



# **Administrative Support Career Management System**

**A Practical Guide  
For Developing  
High Performance Teams**

# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

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# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **CHAPTER 1**

### **POLICY**



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

EPA has developed an Administrative Support Career Management System which will improve our ability to attract, develop, and retain the highest quality staff; will enhance the status, professionalism, and career opportunities for that staff; and will provide the motivated and highly skilled employees we need to meet the demands of the EPA office of the future.

Responsibility for the success of this Career Management System lies with each manager, supervisor, secretary and administrative employee. Additionally, each Assistant Administrator, Lab Director, Regional Administrator, and Office Director is asked to assume the following responsibilities:

- 1) Establish basic orientation programs for new secretarial and administrative staff.
- 2) Conduct skills assessments of secretarial and administrative staff at the annual mid-year review; identify training and development needs, and document with Career Management Plans (CMPs).
- 3) Establish skills and training requirements for secretarial and administrative positions at each grade level.
- 4) Commit sufficient resources to the on-going training of secretarial and administrative staff to keep them abreast of technological changes and to promote their career development.
- 5) Encourage completion of certified professional secretary programs by our Office Managers.
- 6) Conduct reviews of each secretarial and administrative position when vacated or at the request of the incumbent or supervisor to determine if restructuring of the position is appropriate.
- 7) Provide training to supervisors and managers on position management, staff utilization, and job restructuring.
- 8) Commit to building "office teams" by including support staff in retreats and team building exercises.
- 9) Report to the Deputy Administrator annually on the progress they have made in the implementation of this career management system.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **CHAPTER 2 BACKGROUND**



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **I. Introduction**

The Human Resources Council, in its June 1989 report to the Administrator on the Impacts of Technological Changes on the EPA Workforce, recommended "that the Administrator commission an Agency-wide review and analysis of the secretarial/clerical jobs within the context of our changing technological environment. Consideration should be given to a major redesign of job descriptions for our secretarial/clerical employees. These new jobs might include roles such as office managers, office automation assistants, communications specialists, records system operators and program assistants. Classification guidelines should be clarified and applied to these new positions. Training programs for secretarial staff should be enhanced to permit the organization to fully realize the benefits of technological change."

Since that report nearly two years ago, several EPA organizations studied the impacts of technology on their secretarial workforce; developed pilot career management systems; conducted internal assessments of their secretarial workforce; or convened discussion groups to review the issues raised in the report.

The following is a short summary of the major findings and recommendations from these studies and pilots.





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## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **II. Findings**

#### **A. New Technology Is Changing the Nature of the Work Performed by Traditional Secretarial Staff**

The accessibility and use of personal computers by professional and technical staff has resulted in a shift of primary word-processing and document creation from the support staff to the professional staff. In organizations with voice mail systems, the traditional duties of the receptionist have been greatly reduced. Each of these technologies has created opportunity and time for support staff to acquire greater programmatic knowledge and assume more complex duties.

#### **B. New Technology Is Expanding the Skills and Knowledges Required for Secretarial Positions**

The future office will process information and data rapidly and coordination and integration of program and administrative data will be essential. The private sector has already replaced some secretaries and clerks with information managers at various levels. They are proactive rather than reactive, with strong verbal and writing skills. Skill level requirements are changing quickly in the secretarial workforce, and this will accelerate with the advent of new technology.

#### **C. New Technology Is Changing the Role of the Secretary**

Secretaries are apprehensive, uncertain of their roles, and concerned about future changes and the possible disappearance of secretarial jobs. Lack of clearly defined and focused secretarial jobs and poor communication between some supervisors and secretaries have caused problems with roles, responsibilities and organizational relationships. Most secretaries interviewed in these studies felt that secretarial work received very little respect and is considered low in status.

#### **D. It Is Becoming More Difficult to Recruit and Retain Secretaries**

Many good secretaries have left Federal employment for higher pay, more prestigious titles, and greater career advancement opportunities. Executive secretaries in the private sector are now being titled Office Managers, Administrative Managers, and Staff Assistants. The new titles recognize the value and importance of these positions. Those wishing to remain in Federal service would like to see some closing of the salary gap and similar recognition of their value.



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### **E. Demographic Changes Will Force a Restructuring of the Future Office Environment**

Demographic changes are real. Changes in the employment pool are already occurring. Change will continue and we will experience more difficulty in finding employees trained and willing to fill jobs in a support role to professional, administrative and technical positions. Computer literacy will be a necessity in the future work environment.

### **F. New Technology has Created the Opportunity to Restructure Secretarial Jobs**

Most secretaries interviewed feel that the transfer of the typing workload to the specialist staff frees them to perform other duties, such as preparing training, travel and purchase order requests. A potential exists for adding responsibilities such as reports management, analysis of report data, greater administrative work, and greater involvement in budget and fiscal control matters. It is important to note that not all organizations and not all employees will be equally affected by restructuring efforts. Job design will be determined by employee skill level, developmental potential, and the character, complexity and nature of the individual unit. It would cause long-term personnel management problems to either merely change titles without a specific change in duties or responsibilities or to attempt to force-fit a "standard" job into every singly organizational unit. New roles will not only take strong managerial commitment, but will also require tremendous employee commitment to make a new job design work.

### **G. Basic Skill Deficiencies Limit Secretarial Opportunity for Growth**

In one major study, one third of the supervisors expressed concern that their employees did not have the skills to perform satisfactorily in their present positions. Specific skill areas such as proofreading, phone answering, typing, personal computer operation (especially with the use of key software packages) were identified as skill level deficiencies. Some managers are uncertain of the skill levels of their present employees. Many expressed concern that those without proper training in areas such as computer operations, programming, communications, and a variety of other needed skills, would have to enter some kind of training program to improve their skill levels. Because of management concerns over basic skill levels and the capabilities of some of these employees, they do not foresee some jobs expanding.



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### **H. Supervisors Lack the Skill and Knowledge to Restructure Secretarial Jobs and Create Career Opportunities**

Generally, supervisors are aware of the scope and the responsibilities of their secretaries, and, as a group, they demonstrate a keen understanding of not only the assigned duties, but also the intangible aspects of the work. Some supervisors, however, were unable to clearly define the secretary's position. Some said that since they were promoted into supervisory positions without any training on staff utilization, and had not been exposed to supervisory duties such as job restructuring or staff communications, they did not feel secure beyond their own technical background. A briefing or training session for first-line and new supervisors would be appropriate to deal with these concerns. Specific guidance and training of these supervisors would alleviate this problem.



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## **III. Recommendations**

### **A. Career Enhancement/Job Restructuring**

1. EPA managers should seek to expand their secretary's role by assigning them more challenging work and seeking new ways to increase their responsibility. Also, managers should use organizational titles that recognize various skill levels and differentiate seasoned, experienced secretaries from those at the beginning levels.

