) to develop staff recommendations to management;
- General knowledge of Federal personnel administration, policies and practices including appeals and grievances, labor relations, position classification, recruitment, and selection to know when to obtain expert technical advice or assistance to answer questions, solve problems, or understand technical personnel issues;

- Skill in managing a program including organizing an office, problem solving, motivating others to take necessary actions, and negotiating allocation of resources for the program (primarily the amount of the budget and the allocation of part-time counselors); and
- Oral communication and writing skills to make presentations conduct training seminars, negotiate settlements, and write proposed decisions in complaint cases.

*Factor 2, Supervisory Controls -- Level 2-5 -- 650 points*

The supervisor provides administrative direction with assignments in terms of broadly defined objectives.

The incumbent independently plans and organizes the program, plans and performs day-to-day work, determines the general approach and methods to use, monitors progress, and evaluates program accomplishments.

The work is reviewed in terms of the fulfillment of program objectives.

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

Guidelines include Governmentwide, departmental, and other higher level equal employment opportunity policy statements, directives, and procedural guidance. Guidelines also include labor agreements, Federal personnel regulations and the department's implementing guidance and instructions.

Applies agency guidelines to develop policies and the operating program for the activity. While guidelines cover most procedural questions involving complaint processing and developing affirmative action plans, very few written guides are provided for identifying and defining systemic barriers to equal employment opportunity and developing local actions to eliminate them. Also, the few available guidelines (precedent decisions) available for making decisions in unusual equal employment opportunity complaints are often brief and do not cover the same kinds of factual situations.

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

Plans, directs, and systematically evaluates the equal employment opportunity program which is oriented toward identifying the underlying causes of equal employment opportunity problems as well as resolving complaints and solving day-to-day problems.

Advisory service includes consulting with managers at all levels and with supervisors to identify barriers to equal employment opportunity, and their causes. Advises management in developing a strategy for changing local employment policies and practices that negatively affect equal employment opportunity. Equal employment opportunity complaints involve a wide range of issues including failure to hire, failure to promote, disciplinary actions, reassignments, job training, and reprisal based on race, sex, religion, and national origin.

The work requires a high degree of judgment in analyzing and recommending solutions to problems that adversely affect equal employment opportunity. Judgment is applied in identifying priorities advising management on specific affirmative action plans, eliminating barriers to equal employment, and accepting or rejecting the activity affirmative action plan.

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

The work primarily involves managing, a full equal employment opportunity program for the installation, developing an equal employment opportunity affirmative action program, insuring proper processing of equal employment opportunity complaints, analyzing and evaluating employment policies, and making recommendations to solve individual and systemic equal employment opportunity problems.

The work efforts determine the overall adequacy of the installation equal employment opportunity program and the equal employment opportunity of installation employees and job applicants.

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

Personal contacts are with supervisors and managers from first line supervisors to the commanding officer, with representatives of various community groups, employees of the installation, union representatives, and equal employment opportunity program specialists and personnel management specialists from higher departmental levels. Each contact varies in content, and the role and authority of each party must be established during the course of the contact.

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

Personal contacts are to resolve difficult and emotionally charged employment problems, to obtain agreement and/or necessary action on the part of activity managers concerning employment policies, and to negotiate fundamental changes in long established policies and practices affecting equal opportunity in employment. Contacts with others are to develop new sources for recruitment and to improve transportation between the installation and concentrations of minority applicants.

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

Regular and recurring work is performed sitting at a desk except for occasional brief visits to worksites. No special physical demands are required to perform the work.

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

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

**TOTAL POINTS-2990**

**EQUAL EMPLOYMENT MANAGER, GS-0260-13, BMK #1***Duties*

Manages the equal employment opportunity program for a small Federal agency, providing leadership to the agency's top management to carry out its continuing policy and program of nondiscrimination and affirmative action. The agency includes about 700 employees in several professional occupations and a variety of administrative and clerical occupations. Most positions are located in headquarters with some positions in small field installations. The equal employment manager directs the affirmative action program and the complaint adjudication program with the assistance of one full-time secretary and a number of part-time counselors and special emphasis program coordinators as needed. The equal employment manager directs the minority and female recruitment program. The affirmative action program is primarily concerned with improving minority and female representation in the professional and administrative occupations and creating upward mobility career ladders from clerical positions to technical and administrative positions. The employee:

- Prepares and revises plans, procedures, regulations, recommendations, or corrective action needed;
- Arranges for the proper training and provides leadership and administrative supervision to equal employment opportunity advisory committees, equal employment opportunity technical assistants, and other specifically designated equal employment opportunity staff personnel involved in the planning, counseling, investigative, personnel, and legal aspects of equal employment opportunity;
- Directs and provides equal employment opportunity expertise in the special program areas of upward mobility, Federal women's program, Hispanic employment program, and the worker-trainee opportunities program;
- Counsels employees and applicants who believe they have been discriminated against; supervises the timely, fair and impartial consideration and disposition of complaints; schedules prompt investigation of complaints, negotiating for informal adjustment wherever possible; maintains and secures all documents pertinent to informal and formal complaints;

- Arranges for a formal hearing where requested by the complainant; makes the final decision when authorized for the chairman on formal discrimination complaints based on evaluations and information in the complaint file;
- Prepares, coordinates, and issues the agency's annual affirmative action plan; assures that the plan complies with the purpose of equal employment opportunity;
- Participates with schools, universities, and other public and private groups to exchange ideas, solicit assistance, communicate the equal employment opportunity policy and obtain sources of candidates.

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

The equal employment manager applies managerial and equal employment opportunity knowledge and skill sufficient to plan, direct, staff, carry out and evaluate a full equal employment program including affirmative action, special emphasis programs, minority and female recruitment planning and complaint counseling, investigation, and adjudication. The program focuses on identifying problems through complaint monitoring, employee questionnaires, and input from an advisory committee, on developing an annual affirmative action plan, and on resolving individual complaints. The knowledges and skills that are applied include:

- Knowledge of the concepts, principles, regulations, and policies governing Federal equal employment opportunity including relevant judicial and administrative decisions;
- Knowledge of the organizational structure of the agency including the assignment of functions to subordinate organizations, nature of their missions, and composition of the work force by occupations, relative grade levels, race, sex, and other relevant characteristics;
- Skill in applying a wide range of program management techniques including program evaluation, program development, policy analysis, organization of personnel and resources, and negotiation of decisions with other program managers;
- Skill in factfinding, analysis, and problem solving; and
- Skill in oral and written communication to develop and present cogent arguments for the acceptance of controversial points-of-view.

*Factor 2, Supervisory Controls -- Level 2-5 -- 650 points*

The supervisor provides general, administrative direction, giving assignments in terms of broadly defined goals and objectives to be achieved.

The equal employment manager is responsible for independently planning and designing the agency's equal employment opportunity program.

Results are accepted as technically sound, being reviewed for their overall impact on agency policy.

*Factor 3, Guidelines - Level 3-5 -- 650 points*

Guidelines include laws, regulations, and governmentwide policies governing equal employment opportunity. Guidelines are often general and do not apply exactly to many equal employment opportunity program areas.

The employee uses considerable judgment and ingenuity in interpreting guidelines to develop agencywide equal employment opportunity policies and to design the program in the context of the agency's organization and functions to meet specific equal employment opportunity goals for the independent agency.

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

Has full responsibility for managing the agency's equal employment opportunity program. This includes setting program goals, planning the short and long range program objectives, evaluating progress and recommending level of program resources. Consultative aspects of the position include recommendations to solve difficult individual equal employment opportunity problems.

Decisions regarding what needs to be done are based on analysis of the work force and agency policies and practices that affect employment. These include resolution of conflicts between equal employment opportunity program goals and existing management policies and practices and the resolution of individual problems.

The work requires a high degree of judgment in establishing the direction and priorities of the program to achieve maximum results, and in deciding and recommending actions to achieve best results throughout the agency.

*Factor 5, Scope and Effect -- Level 5-6 -- 450 points*

The work involves developing and managing a comprehensive program for a small Federal agency, developing an affirmative action plan, insuring the proper processing and resolution of complaints, and analyzing and evaluating employment policies, and making recommendations to solve difficult discrimination problems.

The work efforts determine the overall adequacy of the equal employment opportunity program in the agency, the effectiveness of complaint processing, the impact of employment policies and practices of the agency, and the equal employment opportunities of agency employees and job applicants.



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

Personal contacts are with top and middle managers, supervisors, individual employees, key staff officials, and union representatives within the agency. Additional contacts outside of the agency include community and other public and private groups, as well as attorneys representing complainants. The nature of each contact is different depending on the person contacted and the situation.

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

The purpose of contacts is to resolve difficult employment problems, obtain agreement and/or necessary action concerning employment policies, and to negotiate changes in employment practices affecting opportunities of agency employees.

