

DEPARTMENT OF DEFENSE (DOD)  
SUPPLEMENTARY GUIDANCE FOR THE  
GENERAL SCHEDULE SUPERVISORY GUIDE (GSSG)  
TS-123, APRIL 1993

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
FORCE MANAGEMENT AND PERSONNEL  
DEFENSE CIVILIAN PERSONNEL CENTER  
PROGRAMS/POLICY SUPPORT DIVISION

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PURPOSE OF THE GUIDE

This policy guidance supplements and is used in conjunction with the Office of Personnel Management's (OPM) General Schedule Supervisory Guide (GSSG), TS-123, dated April 1993. It provides uniform clarification for classifying supervisory and managerial work to facilitate consistent DoD-wide application.

STATEMENT OF COVERAGE

Positions designated as supervisory by the Civil Service Reform Act (CSRA) of 1978 do not automatically meet the coverage requirements under the GSSG.

This guide applies to the Office of the Secretary of Defense (OSD); the Military Departments (including their National Guard and Reserve Components); the Chairman, Joint Chiefs of Staff and Joint Staff; the Inspector General of the Department of Defense (IG,DoD); the Defense Agencies and DoD Field Activities; and the OSD Director of Administration and Management.

## ORGANIZATIONAL DEFINITIONS

**MAJOR MILITARY COMMAND.** To be considered a major military command, an organization must not only meet the basic criteria stated in the definition, but must also consist of a headquarters organization and formally established subordinate field activities. This organizational level does not apply to State National Guard organizations.

**MULTIMISSION MILITARY INSTALLATION.** A multimission military installation may be either large, complex, or both.

(1) Large. Consider the terms "directly affects, directly impacts, and directly supports" as interchangeable when counting the total serviced or supported employee-equivalent population. The population (military and/or civilian) may be concentrated in one facility or located in a group of activities. "Supported employee-equivalent population" measures people who actually receive service, not the population potentially eligible for services. Support activities within the same organization/installation, or equivalent, often serve different sized populations; consequently, supervisors of those support activities may appropriately receive different credit for the employee-equivalent population they directly serve. When appropriate, the hours worked by National Guard Drill Status Guard Members on Annual Training (AT) or on mandays may be counted as full-time equivalents to determine whether the serviced employee-equivalent population exceeds 4000.

(2) Complex. To determine equivalent activities, count each diverse mission that imposes additional complexities upon the position providing services as one of the four conditions. If an installation has two diverse missions, count as two conditions toward the "complex" criteria on page 5 of the GSSG. Additional examples are below.

(a) Organization(s) served provide contract administration service for multimillion dollar contracts for development or production of major weapons systems, subsystems, and components.

(b) Organization(s) served include any of the following, or equivalent, kinds of activities: Army garrison, Air Force base, Naval station, or equivalent host activity that provides a variety of support services to the tenants of an installation; military service academy (e.g., Army War College, West Point, Air Force Academy, Navy Postgraduate School, Industrial College of the Armed Forces, U.S. Coast Guard Academy).

**MAJOR ORGANIZATION.** A field installation whose commander reports directly to a major military command, as defined on page 4 of the GSSG, also qualifies as a major organization.

## OTHER DEFINITIONS

PROGRAM AND MAJOR MILITARY FUNCTION. "Program" and "major military function" as defined in the GSSG are interchangeable.

## INSTRUCTIONS FOR APPLICATION

Examples provided in this guide do not represent threshold criteria needed to credit a specific factor level. Both the DoD and GSSG examples are useful for clarification; however, they should not be used solely to assign any factor level. If a factor level falls short of the GSSG factor level descriptions, the lower point value must be assigned.

Although the GSSG requires no specific format for covered positions, users are not precluded from describing positions in a format that is compatible with that of the GSSG. Current core document system users also have an appropriate format available within the system. Regardless of the format, descriptions should contain sufficient information addressed by the six factors to effectively and properly evaluate the work.

### FACTOR 1 - PROGRAM SCOPE AND EFFECT

FACTOR LEVEL 1-2 and ABOVE. The absence of specific examples of professional/administrative/scientific/technical, line/mission, or staff/support work at a specific level, i.e., FL 1-2, does not preclude assignment of the level. The critical issue is whether or not both the scope and effect are fully met.

FACTOR LEVEL 1-3. Within DoD, activities that are generally considered "support" at the installation level, e.g., budget, personnel, would not exceed FL 1-3.