2. EPA management should add substantive responsibilities for computer software applications (such as desktop publishing, data base management, and graphics) that are more complex than word-processing. The knowledge and creativity required by the more complex computer programs may be sufficient to enhance the grade of the position. This will be feasible only for secretaries adept at computer operation who possess greater than normal skill in this area.

3. EPA management should create new positions or restructure existing positions that combine secretarial office manager responsibilities with the budget, program and management analysis, and office services management duties typical of an Administrative Officer. Other significant areas that might be included in this position are office automation management, office information systems management, reports analysis, data manipulation, desktop publishing, and staff assistance.

4. EPA management should make greater use of the Upward Mobility Program. The Upward Mobility Program is a valuable vehicle for helping motivated and capable employees to advance in their careers and develop into new areas that take advantage of their potential.

5. Traditional secretarial job opportunities will diminish in the future. Secretaries should be encouraged to plan and prepare for the future by gaining or enhancing their automation, analytical, communications and interpersonal skills.

### **B. Training and Development**

1. Managers and supervisors should involve themselves in training needs assessment for both new and support staff to enhance their skills to meet the needs of the organization of the future. Support staff workgroups at all levels should focus on training needs for the future from their perspective and communicate this need to management.



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2. Secretaries and Office Managers must be given opportunities to improve their competence and skills through agency training programs and formal education. Supervisors should encourage their support staff to take in-house and collegiate courses, and assist them by providing tuition assistance or contributing duty time for such external education courses. Local certification programs may be established to formally recognize attainment of particular levels of education and competence.

3. EPA managers and supervisors need specific training in how to restructure support work and, most importantly, how to utilize support staff effectively to get the job done. This would be particularly important for new supervisors or supervisors of highly technical staffs who may not have had experience in restructuring positions.

4. Specific training should be identified as mandatory within time frames outlined. Optional training should be encouraged.

5. Supervisors need training in identifying and screening for the skills needed in the support positions of the future.

6. EPA should establish a relationship with schools to encourage them to design curricula that will address future needs of EPA employees and the office workforce in general.

### **C. Communication**

1. EPA management should build on an already positive framework of support staff involvement. This would include meetings and seminars on program issues, more secretarial retreats/workshops and specific, focused communication from Assistant Administrators, Lab Directors, Regional Administrators, and Office/Division Directors to the support staff workforce.

2. Efforts should be made to promote better relationships between support staff and professional staff by sharpening role definitions and conducting team-building sessions.

3. Supervisors must clearly delegate responsibilities to support staff and insure the unit understands the specific role of these employees.



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### **D. Recruitment**

Different and specialized recruitment must be planned to provide EPA with the computer/information management skills needed to perform the technical support work of the office of the future.





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# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **CHAPTER 3**

### **GOALS, ROLES, AND RESPONSIBILITIES**



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## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **I. Goals**

This career management system was established with several clear and distinct goals in mind. Specifically, to:

- 1) Develop a common language for the discussion of changes in positions and, in particular, changes in support staff positions resulting from changing technology or changes in the work environment.
- 2) Develop a common understanding among managers, supervisors and staff on grade-level distinctions for office manager, office automation and program support positions.
- 3) Provide information on the Office Manager, Office Automation Assistant, and Environmental Protection Assistant (EPA) occupations. Provide clear job structuring options and menus of duties.
- 4) Provide clear step-by-step instructions to supervisors, managers and employees on the methods and procedures to use in restructuring positions and coordinating with their servicing Human Resource Office for reclassification of the positions.
- 5) Encourage managers to involve the entire staff in "building" or restructuring support positions. We suggest that, for job restructuring to be successful, the entire staff must support the new role and the delegation of higher level duties.
- 6) Encourage managers and supervisors to review traditional secretarial positions when they become vacant to ensure that they still meet the needs of the organization, and to determine if the positions could be restructured.
- 7) Reinforce the concept that, the work of the position must significantly change, for a position grade change to occur. The grades of positions do not change unless the scope and the complexity of the work have significantly changed. Higher graded jobs must reflect different duties and responsibilities.
- 8) Provide information on how positions are titled and graded when the work consists of duties from several occupations.
- 9) Establish mandatory training and development programs for each level of EPA's administrative support workforce.



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10) Enhance EPA's ability to attract, recruit, and retain highly skilled and motivated support staff.

11) Enhance the status of EPA's professional Office Manager workforce. The goal of this guide is to encourage employees to view the Office Manager as a viable career and valued profession at EPA.



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### **II. Roles and Responsibilities**

#### **A. Employees**

Employees are responsible for their careers by becoming aware of opportunities, career options, and career paths. Employees should use this guide, as well as other appropriate resources, to become familiar with occupations at EPA and the skills and knowledges required to perform those functions.

Employees who feel their positions are no longer accurately described and classified are responsible for initiating a discussion with their supervisor.

Employees are responsible for initiating discussion and working with their team (supervisor and staff) to identify duties that would facilitate and enhance the work of the office; increase the effectiveness of the organization; and provide meaningful and challenging positions. When an employee seeks to broaden his or her work assignments, the change in duties must be discussed and the employee must gain the supervisor's approval.

Employees are responsible for gaining the knowledge and skills necessary to meet the changing needs of the organization, including the areas of office automation and program support.

Employees are responsible for developing a written Career Management Plan documenting the knowledges and skills needed and the methods to be used to build those skills.

#### **B. Managers and Supervisors**

Managers and supervisors are responsible for becoming aware of career-enhancing opportunities for support staff and the guidance for restructuring positions described in this guide.

Managers and supervisors are responsible for discussing career options and interests of staff members, and for supporting staff in the pursuit of their careers.



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Managers and supervisors are responsible for initiating discussions with their staff to identify duties that could be shifted to current administrative support positions. The success of the team requires group support of the shifting of administrative and programmatic support duties to enhance career opportunities of secretarial, clerical and administrative employees.

Managers and supervisors are responsible for seeking career enhancement opportunities for employees who demonstrate a willingness and ability to assume additional responsibilities consistent with the needs of the group.

Managers and supervisors are responsible for position management which is defined as a carefully designed position structure which blends the skills and assignments of employees with the goal of successfully carrying out the organization's mission and program.

Managers and supervisors determine the classification of positions by assigning duties and responsibilities, and are responsible for assuring a sound position structure in their organizations.

Managers are responsible for documenting new duty assignments, writing a narrative description of the changes, and requesting classification review from their servicing Human Resource Office.

Managers and supervisors are responsible for working with employees to ensure that Career Management Plans (CMPs) are reviewed and updated on a regular basis.

### **C. Human Resources Offices (HROs)**

HROs are responsible for briefing and training managers, supervisors, and employees on the information outlined in this Guide.

HROs are responsible for providing consultation services to managers, supervisors and employees on career options and types of duties to be considered for addition to positions. HROs are also responsible for providing position management advice.

HROs are responsible for developing and implementing a strategy for encouraging managers and supervisors to review the work of their organization, specifically to identify positions that need review.



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HROs are responsible for classifying positions submitted for review.