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

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

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

Regular and recurring work is performed in a work environment that involves normal everyday low risks or discomforts typical of offices. Work areas are adequately lighted, heated, and ventilated.

**TOTAL POINTS- 3415**

## **EQUAL EMPLOYMENT MANAGER, GS-0260-14, BMK #1**

*Duties*

Manages the Federal women's program of an independent department with approximately 9000 employees. Develops, directs, and evaluates the Federal women's program for the independent department including headquarters, regions, and field offices. Serves as spokesperson for the department on matters pertaining to employment of women within the agency. Develops or reviews agency policies and/or equal employment opportunity activities affecting the employment of women. Coordinates Federal women's program activities throughout the agency through Federal women's program managers at subordinate organizational levels. Evaluates progress at lower organizational levels, participates in selection and training of coordinators throughout the agency. Recommends the levels of staffing and funds to be devoted to the program. The program is designed to identify systemic equal employment problems, particularly those faced by women employees and job applicants and to advise management on effective solutions to these problems. The employee:

- Develops, coordinates, reviews, and evaluates Federal women's programs in department bureaus and regions;
- Identifies barriers to equal employment opportunity for women within a Federal agency and recommends changes in management policies and practices to eliminate those barriers to enhance employment opportunities for women;
- Develops portions of the agency affirmative action plans, especially those relating to women, monitors progress in achieving goals and objectives of the plan, and evaluates results;
- Advises the agency head, agency managers at all levels, and key agency staff officials concerning employment policies and practices that affect equal employment opportunity for all employees, but especially as they affect women. On a regular and continuing basis provides advice to agency managers and key staff officials on the long- and short-range goals of the Federal women's program. Recommendations cover the full range of personnel management matters bearing on the employment of women such as recruitment, merit promotion, supervisory practices, pay and classification, part-time employment policies, child care, and other matters.
- Analyzes the work force of organizational components to identify particular occupations, organizations and lines of progression (career ladders) in which women are underrepresented;
- Conducts studies, surveys, or questionnaires as needed to identify problems or barriers to equal employment opportunity. Participates in personnel management evaluation surveys or other management surveys to identify equal employment opportunity problems and their causes. On the basis of this and other information obtained through the equal employment opportunity program and other sources, advises managers on development of affirmative action plans, makes recommendations for changes in agency policies and practices affecting women, and plans Federal women's program activities;
- Serves as liaison between the agency and organizations promoting equal opportunity for women;
- Plans and organizes special educational seminars and provides one-on-one and small group consulting for agency managers and supervisors to develop their understanding and gain their acceptance of equal employment for women.

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

Managerial and technical equal employment opportunity knowledges and skills sufficient to plan, organize, direct, staff, carry out, and evaluate for the department a comprehensive Federal women's program that involves:

- Consulting services for managers at all levels to assist them in identifying institutional barriers to equal employment opportunity for women and to assist them in planning and carrying out affirmative action;
- Conducts studies, organizational reviews, and work-force analyses to identify systemic equal employment problems such as underrepresentation in professional lines of work or agency policies and practices that may have a disparate impact on women employees and job applicants;
- Develops recommendations involving coordinated recruitment, training, and job design efforts to solve systemic equal employment problems throughout the department;
- Minority and female recruitment planning including coordination of personnel and budget considerations to overcome underrepresentation of women in supervisory, managerial, professional, and high level administrative positions; and
- Development, coordination, review, and evaluation of separate Federal women's programs in each bureau and region of the department.

These knowledges and skills include:

- Management skill to plan, develop, and evaluate the program for the department and coordinate, develop, analyze, and evaluate Federal women's programs in department regions and bureaus;
- Knowledge of equal employment opportunity law, regulations, policies, and methods to advise line managers and provide direction to subordinate organizational equal employment managers;
- Knowledge of department missions, organizations, occupations, and work force compositions by sex and other relevant bases to identify the need for action and to determine effective causes of action;
- Skill in factfinding, analysis, and problem solving to identify and define equal employment problems and to develop workable solutions; and
- Knowledge of the Federal personnel system including labor relations, job evaluation, compensation, and staffing, employee rights, and related personnel principles to identify equal employment opportunity problems and to develop effective solutions.

*Factor 2, Supervisory Controls -- Level 2-5 -- 650 points*

The supervisor provides administrative direction, gives assignments in terms of broadly defined goals, and sets the limits of resources available to the program.

The employee manages the program, independently plans and executes each step of the program, and evaluates program effectiveness.