### FACTOR 2 - ORGANIZATIONAL SETTING

FACTOR LEVEL 2-3. Also assign FL 2-3 when the position under evaluation reports to: a position with the authorized military rank of 0-7 or higher; a position with the authorized military rank of 0-6 who also directs either a substantial nonsupervisory GS/GM-15 or equivalent workload or at least several subordinate supervisory GS/GM-15 positions or equivalent workload.

In the National Guard, the Adjutant General in each state is

equivalent to SES. For ANG or ARNG technician positions, to determine the reporting level, use the civilian grade of the Commander position instead of the military rank of the incumbent even when the incumbent is an Active Guard Reserve member.

### FACTOR 3 - SUPERVISORY AND MANAGERIAL AUTHORITY EXERCISED

This factor measures the supervisory and managerial authorities exercised for the work in which the incumbent is directly responsible; i.e., the operations of the organization supervised for which a supervisory/subordinate relationship exists.

FACTOR LEVEL 3-2b. "Nearly all" is interpreted to mean four of the five tasks listed for Factor Level 3-2b.

FACTOR LEVEL 3-3a. In assessing Factor Level 3-3a, careful consideration of the GSSG definition of managerial in the context of the level description is required. This level clearly envisions the performance of delegated managerial duties for an organization that has subordinate OR lower echelon units over which the supervisor has the authority to set (not simply advise on), assure (direct and evaluate) and determine (not simply recommend) the critical aspects (i.e., long-range plans, goals and objectives, budgetary and staffing needs and solutions, etc.) of the program segment(s) or function(s) for which the supervisor is held accountable. It is implicit that positions at this level have significant authority with full responsibility and accountability. To summarize, this level is predicated on the managerial responsibilities exercised by the supervisor having a direct and marked effect on subordinate organizations.

FACTOR LEVEL 3-3b. Typically, this level applies to second-level supervisors; however, situations are possible where it applies to first-level. For example, organizations with sufficient subordinate staff and workload to warrant more than one of the following: teams under matrix management, committees, self-directed teams, task forces, etc., approximate a second-level supervisory situation by placing similar demands on the supervisor. "Nearly all" in this factor is interpreted to mean eight of the ten FL 3-2c conditions.

#### FACTOR LEVEL 3-4.

(1) FACTOR LEVEL 3-4a. This level would typically be assigned to positions no lower than the first reporting level below an installation commander.

(2) FACTOR LEVEL 3-4b. Before considering FL 3-4b, OPM intends that all of the delegated authorities in both FL 3-3a and 3-3b must be met. The criteria of the standard are satisfied if supervisors possess the authority to approve most significant organization design proposals recommended by subordinate supervisors. Supervisors need not be delegated final approval authority for all proposals that emanate from lower organizational levels. In fact, supervisors are often delegated authority to approve organizational changes affecting lower strata of their own units even though they may only recommend changes affecting higher

levels. For example, in some organizations, authority to approve restructuring at division or higher levels is reserved for agency headquarters, while approval authority for organization changes at branch, section, and lower levels is delegated to installation managers.

#### FACTOR 4 - PERSONAL CONTACTS

Personal contacts for nonsupervisory, technical work performed, collateral duties, or similar activities are not evaluated under this criteria. These contacts should be evaluated under the appropriate nonsupervisory standard if they meet the criteria for a major duty.

#### FACTOR 5 - DIFFICULTY OF TYPICAL WORK DIRECTED

Technical or oversight responsibility of the basic work of the organization normally requires recurring use of substantive technical skills/knowledge appropriate to direction of the work supervised. The supervisor need not be as skilled in the work as all subordinates, but must have sufficient technical knowledge to plan, assign, direct, and review work operations of the unit. The first-line supervisor generally should possess more specific technical knowledge since the employees are directly supervised. Second-line and successively higher echelons of supervisors/managers continue to require technical skills, but the nature becomes more general and diffused due to the broader variety of work directed.

The GSSG relies heavily upon percentages of time for determining the difficulty and complexity of the basic work directed. Although estimates may be used, percentages of time spent on major duties should be captured in position descriptions and core documents, when possible, to make the most accurate determination.

The degree of documentation required depends upon the organizational setting. In cases where an individual position contains a percentage of higher graded work, but less than enough to control the grade of the position, such higher graded work may be counted toward meeting the overall 25% of the basic work directed. In the preceding example, only a portion of the work of the position is counted, excluding the remaining work; therefore, when calculating the total for the unit, the divisor should be adjusted accordingly.

Appendix A provides an optional method of determining the basic work typical of the organization directed. This option may be useful where subordinate positions are of "mixed" grade levels.