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## **CHAPTER 4**

### **JOB RESTRUCTURING GUIDE**



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **I. Introduction**

This Guide is designed to provide information on job design and restructuring of secretarial, administrative and program support positions in your organization. We encourage managers and supervisors to use this guide in conjunction with the grade level charts and other appropriate references and resources. Specific job classification actions require evaluation by your servicing Human Resources Management Office.

### **A. When Positions Begin to Change**

Automation has changed the role and responsibilities of EPA's secretarial workforce and has the potential for even more profound change. We know that office technology, such as the use of personal computers has shifted some word-processing responsibilities from the secretary to the technical and professional staff. In addition, voice mail has significantly reduced phone receptionist duties.

It is clear that the traditional secretary will do less routine typing and receptionist duties and more management of administrative systems, advanced office automation functions and substantive administrative support functions. The challenge will be for managers and employees to identify when changes in work functions need to occur and how to make them happen successfully.

The future office will process information and data rapidly, and coordination and integration of program and administrative data will be essential. Skill-level requirements are changing quickly in the secretarial workforce and this will continue to accelerate with the advent of new technology. Office Manager positions will develop and begin to be significantly involved in management duties, office automation and other support duties.

We cannot predict nor prescribe how large groups of positions will actually operate. That is why this guide includes a menu of duties from three recognized occupations (Office Manager, Office Automation Assistant, and Environmental Protection Assistant) that represent the largest potential growth areas in terms of support duties. These menus are designed to be used by employees and supervisors as a jumping-off place for discussion of the needs of your specific position and organization. These menus are not all-encompassing, but should provide a rich resource for stimulating ideas and the discussion necessary to make decisions on how to best restructure positions in your organization.



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The duties within the menus do not translate to specific grade levels and must be further described within a position description in order to determine the grade level of an individual position.

Where there is organizational need and employee initiative and interest, EPA's management has the opportunity to create new positions or restructure existing positions that combine office manager duties with significant office automation and support duties.

Managers, supervisors and employees are responsible for building and describing the work that is unique to their positions. EPA's management has several options available:

1. Create a new position or restructure an existing position which combines office manager responsibilities with office automation or program support duties. This position would not only be the principal administrative and clerical support position, but rather a hybrid position composed of duties from a variety of occupations.

2. Add substantive responsibilities for PC software application (such as desk-top publishing, spreadsheet, data base development) that are more complex than traditional word-processing. The knowledge and creativity required by the more complex PC software programs may be sufficient to enhance the grade of the position. This will be feasible only for employees adept at PC operation who possess or who can gain greater-than-normal skill in this area.

3. Establish Environmental Protection Assistant or other program support positions by redistributing the lower graded work performed by Engineers, Scientists and/or Environmental Protection Specialists and other specialist positions. It is common for journey level program positions to perform some lower graded work. This work could be consolidated into a program support position such as an Environmental Protection Assistant performing significant environmental support duties.

4. Enhance the traditional secretary position by adding significant management and leadership duties and responsibilities.

### **B. Job Design Elements**

Supervisors should review periodically the duties assigned throughout their organization to insure proper utilization of staff skills, good position management and alignment of professional and support work. Part of this review may be to reassign



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existing work or to define new work needs for the unit. In the area of administrative support positions, supervisors must be increasingly aware of the technology and work methods that may change how positions are structured. Reviewing the work of the unit, focusing specifically on duties assigned to each position and projecting changes in both the workload and program emphasis will allow supervisors to better identify and define present and future job duties and responsibilities. Changes should be documented through position descriptions and performance standards amended accordingly.

It is essential for supervisors to consider, in addition to duties and responsibilities, what authority to delegate to the administrative support position. Clear decisions on the position's role in the organization must be decided upon and clearly communicated to the entire staff. Where possible, these should be outlined in written form.

Supervisors should review the nature and variety of tasks assigned to the position. For example, how many different software packages must they use, how many different administrative processes are involved in their work, what methods are used in carrying out their work assignments. Issues such as the difficulty in identifying what work needs to be done and what originality is needed in performing the work, are important aspects of the job.

Supervisors should also review the position guidelines and, most importantly, how these guidelines are changing both now and in the future. The absence of clear guidelines will require employees to use considerable judgment in researching related guides or guidelines.

The supervisor should consider how the assigned work impacts on the programs and operations of the organization. The interrelationship of the position with other functions in the organization and the nature of the relationship may have changed or may need to change.

Supervisors need to assess the feasibility of redistributing duties and responsibilities, taking into consideration the workload of employees and the mix of work available. Fully utilized positions often cannot feasibly take on additional workload without redistributing some work to other positions.



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### **C. Use of Office Manager Organization Title**

The Office Manager title is used throughout this guide to more accurately describe the future role of the secretary within EPA. The organization title can be used in official correspondence, when making introductions, and for recruitment purposes. The use of the Office Manager title in this guide does not preclude the use of other more descriptive titles appropriate for the given position. The organization title does not replace the official classification title of Secretary, which must still be used on official personnel documents.

### **D. What Duties Impact the Title, Series and Grade?**

Administrative support positions need to be flexible with the assigned duties changing to meet the changing needs of the organization. The question comes up "When jobs consist of duties from several occupations, what do you call it and how do you determine the grade?", or "What is the official classification title?"

When the duties and responsibilities assigned to a position are covered by one occupational series, the series and title determination is clear. For these positions, the series and title represent the primary work of the position, the highest level of work performed, and the paramount qualifications required.

When positions are a mix of duties and responsibilities and fall in more than one occupational group, the most appropriate series and title for the position depends on a number of factors. For many of these positions the grade controlling duties will determine the series and title. Often, however, when more than one occupational group is grade-controlling, the series and title are determined by identifying the primary reason why the job exists, or the primary knowledge required by the position.

Some positions involve performing different kinds of work and levels of work which, when evaluated in terms of duties, responsibilities, and qualifications required, are at different grade levels and in different occupations. The final grade of such positions is determined by evaluating regularly assigned work which is paramount in the position. When the highest level of work is a small portion of the overall job, it may be grade-controlling if it is assigned on a regular and recurring basis; it occupies at least 25 percent of the employee's time; and it requires higher level knowledge and skills to perform the work.



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Major duties are those which represent the primary reason for the existence of the position and which govern the qualification requirements and typically determine the classification of the position. Minor duties generally occupy a small portion of time and are not the primary purpose for which the position was established, and do not determine the qualification requirements.

Regular and recurring duties are the foundation of most positions and drive the classification of the position. They may be performed in a continuous, uninterrupted manner, or they may be performed at recurring intervals.

Work which is temporary or short-term, carried out only in the absence of another employee, performed under closer-than-normal supervision, one-time only or temporary duties or assigned solely for the purpose of training an employee for higher level work is not considered paramount for making classification determinations. Such duties cannot be ignored, however, when they become a regular part of the job. Positions should be reviewed if the duties extend over a long period of time (e.g. three or more months), and it is reasonable to assume that the duties will continue to recur.