Results of work are considered technically authoritative. Work is reviewed in terms of achievement of broad program goals.

*Factor 3, Guidelines -- Level 3-5 -- 650 points*

Guidelines include laws, regulations, and governmentwide and agency policies governing equal employment opportunity. Guidelines for the agency Federal women's program are general in nature.

The equal employment manager uses judgment and ingenuity in interpreting guidelines and developing the program in the context of the agency's organization functions to meet specific equal employment opportunity problems of the agency. The employee is considered the technical expert in the agency on equal employment opportunity for women and is consulted by Federal women's program coordinators at lower organizational levels, and by managers and employees throughout the agency.

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

Performs the full range of management functions including planning, directing, and evaluating agency Federal women's program activities, developing program goals, and making long range program plans. The program focuses on identifying and changing significant agency policies and practices to eliminate barriers to the equal employment of women throughout the agency.

The program deals with matters such as underrepresentation of women in professional and managerial positions, career mobility and full utilization of skills of women in lower and middle level positions, exploration of sources for recruitment of women for managerial and professional positions, possible redesign of existing positions for which women cannot be found in the labor market, part-time employment, child care, and supervisors' and coworkers' attitudes toward women as workers. Advisory recommendations include agencywide goals and objectives, action plan items designed to eliminate the underlying cause of problems, and attempts to resolve individual and systemic equal employment opportunity problems.

Decisions regarding what needs to be done are based on the incumbent's broad and indepth analysis of the work force and agency policies and practices that affect employment. Decisions are made in the context of conflicts between existing management policies and practices and equal employment opportunity program requirements, and the need to set priorities due to limited available resources for the equal employment opportunity program. The work requires a high degree of judgment in establishing the direction and priorities of the program to achieve maximum results, and in deciding and recommending actions to achieve best results throughout the agency.

*Factor 5, Scope and Effect -- Level 5-6 -- 450 points*

Manages a Federal women's program for the department. The purpose of the work is to eliminate barriers to equal employment opportunity, especially as they apply to women, and to identify and eliminate systemic discrimination in the department.

The work results in changes in the employment policies and practice of the department, its bureaus, and its nationwide field structure. The equal employment manager's work affects the equal employment opportunity of thousands of employees and applicants.

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

Personal contacts are with top and middle level managers and supervisors in the agency, key agency staff officials, union representatives, agency employees at all grade and pay levels, and community representatives of organizations taking a special interest in women in the work force. Contacts are not routine. Each meeting varies as to purpose, content, and ground rules. The role and authority of participants is often unclear and must be developed during the meeting.

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

Personal contacts are to solve difficult and complex employment problems, to obtain agreement and/or necessary action concerning agency employment policies, and to negotiate fundamental changes in long established agency policies and practices affecting equal opportunity in employment.

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

The work is performed sitting at a desk except for brief visits to various areas outside of the office while visiting worksites.

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

The work is performed in an office setting, or while visiting office worksites, or protected areas of shops. The work involves everyday risks and discomforts of an office environment and requires normal safety precautions.

**TOTAL POINTS-3915**

**EQUAL EMPLOYMENT MANAGER, GS-0260-14, BMK #2***Duties*

Serves as the Hispanic employment program manager for an agency region including the regional office and subordinate level area offices. The agency region staff includes about 5,000 employees in a wide variety of professional, administrative, technical, and clerical occupations.

The region has 5 separate bargaining units with intensive union activity. The equal employment manager:

- Plans, organizes, directs, staffs, carries out, reviews, and evaluates a positive management advisory equal employment program that includes efforts to resolve difficult systemic equal employment opportunity problems;
- Provides advice to agency headquarters on the development of effective Hispanic employment programs throughout the department. (The regional program is considered to be an agency model for an effective affirmative action program based primarily on the program development efforts of the employee.);
- Provides expert advice to the regional equal employment manager and agency regional manager on resolution and adjudication and resolution of equal employment complaints based on race, sex, national origin, handicapping condition, age, or other basis;
- Coordinates agency liaison with Hispanic communities throughout the region;
- Participates in female and minority recruitment planning throughout the agency region;
- Provides training seminars and consulting services on specialized equal employment opportunity issues and methods for other Federal agencies in the region as requested;
- Provides advice to managers on developing and carrying out upward mobility projects; and
- Assists the regional equal employment manager by resolving equal employment opportunity complaints of Hispanic employees and applicants (and other employees as requested).