## FACTOR 6 - OTHER CONDITIONS

Begin evaluation of Factor 6 with the same basic work level selected for factor 5; do not begin with a basic work level lower than factor 5. Although factor 6 evaluation normally produces the same basic work level as factor 5; there may be situations where it does not. Merely matching the grade levels will not justify a factor level selection. The full coordinative aspects of a level, in combination with the difficulty of work supervised, must also be met in order to be credited.

For FLs 6-4b, 6-5c, and 6-6b, the phrase "who each" means that "all" of the subordinate supervisors direct workloads at the referenced grade level. However, if the factor 5 basic work level could be obtained in each subordinate unit by judicious redirection of the workload among other supervisors to yield the factor 5 work level, then credit for the factor 5 basic work level is warranted. This is not to be construed as a mandate that such a redirection must occur.

### DETERMINING THE GRADE

To reach a final grade level determination, apply all criteria in the GSSG and this DoD Guide. If there is a conflict between material in the DoD Guide and the GSSG, the GSSG takes precedence. Optional forms are provided at Appendix B for use in evaluating positions covered by the GSSG.

APPENDIX A  
 OPTIONAL METHOD TO DETERMINE BASIC WORKLOAD, FACTOR 5

A sample workload analysis method to assist in determining the basic workload under Factor 5 may be useful when the basic work level is not apparent (where several subordinate positions are mixed grade). This material is from an OPM briefing on the GSSG.

Workload Analysis By Workhours

WORK AT:	POSNS IN BASE CALC				TOTAL HRS	DIV BY	% TOTAL WKLD
	#1 GS-12	#2 GS-12	#3 GS-11	#4 GS-11			
GS-12	20	10	4		34	160	21.25
GS-11	10	30	30	20	90	160	56.25
GS-9	10		6	20	36	160	22.5
<b>TOTAL</b>	40	40	40	40	160		100%

Four positions, above, meet the GSSG criteria for credit toward the basic workload. GS-12 #1 expends 20 workhours at GS-12; 10 at GS-11; and 10 at GS-9, etc. There are 34 GS-12 workhours; 90 GS-11 workhours; and 36 GS-9 workhours for the organization, for a total of 160 workhours per week. To determine the number of hours needed to meet the GSSG 25% requirement, compute 25% of 160, which is 40 workhours. Looking at the last column, percentage of total work load, the highest grade level which meets or exceeds 25% is creditable. This analysis results in a basic work level of GS-11.

APPENDIX B  
GSSG POSITION EVALUATION SUMMARY

POSITION NUMBER: \_\_\_\_\_

POSITION TITLE: \_\_\_\_\_

PAY PLAN, SERIES, GRADE: \_\_\_\_\_

ORGANIZATION INFORMATION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

SUPV LEVEL: (1ST, 2ND, HIGHER): \_\_\_\_\_

CHIEF OR DEPUTY: \_\_\_\_\_

FACTOR	LEVEL	POINTS	REMARKS
1. PROGRAM SCOPE & EFFECT	1-		
2. ORGANIZATIONAL SETTING	2-		
3. SUPERVISORY & MANAGERIAL AUTH	3-		
4. CONTACTS: A. NATURE B. PURPOSE	4A-		
	4B-		
5. DIFFICULTY (BASE WORK)	5-		
6. OTHER CONDITIONS	6-		
<b>TOTAL POINTS ASSIGNED:</b>			<b>GRADE CONVERSION:</b>
ADJUSTMENT PROVISION: Y or N			

REMARKS:

CLASSIFIER: \_\_\_\_\_ DATE: \_\_\_\_\_

OPTIONAL FACTOR 5 BASE LEVEL EVALUATION SUMMARY  
BY WORKHOURS

WORK AT	POSITIONS IN BASE LEVEL CALC					TOTAL HOURS	DIV BY	% TOTAL WKLD
	#1 GS-	#2 GS-	#3 GS-	#4 GS-	#5 GS-			
GS-								
GS-								
GS-								
GS-								
<b>TOTAL</b>								

ORGANIZATION: \_\_\_\_\_

TOTAL INCLUDABLE IN BASE LEVEL CALC (I.E., DIVISOR): \_\_\_\_\_

OPTIONAL FACTOR 5 SUMMARY PAGE  
BY WORKHOURS

WORK AT	WORKSHEET PAGE SUBTOTALS					TOTAL HOURS	DIV BY	% TOTAL WKLD
	Page 1	Page 2	Page 3	Page 4	Page 5			
GS-								
GS-								
GS-								
GS-								
<b>TOTAL</b>								

These optional forms may be used in evaluation of Factor 5.