### **E. Impact of the Person on the Job**

The duties and responsibilities of a position change over time. For the most part these changes result from reorganizations, new or revised organizational responsibilities or missions, and changes in technology. Sometimes, however, the unique capabilities, experience, or knowledge a particular employee brings to the job can also have an effect on the work performed and, therefore, on the classification of the position.

While it is the position which is classified, the relationship of the employee to the position can be recognized when the performance of the incumbent broadens the nature or scope and effect of the work being performed. For example, exceptional ability of the employee may lead to the attraction of especially difficult work assignments, unusual freedom from supervision, special authority to speak for the supervisor, continuing contribution to organizational efficiency and effectiveness, recognition as an "expert" sought out by peers, or similar considerations. Such changes affect the difficulty of work or the responsibility or authority given the employee and can be recognized in the classification of the position.





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## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **II. How to Use this Guide**

Read the Job Restructuring Guide, the Career Level Charts, and the Orientation, Training and Development Guide to understand how the components of the Career Management System interrelate.

Discuss the organization's support needs with the entire group and brainstorm some optional duties using the Job Restructuring Menus found on pages 29 to 39. Fully explore how the position will function in the office and what the role of the position will be. Discuss the desired changes and obtain the necessary approvals within your organizations.

Explore and determine what type of skills and knowledges are needed in the new position and how to transition and train the employee to assure competency and success. If the position is vacant, determine what skills, knowledges and personal attributes are needed by the position and develop a recruitment strategy to assure the attraction and selection of a successful candidate.

Meet with Human Resources Specialist to discuss your needs, planned changes and request assistance. Discuss with the Human Resources Specialist the potential title, series and grade level of job; potential recruitment sources, or the possibility of an accretion of duties promotion.

Submit an SF-52, Request for Personnel Action, new position description (PD) with a signed PD cover sheet, and a narrative description (see below) of how the position has changed, as well as the process used in identifying the changes through established channels to the Human Resources Office.

Ensure the employee is fully briefed on all job responsibilities and that the entire staff understands his/her role in the organization. Complete the Career Development Plan to provide the training necessary to assure success in the position.

#### **A. Narrative Description of Position Change**

The narrative description of the position change is used by the Human Resources Specialist to document the classification determination. A narrative description should accompany all requests for reclassification including accretion of duties, establishing new administrative support positions and reclassifying vacant positions.



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The narrative description should "tell the story" of the process used to identify the organization's needs for support work, how the decision was made to change the duties, the nature of the changes, and the new role of the position.

The narrative should provide a detailed description of the work performed by the employee, the difficulty and responsibility involved, the knowledge required, and the degree of independence and use of judgment. The use of examples will illustrate the nature of the regular and recurring tasks, projects and assignments. The narrative should answer the following questions.

- 1) What was the process used to identify the changes to the position to ensure the full support and utilization of the position? Who was involved and consulted within the organization? Did staff contribute to the design of the support position?
- 2) What shifts or changes in the duties and responsibilities prompted this request? What is the percentage of time spent on the position's primary restructured duties? What is the primary reason that the position exists? Which duties represent the highest level of skills and responsibility?
- 3) How have the duties of the previous position been absorbed into this position?
- 4) What leadership and managerial skills does the position and/or incumbent exercise in the conduct of day-to-day responsibilities? To what extent does the employee influence or motivate individuals or groups to work toward mutual goals and to have cooperative attitudes?
- 5) How does the employee's work facilitate the work of others and impact the accomplishment of the organization's goals and objectives?
- 6) What level of guidance does the employee receive? Give examples. How is the work reviewed?
- 7) What are the most difficult assignments to accomplish? Why? What level of originality is required to complete the assignments?
- 8) What is the level of responsibility for organizing how the work gets done, identifying the need to modify instructions, and participating in establishing how the work can be better accomplished?



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9) To what extent does the employee exercise judgment in resolving problems where guidelines may not be available or are not complete?



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### **III. Job Restructuring Menus**

These Menus provide supervisors and managers with the flexibility to build and restructure positions to meet the needs of the organization and to create challenging new duties for employees. The following menus suggest duties typical of three major occupations (Office Manager, Office Automation, and Environmental Protection Assistant) that supervisors can consider in building and restructuring positions.

Recent studies have shown the Office Manager as a fast growing and highly visible career concept in the private sector. The Office Automation occupation has been established by the Office of Personnel Management recently in recognition of the unique skills and knowledges required to utilize complex software to produce a variety of products. The Environmental Protection Assistant occupation performs a variety of administrative and technical support duties required to implement our environmental mission.

When you begin to design your position, the duties can run the gamut from 100% Office Manager duties, 100% Environmental Protection Assistant duties, or 100% Office Automation Assistant duties to any and all combinations of duties and responsibilities.

We encourage managers, employees and staff members to be flexible in designing or restructuring positions to meet the needs of the organization as well as the interests of the incumbent. These Menus can be the starting point for discussion by the entire team on the support position's role as well as the duties and responsibilities of the position in the organization.

The Menus are not all inclusive, but will serve as a starting point. We encourage you to fully explore what work needs to be completed, the skills and knowledges needed to be successful in accomplishing the work, and the personal attributes needed to complement the nature of the organization.

Designing the position will be fairly easy. The real challenge will be to fully explore the knowledges, skills and personal attributes the employee will need to be successful in accomplishing the work of the newly designed position. Managers and supervisors will need to build skills in identifying and developing the employee who will be capable of operating at higher levels.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **IV. Office Manager**

### **A. Office Manager Definition**

Office Manager positions assist managers and subordinate staff by performing a broad variety of administrative support activities. Office Managers exist primarily for the purpose of increasing the effectiveness of others and, therefore, the organization. Office Manager duties are broad and encompassing, and require a general knowledge of the substantive work of the immediate organization as well as office management skills to participate in the administrative management of the office. Office Managers are viewed as vital members of the office team. Office Managers are customer-focused and use TQM tools such as flowcharting, brainstorming, surveys, and team-building skills to identify problem areas. They develop solutions and establish new procedures to simplify existing systems.

The Office Manager provides significant support to the supervisor in the management of the organization. While the supervisor is responsible for overall management, the office manager plays a unique role in assisting the supervisor in carrying out work assignments which contribute to the achievement of the organization's goals and objectives. Office Managers coordinate all administrative processes in the office. Office Managers may have a significant leadership role with stay-in-school, AARP, other clerical, secretarial or office manager employees.

Office Managers have expertise in the areas of administrative office management and office automation. Office Managers are actively involved in EPA with the increasingly sophisticated records management requirements of many of our operating statutes.

### **B. Office Manager Menu**

#### **1. Office Management**

- Coordinates the work of other support employees (i.e., Secretaries, Clerk-Typists, contract, Stay-in-School, etc). Shifts workload to accommodate priorities and special projects.
- Serves as mentor and role model to staff in participating and improving team interactions and processes.