*Factor 1, Knowledge Required by the Position -- Level 1-9 -- 1850 points*

Applies managerial and technical equal employment opportunity knowledges and skills to plan, organize, direct, staff, carry out, review, and evaluate a positive management oriented equal employment opportunity program. The program focuses on identifying systemic barriers to equal employment opportunity for Hispanic employees and job applicants through work force analyses, monitoring complaints, and evaluation surveys. Affirmative action efforts to solve systemic problems include intensive consulting for managers and supervisors to assist them in developing effective action plans, consulting with top managers and budget and personnel staff to plan female and minority recruitment, and advising managers on a variety of techniques and approaches to reduce underrepresentation such as targeted recruitment, job design, on-the-job training, and formal training. The program focuses on difficult systemic problems such as underrepresentation in professional, supervisory, and managerial jobs. Applies knowledges and skills such as:

- Knowledge of equal employment opportunity laws, precedent decisions, policies, principles, and methods to plan, direct, and evaluate the regional program and to evaluate and develop area programs (as a recognized expert, provides affirmative action consulting and training services throughout the agency and for other agencies in the region on request);
- Knowledge of the principles and methods of recruitment, staffing, job design, employee development, and job evaluation to assist managers in developing and carrying out comprehensive upward mobility projects and to make recommendations for changing personnel management policies and practices to eliminate barriers to equal opportunity;
- Management skill to recruit, select, train, and evaluate the performance of collateral assignment Hispanic employment managers for subordinate level area offices in the region;
- Management skill to make the most use of limited program staff resources by setting priorities and planning activities; and
- Consulting skills to assist managers in identifying, defining and solving equal opportunity systemic problems.

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

The regional equal employment manager sets the overall objectives and resources available. The supervisor and the employee, in consultation, develop the deadlines, projects, and work to be done.

The employee plans and carries out the Hispanic employment program resolving most issues, coordinating the work with others, and interpreting policy in terms of established objectives. Keeps the supervisor informed of developments that impact on the overall regional equal employment opportunity program.

Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

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

The equal employment manager works within governmentwide and agency equal employment opportunity laws, guidelines, and policies.

The equal employment manager uses initiative to extend and expand upon agency guidelines to formulate policies and plans and to develop methods for operating the regional Hispanic employment program;

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

Performs the full range of management functions including planning, directing, and evaluating the program, developing program goals, and making long range program plans for the regional Hispanic employment program. The program focuses on identifying and changing significant management policies and practices in the agency region to eliminate barriers to the equal employment of Hispanic employees and applicants in the region.

The program deals with systemic problems such as underrepresentation of Hispanic employees in professional and managerial positions, career mobility and full utilization of skills in lower and middle level positions, exploration of sources for recruitment of Hispanic applicants for supervisory, managerial, and professional positions, possible redesign of existing positions for which Hispanic applicants cannot be found in-the labor market. Advisory recommendations include regionwide goals and objectives, action plan items designed to eliminate the underlying causes of problems.

The work requires making decisions such as recommending changes to agency policies and practices and establishing the overall direction of the Hispanic employment program in the agency region.

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

Directs the Hispanic employment program for the agency region. The program affects the equal employment of Hispanic employees and applicants in the region and agency regional management policies and practices.

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

Contacts are with agency managers, supervisors, employees, union representatives, and their legal representatives throughout the region. Contacts generally are moderately unstructured and are not established on a routine basis. The purpose and extent of each contact is different and the role and authority of each party is identified and developed during the course of the contact. (Other contacts are with agency managers and staff specialists throughout the country, with representatives of other agencies in the region, and with Hispanic community representatives for the purpose of coordinating and consulting.)

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

The purpose of contacts is to consult on, negotiate, or settle complex and emotionally charged equal employment opportunity issues ranging from individual complaints to systemic equal employment problems. Participants in negotiations, including high level managers, employees, and their legal or union representatives usually hold strong viewpoints and effectively present their cases. The settlements facilitated by the employee often impact on management practices or policies in the region.



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

The work includes prolonged negotiations with the parties to complaints. Negotiation sessions lasting four to six hours require above average resistance to fatigue.

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

The work environment involves everyday risks or discomforts which require safety precautions typical of meeting and training rooms, or commercial vehicles.

**TOTAL POINTS-3605**

**EQUAL EMPLOYMENT MANAGER, GS-0260-14, BMK #3**

*Duties*

Manages the equal employment opportunity program for an industrial field activity. The equal employment manager directs a program that provides continuing positive equal employment consulting services to managers at all levels, concentrates on systemic equal employment opportunity problems as well as on individual problems, and provides program direction and guidance in the areas of affirmative action (including female and minority recruitment planning) and complaint resolution. The program serves an activity with an employee population of about 5,000 including trades, crafts, laboring, clerical, administrative, technical, and scientific, occupations. The activity's mission is broad, its functions are varied, and its organization is complex. The equal employment manager:

- Plans, organizes, directs, staffs, carries out, review, and evaluates a positive management oriented equal employment program that includes efforts to resolve systemic problems;
- Directs the staff of the immediate equal employment office including special emphasis program managers, counselors, and other specialists and selects part-time counselors throughout the activity and evaluates their work;
- Provides technical advice to the director of the installation concerning the resolution of equal employment opportunity complaints;
- Advises managers at all levels on all aspects of development and implementation of their affirmative action plans;
- Advises the director of installation on the resolution of complex systemic equal employment problems;
- Coordinates with the personnel officer and budget officer positive programs involving the allocation of activity resources such as female and minority recruitment planning.

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

Managerial and technical equal employment opportunity knowledges and skills sufficient to plan, organize, direct, staff, carry out, and evaluate the activity equal employment opportunity program. The program involves:

- Consulting services for managers at all levels to assist them in identifying institutional barriers to equal employment opportunity for employees and job applicants and to assist them in planning and carrying out affirmative action;
- Conducting studies, organizational reviews, and workforce analysis and participating in personnel management evaluations, management evaluations, management audits, and similar reviews to identify systemic equal employment problems such as underrepresentation in professional lines of work or management policies and practices that may have a disparate impact on classes of employees or job applicants;
- Developing recommendations involving coordinated recruitment planning, training, job design, and career management efforts to solve systemic equal employment problems throughout the activity;
- Recommending decisions on complaints within the activity and managing the activity's complaint processing system.

*Factor 2, Supervisory Controls -- Level 2-5 -- 650 points*

The supervisor provides general administrative guidance with assignments in terms of broadly defined policy objectives.

The equal employment manager is responsible for independently planning, directing, and carrying out the activity equal employment opportunity program.

Results of the work are considered as technically authoritative and are normally accepted without significant change.

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

Guidelines include agency policies and directives concerning equal employment opportunity.

The equal employment manager uses judgment to interpret agency instructions to plan, design, and carry out the equal employment opportunity program for the installation.

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

Performs the full range of management functions including planning, directing, and evaluating program activities, developing goals, and making long range program plans. The program

focuses on identifying and changing significant policies and practices to eliminate barriers to equal employment opportunity at this major field activity.

The program deals with matters such as underrepresentation of women and minorities in professional and managerial positions, career mobility and full utilization of skills of employees in lower and middle level positions, exploration of sources of minority and female recruitment for managerial and professional positions, and possible redesign of existing positions for which minorities and women cannot be found in the labor market. Advisory recommendations include agencywide goals and objectives, action plan items designed to eliminate the underlying causes of problems, and attempts to resolve individual and systemic equal employment opportunity problems.

Decisions regarding what needs to be done are based on the equal employment manager's broad and indepth analysis of the work force and agency policies and practices that affect employment. Decisions are made in the context of conflicts between existing management policies and practices and equal employment opportunity program requirements, and the need to set priorities due to limited available resources for the equal employment opportunity program. The work requires a high degree of judgment in establishing the direction and priorities of the program to achieve maximum results, and in deciding and recommending actions to achieve best results throughout the agency.

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

The equal employment manager is assigned primary staff responsibility for the equal employment opportunity program covering the activity.

The program affects equal employment opportunity for employees and job applicants of the major field installation.

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

Contacts are with activity managers, supervisors, union representatives and employees, and employees' legal representatives. Contacts are moderately unstructured and are not established on a routine basis. The purpose of each contact is different and the role and authority of each party is identified and developed during the course of the contact. (Additional contacts are with community organizations, and various technical experts in equal opportunity and personnel throughout the agency.)

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

The purpose of contacts is to consult on, negotiate, or settle complex and emotionally charged equal employment opportunity issues ranging from individual complaints to systemic equal employment problems. Participates in and lends negotiations which include high level managers, union representatives, and employees' legal representatives all of whom effectively and strongly present divergent positions. Settlements often impact on management practices and policies of the activity.

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

The work regularly involves prolonged negotiation sessions dealing with emotionally charged issues to settle complaints. Leading these sessions requires above average resistance to fatigue.

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

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

**TOTAL POINTS-3605**