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- Identifies and simplifies work processes. Uses problem-solving tools (TQM) to identify administrative support problem areas, uses team approach to brainstorm solutions, and develops action plans to implement and coordinate solutions.
- Attends staff meetings and briefs staff on status of administrative issues. Notes commitments made by staff members and follows up to assure completion.
- Takes notes at meetings, prepares minutes, coordinates review and approval and issues in final.
- Manages the full range of administrative responsibilities.
- Coordinates and obtains support services such as procurement, personnel, travel, training, etc.
- In the absence of the supervisor, the incumbent ensures that important matters are brought to the attention of the acting supervisor or the appropriate staff member.
- Coordinates the work of the office with work of other offices.
- Coordinates and establishes procedures with external organizations.
- Provides training to other clerical staff primarily consisting of oral instructions.
- Trains staff members in administrative office procedures.
- Develops written procedures primarily applicable to internal organizations operations.
- Establishes a file plan for the organization. Designs, develops, organizes and manages the office filing system which includes an extensive network of files.
- Researches files and prepares responses for non-technical FOIA requests.



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- Notes and records action items and independently initiates follow-up with assigned lead to ensure that program activities are accomplished in a timely manner.
- Implements property management controls.
- Assists supervisor in the preparation of training and travel budget proposals. Reviews past expenditures and determines future needs. Coordinates with staff members to identify additional budget needs. Assembles data including justifications and presents data in a format acceptable to the requesting office.
- Tracks expenditures of funds and informs the supervisor of potentially significant trends.
- Gathers data and information, prepares regular and recurring reports as well as one-of-a-kind reports.
- Supervises office support staff with responsibility for developing position descriptions, hiring personnel, and making other personnel management decisions.

### **2. Office Automation**

- Transmits, receives and acknowledges electronic mail.
- Utilizes word processing software to produce written communications. Serves as recognized expert in the use of word processing software, providing training and consultation to staff members.
- Utilizes desk-top publishing software to produce newsletters or publications.
- Utilizes graphic software to prepare visual representations of office activities or program measures.
- Coordinates the production of reports and briefing packages. Works with managers and staff to design and develop content and layout of publications.



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- Develops PC applications utilizing a variety of database and spreadsheet software.
- Serves as office expert in the use of a variety of software and their interaction. Provides consultation services to staff members in conceptualizing products using software. Provides one-on-one training in the use of software packages.
- Manages office automation including hardware, software, and communications.

### **3. Tracking Program Obligations**

- Reviews incoming correspondence, noting action items, due dates and responsible individual. Reminds staff members of upcoming program deadlines.
- Reminds supervisor and staff member of weekly as well as other regular and recurring program reporting obligations.
- Develops tracking systems using automation software for tracking obligations to remind staff of short-term and long-term responsibilities.
- Tracks expenditures for various activities i.e. travel, training, budget, awards, etc. Prepares information needed for budget reports and projections.

### **4. Written Communication**

- Composes routine correspondence (i.e. thank-you notes, appreciation letters, transmittal letters, meeting notices and clerical office memorandums).
- Composes non-routine correspondence (i.e. responses to FOIA's, procedural instructions, etc.)



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- Composes complex correspondence (i.e. communicating Supervisor's views on matters of an administrative nature; requires research and knowledge of the organization's program responsibilities, or very complex clerical and administrative procedural guidelines).
- Prepares written justification for requisition of office supplies, repairs, printing services.
- Compiles and prepares recurring internal reports and documents from information obtained from staff, files, etc.
- Develops written background information and prepares outlines for speeches.
- Writes justification for full range of office support services (i.e. printing, maintenance, supplies, etc)

### **5. Meeting/Conference Scheduling**

- Schedules off-site meeting facilities which involve a great deal of coordination. Notifies participants in writing of meeting time, place, and agenda.
- Makes complete arrangements for conferences. Recommends and makes decisions in establishing priorities.
- Collects agenda items and assembles topics and background information. Ensures briefing materials are reproduced and available.
- Identifies resources material and collects information for use in conferences.
- Arranges for special supplies and equipment needed for the conference or meeting.
- Based on knowledge of the supervisor's responsibilities, regularly schedules appointments.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

- Develops a daily appointment itinerary.

### **6. Personal Contacts**

- Answers telephone and refers callers to appropriate staff member.
- Screens incoming calls. Determines the caller's business and personally handles routine matters such as confirming appointment dates, referring caller to other staff members, etc.
- Personally handles calls which require substantive knowledge of the work of the organization.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **V. Office Automation Assistant**

#### **A. Office Automation Assistant Definition**

Office Automation Assistants perform office automation work which includes word processing. Office Automation Assistant positions require: Knowledge of general office automation software, practices, and procedures; and ability to apply these knowledges and skills in the performance of office support work.

Office Automation Assistants use electronic systems to provide office support. When used together, these components are capable of storing, retrieving, manipulating, transferring, computing, and printing information. Typical types of software used in office automation include word processing, electronic mail, calendar, project management, database management, desk-top publishing, graphics and spreadsheets.

#### **B. Office Automation Menu**

- Selects the most appropriate software for automation office work based on the nature of the work and the characteristics of available software types. Provides instructions to co-workers on the methods and procedures for using the selected software for the type of project involved.
- Modifies existing procedures which enable the importation of data from a graphics package to word-processing documents during the preparation of a variety of special reports for the unit.
- Creates new macros to simplify formatting of reports and provide for more effective response to varied requirements. Prepares and distributes a list of the new macros and provides instructions on their use to others in the unit.
- Plans and develops a systemic method for naming, identifying, and retrieving information to resolve problems locating and retrieving electronically stored information. Documents modified procedures and distributes to others in the unit for their use.



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- Applies knowledge of desk-top publishing capabilities to enhance the presentation of the data, e.g., electronically changing tables to graphs, superimposing one graph over another, adding boxed explanatory text to graphics, highlighting significant material with shadowing, importing graphics into narrative text, varying style and pitch of type within the text, and adjusting size and shape of pages to fit the publication involved.
- Applies knowledge of the types of information maintained and the procedures for accessing databases throughout the office.
- Uses desk-top publishing software to prepare varied news releases, brochures, reports, and publications highlighting the activities of the office.
- Applies knowledge of how the systems work to determine the data categories to be established, to identify the sorting and calculating functional procedures needed to enter and to retrieve the data in the form needed for each report.
- Applies knowledge of the functional capabilities of different software types to select the best software type for each report, e.g., a database versus a spreadsheet software.
- Develops methods for automating administrative reports, considering the interrelationships of reports and multiple uses of the data, e.g., portions of the data used for monthly reports on funds and obligations, training, travel and staffing can be used for quarterly spreadsheet.
- Edits and reformats electronic drafts of lengthy reports prepared by staff members.



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## **VI. Environmental Protection Assistant**

### **A. Environmental Protection Assistant Definition**

Environmental Protection Assistants perform technical and administrative work in support of environmental programs such as investigations of non-compliance, conciliation of cases, review of compliance with environmental regulations, administration of internal environmental protection processes, voluntary compliance programs, regulatory and programmatic research and similar functions. This work requires a working knowledge of the environmental program.

### **B. Environmental Protection Assistant Menu**

- Interviews persons to obtain factual information such as employees of firms, State and local program personnel, etc.
- Reviews files and records and summarizes relevant factual information. Maintains technical programmatic files.
- Tracks intramural and extramural accounts and makes projections of fiscal year expenditure needs. Provides recommendations for meeting current year needs and future year budget proposals.
- Coordinates with program officers to ensure quarterly accomplishment projections. Prepares detailed reports, charts, and other graphical representations.
- Collects, tracks, computes and summarizes data in chart and narrative form.
- Evaluates data using established mathematical and statistical methods.
- Tracks trend analysis, prepares statistical summaries and interpretive reports.
- Participates in meetings with State representatives and other EPA staff to discuss and develop standard state reporting requirements.





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- Assists in field studies. Makes field measurements, collecting and preserving samples, and transporting samples to the laboratory for analysis.
- Assists in researching compliance histories, cost recovery information, etc., for preparation of investigative reports, case preparations and cost recovery packages.
- Advises regulated public of government officials of the appropriate office or agency that handles the type of action or procedural requirements for filing permits, grants, etc., or the format to be used in filing, etc.
- Develops, maintains and manages program or project-specific files requiring a working knowledge of the statutes and regulations of the program.
- Develops procurement, work assignment, and technical direction documents in accordance with contracts manuals, applicable guidance, and directives. Reviews contractor invoices and progress reports for completeness.
- Reviews permit applications for technical and administrative completeness and obtains additional information if necessary to develop the permit conditions.
- Prepares fact sheets and public notices. Assembles comments and evaluates and responds to comments. Schedules public meetings, develops mailing lists for fact sheets, prepares public notices for newspapers and radio broadcasts, purchase orders for media announcements and meeting room rental. Coordinates the setting up of administrative records for public review. Responds to public inquiries.
- Participates in audits of states files to determine adherence to Federal regulations and completeness of records
- Researches various files and other documentary evidence and obtains and summarizes relevant factual information.
- Responds to citizens and congressional inquiries regarding program matters.



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- Provides information on routine approaches to problems encountered in the program.
- Makes arrangements for meetings, conferences and training sessions by obtaining space, notifying participants, gathering and assembling conference or training materials, etc.
- Attends meetings and conferences and reports on the issues discussed, points covered, and decisions made, etc.
- Makes presentations or briefings to convey factual material on specific issues during training courses, meetings, or conferences.
- Develops new information management reports in established data bases; does data entry, maintains tracking logs, prepares status reports, responds to public inquiries, and prepares mathematical and graphical summaries of data for analysis by others.
- Reviews State inspection reports for technical accuracy as well as violations cited, and tracks State enforcement responses to ensure timely and appropriate enforcement actions are taken. Follows up with State to ensure adequacy of State actions.
- Provides assistance in conducting case development and enforcement documentation. Researches files and prepares administrative settlement documents.
- Assists in administrative management of contracts, cooperative agreements and interagency agreements.
- Reviews permit applications for completeness and obtains necessary information to develop the permit conditions.
- Researches and compiles FOIA requests and prepares response, including billing documentation.



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# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **CHAPTER 5**

### **GRADE LEVEL CHARTS**



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **I. Introduction**

Included within this section are career level charts<sup>1</sup> covering the Office Manager, Office Automation and Program Assistant occupations. An explanation on how the charts are organized is found before each occupational group.

These grade level charts are to be used in conjunction with the job restructuring menus to prepare position descriptions which support the grade level at which the position will operate.

The purpose of these charts is to take the mystery out of position classification by highlighting for users the position evaluation factors which make the greatest difference in establishing the grade level of a position.

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<sup>1</sup>These charts are based upon the following published U.S. Office of Personnel Management position classification standards: GS-318 Secretary, TS-34 dated January 1979; Office Automation Grade Evaluation Guide, TS-100 dated November 1990; Grade Level Guide for Clerical and Assistance Work, TS-91 dated June 1989; and the Primary Standard, TS-107 dated August 1991. These charts are summaries of the standards and do not include comprehensive discussions. Therefore you should discuss the application of these charts with your Human Resource Specialist. Should any conflict arise between these charts and the OPM standards, the latter govern in accordance with the provisions of Title 5 of the U.S. Code.



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## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **II. Office Manager Grade Charts**

#### **A. Office Manager Charts (Charts A-1 through A-4)**

There are four Office Manager grade level charts. These charts are followed by factor level descriptions for each of the nine classification factors which must be individually evaluated to determine the grade level of a specific position.

No position should be placed in a particular grade level simply because, "all branch office managers are that grade." Even positions at the same organizational level may have different duties and responsibilities.

While it is appropriate to evaluate the organizational level of the supervisor, careful consideration to the scope and complexity of duties and responsibilities of the Office Manager must also be made. For this reason, the Office Manager grade level charts have been organized in the following manner:

- There is a separate chart for each organizational level of supervision (i.e., first-line, second-line, third-line and executive level manager).
- Each chart shows the current grade level pattern typically found at a given organizational level (i.e., first-line supervisor, etc.)
- Each chart provides two or more options of potential job growth areas.
- The areas where the job must grow to support a higher grade level have been shaded.





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<b>CHART A-1</b>  <b>OFFICE MANAGER</b> <b>WORKING WITH A</b> <b>FIRST-LINE SUPERVISOR</b>			
FACTOR	GRADE LEVEL PATTERNS		
	CURRENT GS-05	OPTIONS FOR POTENTIAL JOB GROWTH	
		GS-06	GS-06
Knowledge Type	III	III	III
Work Situation	A	B	A
1. Knowledge Required by the Position	1-3	1-4	1-3
2. Supervisory Controls	2-3	2-3	2-3
3. Guidelines	3-2	3-2	3-3
4. Complexity	4-2	4-2	4-3
5. Scope and Effect	5-2	5-2	5-2
6. Personal Contacts	6-2	6-3	6-2
7. Purpose of Contacts	7-2	7-2	7-2
8. Physical Demands	8-1	8-1	8-1
9. Work Environment	9-1	9-1	9-1
The shaded areas (■) represent the areas where the job must grow to support a higher grade level. For descriptions of the factors, refer to the Office Manager Factor Level Descriptions (Charts A-5-1 through A-5-9).			



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CHART A-2			
OFFICE MANAGER WORKING WITH A SECOND-LINE SUPERVISOR			
FACTOR	GRADE LEVEL PATTERNS		
	CURRENT GS-06	OPTIONS FOR POTENTIAL JOB GROWTH	
		GS-07	GS-08
Knowledge Type	III	III	IV
Work Situation	B	B	B
1. Knowledge Required by the Position	1-4	1-4	1-5
2. Supervisory Controls	2-3	2-3	2-3
3. Guidelines	3-2	3-3	3-3
4. Complexity	4-2	4-3	4-3
5. Scope and Effect	5-2	5-2	5-2
6. Personal Contacts	6-2	6-2	6-2
7. Purpose of Contacts	7-2	7-2	7-2
8. Physical Demands	8-1	8-1	8-1
9. Work Environment	9-1	9-1	9-1
The shaded areas (■) represent the areas where the job must grow to support a higher grade level. For descriptions of the factors, refer to the Office Manager Factor Level Descriptions (Charts A-5-1 through A-5-9).			



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<b>CHART A-3</b>  <b>OFFICE MANAGER</b> <b>WORKING WITH A</b> <b>THIRD-LINE MANAGER</b>				
FACTOR	GRADE LEVEL PATTERNS			
	CURRENT GS-07	OPTIONS FOR POTENTIAL JOB GROWTH		
		GS-08	GS-09	GS-09
Knowledge Type	III	III	III	IV
Work Situation	B	B	C	B
1. Knowledge Required by the Position	1-4	1-4	1-5	1-5
2. Supervisory Controls	2-3	2-4	2-4	2-4
3. Guidelines	3-3	3-3	3-3	3-3
4. Complexity	4-3	4-3	4-3	4-3
5. Scope and Effect	5-2	5-2	5-3	5-3
6. Personal Contacts	6-2	6-3	6-3	6-3
7. Purpose of Contacts	7-2	7-2	7-2	7-2
8. Physical Demands	8-1	8-1	8-1	8-1
9. Work Environment	9-1	9-1	9-1	9-1
The shaded areas (■) represent the areas where the job must grow to support a higher grade level. For descriptions of the factors, refer to the Office Manager Factor Level Descriptions (Charts A-5-1 through A-5-9).				



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**CHART A-4**

## OFFICE MANAGER WORKING WITH AN EXECUTIVE

FACTOR	GRADE LEVEL PATTERNS				
	CURRENT GS-07	OPTIONS FOR POTENTIAL JOB GROWTH			
		GS-08	GS-09	GS-10	GS-11
Knowledge Type	III	III	IV	IV	V
Work Situation	B	C	C	C	C
1. Knowledge Required by the Position	1-4	1-5	1-6	1-6	1-7
2. Supervisory Controls	2-3	2-4	2-4	2-4	2-4
3. Guidelines	3-3	3-3	3-3	3-3	3-3
4. Complexity	4-3	4-3	4-3	4-3	4-3
5. Scope and Effect	5-2	5-2	5-2	5-3	5-3
6. Personal Contacts	6-2	6-3	6-3	6-3	6-3
7. Purpose of Contacts	7-2	7-2	7-2	7-2	7-2
8. Physical Demands	8-1	8-1	8-1	8-1	8-1
9. Work Environment	9-1	9-1	9-1	9-1	9-1
<p>The shaded areas (■) represent the areas where the job must grow to support a higher grade level. For descriptions of the factors, refer to the Office Manager Factor Level Descriptions (Charts A-5-1 through A-5-9).</p>					



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## B. Office Manager Factor Level Descriptions (Charts A-5-1 through A-5-9)

<b>CHART A-5-1</b>  <b>Office Manager</b> <b>Factor Level Description</b> <b>for</b>  <b>Factor 1</b> <b>Knowledge Required by the Position</b>				
For Office Manager positions, the level within Factor 1 is determined by the analysis of two elements (1) Knowledge Type and (2) Work Situation.				
<b>FACTOR LEVEL</b> <b>1-3</b>	<b>FACTOR LEVEL</b> <b>1-4</b>	<b>FACTOR LEVEL</b> <b>1-5</b>	<b>FACTOR LEVEL</b> <b>1-6</b>	<b>FACTOR LEVEL</b> <b>1-7</b>
Knowledge Type III.  Work Situation A.	Knowledge Type III.  Work Situation B.	Knowledge Type III.  Work Situation C.	Knowledge Type IV.  Work Situation C.	Knowledge Type V.  Work Situation C.
<b>Factor 1</b>  <b>Knowledge Type</b>				
Knowledge Type measures the nature and extent of knowledge and skills required and used in doing acceptable work in the position.				
<b>Knowledge Type III:</b>  Knowledge of duties, priorities, commitments, policies and program goals of the staff to carry out clerical and administrative support functions. Ability to recognize need and skill in coordinating the work of the office with the work of other offices. (May include: Ability to advise other administrative support staff on new procedures or regulations and on the application of office practices.)				
<b>Knowledge Type IV:</b>  Knowledge of administrative concepts, principles and practices sufficient to perform independently such duties as eliminating conflict and duplication in extensive office procedures; determining when new procedures are needed; systematically studying and evaluating new office machines and recommending acceptance or rejection of their use; studying the clerical activities of the office and subordinate offices and recommending a specific restructuring of the way activities are carried out. AND –  Comprehensive knowledge of the supervisor's policies and views on all significant matters affecting the organization that would enable the employee to develop material for supervisor's use in public speaking engagements; or briefings and advising staff members or persons outside the organization on the supervisor's views on current issues facing the organization.				



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### Knowledge Type V:

Knowledge and skill in applying analytical and evaluation methods and techniques to issues or studies concerning the efficiency and effectiveness of substantive administrative support functions. This level includes knowledge of pertinent laws, regulations, policies or precedents which affect the use of program and related support resources (people, money or equipment) within the organization studied. Knowledge of the major issues, program goals and objectives, work processes and administrative operations of the organization is used to plan, schedule and conduct projects and studies to evaluate and recommend ways to improve the effectiveness and efficiency of work operations in a program or support setting. Knowledge and skill in adapting analytical techniques and evaluation criteria to the measurement and improvement of program effectiveness and/or organizational productivity. Knowledge is applied in developing new or modified work methods, organizational structures, records and files, management processes, staffing patterns, procedures for administering program services, guidelines and procedures and automating work processes for the conduct of administrative support functions or program operations.

### Factor 1

#### Work Situation

Work Situation refers to the complexity of the immediate office in which the Office Manager works and any subordinate offices which affects the extent of office rules, procedures, operations, and priorities the Office Manager must apply to maintain a proper and smooth flow of work within the organization and between organizations.

#### Work Situation A:

Internal procedural and administrative controls are simple and informal. There are few complicated problems of coordination requiring formal procedures and controls for adequate solution.

#### Work Situation B:

There is a system of formal internal procedures and administrative controls, and a formal progress reporting system. Coordination among internal staff or external organizations is sufficiently complex to require continuous attention.



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### Work Situation C:

The organization is typically divided into three or more subordinate levels. The supervisor is ultimately responsible for program and administrative management decisions. Managerial autonomy includes responsibility for decisions which affect the overall management of a program and its support and includes long range planning, commitment of resources, program evaluation, decisions which impact on relationships with other groups, etc. It does not apply to the day-to-day program or scientific decisions.

And: Skill and knowledge required by the employee is increased by one of the following (or equivalent) conditions: 1) The program is interlocked on a direct and continuing basis with the programs of other departments, agencies or organizations, requiring constant attention to extensive formal clearances and procedural controls. 2) The program is directly affected by conditions outside the organization which vary widely in nature and intensity and which frequently require organizational, procedural, or program adjustments in the supervisor's organization. 3) There is active and extensive public interest or participation in the program which results in the supervisor spending a substantial portion of time in personal contacts with citizen groups, professional societies, the media, educational groups, officials of State and local governments, or community leaders.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART A-5-2

### Office Manager Factor Level Description for

#### Factor 2 Supervisory Controls

Factor 2 covers the nature and extent of direct or indirect controls exercised by the supervisor, the Office Manager's responsibility, and the review of completed work.

#### Factor Level 2-3:

The supervisor defines the overall objectives and priorities of the work in the office and assists the incumbent with some special assignments. The incumbent plans and carries out the work of the office and handles problems and deviations in accordance with established instructions, priorities, policies, commitments and program goals of the supervisor, and accepted practices in the occupation.

The methods used by the incumbent are almost never reviewed in detail. Completed work is evaluated for adequacy, appropriateness, and conformance to established policy. By its very nature, much of the work cannot be reviewed in detail.

#### Factor Level 2-4:

The supervisor sets the overall objectives of the work. The incumbent and the supervisor, in consultation, develop the deadlines and the work to be done.

At this level, the incumbent handles a wide variety of situations and conflicts requiring use of initiative to determine the approach to be taken or methods to use. The organization is of such size and scope that many complex office problems arise which cannot be brought to the attention of the supervisor.

Completed work is reviewed only for overall effectiveness.





# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART A-5-3

### Office Manager Factor Level Description For

### Factor 3 Guidelines

Factor Level 3 covers the nature of guidelines and the judgment needed to apply the guidelines or develop new guides.

#### Factor Level 3-2:

Guidelines typically include dictionaries; style manuals; agency instructions concerning such matters as correspondence, or the handling of classified information; and operating policies of the supervisor or organization served.

The incumbent locates and selects the appropriate guidelines, references, and procedures for application to specific cases, referring situations to which the existing guidelines cannot be applied or significant proposed deviations to the supervisor. The incumbent may also determine which established alternative to use.

#### Factor Level 3-3:

Guidelines include a large body of unwritten policies, precedents, and practices which are not completely applicable to the work or are not specific and which deal with matters relating to judgment, efficiency, and relative priorities rather than with procedural concerns.

For example, they may include decisions made by the supervisor in cases that are similar, but not completely analogous. The incumbent applies and adapts guidelines, such as regulations or the supervisor's policies, to specific problems for which the guidelines are not clearly applicable.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART A-5-4

### Office Manager Factor Level Description for

#### Factor 4 Complexity

Factor Level 4 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.

#### Factor Level 4-2:

The work consists of duties that involve various related steps, processes, or methods. The incumbent performs a full range of procedural duties in support of the office, including such duties as requisitioning supplies, printing, or maintenance service; filling out various travel forms for staff members; arranging for meeting rooms; and preparing scheduled reports from information readily available in the files.

Decisions regarding what needs to be done involve various choices requiring the incumbent to recognize the existence of an differences among clearly recognizable situations.

Actions to be taken or responses to be made differ in such things as the sources of information, the kind of transactions and other readily verifiable differences. Decisions at this level are based on a knowledge of the procedural requirements of the work coupled with an awareness of the specific functions and staff assignments of the office.

#### Factor Level 4-3:

The work includes various duties involving different and unrelated processes and methods. The incumbent performs a number of duties comparable to the following:

(1) Prepares one-of-a-kind reports from information in various documents when this requires reading correspondence and reports to identify relevant items, and when decisions are based on a familiarity with the issues involved and the relationships between the various types of information.

AND

(2) Sets up conferences requiring the planning and arranging of travel and hotel accommodations for conference participants when this is based on a knowledge of the schedules and commitments of the participants.

Decisions regarding what needs to be done, and how to accomplish them, are based on the incumbent's knowledge of the duties, priorities, commitments, policies, and program goals of the supervisor and staff and involve analysis of the subject, phase, or issues involved in each assignment. The chosen courses of action are selected from many alternatives.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART A-5-5

### Office Manager Factor Level Description for

#### Factor 5 Scope and Effect

Factor Level 5 covers the relationship between the nature of the work (i.e., the purpose, breadth, and depth of the assignment); and the impact of work products or services both within and outside the organization.

#### Factor Level 5-2:

At this level, the purpose of the work is to carry out specific procedures. The work affects the accuracy and reliability of further processes.

Duties frequently appearing at this level include:

- (1) Serving as liaison between the supervisor and subordinate units;
- (2) Consolidating reports submitted by subordinate units; and
- (3) Arranging meetings involving staff from outside the immediate office.

#### Factor Level 5-3:

Positions at this level serve offices that clearly and directly affect a wide range of agency activities, operations in other agencies, or a large segment of the public or business community. The incumbent at this level modifies and devises methods and procedures that significantly and consistently affect the accomplishment of the mission of the office. The incumbent identifies and resolves various problems and situations that affect the orderly and efficient flow of work in transactions with parties outside the organization.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART A-5-6

### Office Manager Factor Level Description for

#### Factor 6 Personal Contacts

Factor Level 6 covers the face-to-face and telephone contacts and measure what is required to make the initial contact, the difficulty of communicating with those contacted and the degree to which the employee and those contacted recognize their relative roles and authorities.

##### Factor Level 6-2:

The personal contacts are with employees in the same agency, but outside the immediate organization. People contacted generally are engaged in different functions, missions, and kinds of work, e.g., representatives from various levels within the agency such as headquarters, regional, district, or field offices, or other operating offices in the immediate installation; AND/OR: The contacts are with members of the general public, as individuals or groups, in a moderately structured setting (e.g., the contacts are generally established on a routine basis, usually at the employee's work place; the exact purpose of the contact is frequently unclear at first to one or more of the parties; and one or more of the parties may be uninformed concerning the role and authority of the other participants). Contacts at this level are typically found in offices where visitors and callers contact the office, or are contacted by the office for several different purposes, to find several different kinds of information, or to receive one of several different services. The contacts require the incumbent to clarify first why the caller or visitor is in contact with the office.

##### Factor Level 6-3:

The personal contacts are with individuals or groups from outside the employing agency in a moderately unstructured setting, for example, the contacts are not established on a routine basis, requiring the Office Manager to identify and locate the appropriate person to contact or to apply significant skill and knowledge in determining to whom a telephone call or visitor should be directed; 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. Typical contacts at this level might include people in their capacities as attorneys, contractors, or representatives of professional organizations, the news media, or public action groups when the office deals with them on a variety of issues.

##### Factor Level 6-4:

The personal contacts are with high-ranking officials from outside the employing agency at national or international levels in highly unstructured settings (e.g., contacts are characterized by problems such as: the officials may be relatively inaccessible; arrangements may have to be made for accompanying staff members; appointments may have to be made well in advance; each party may be very unclear as to the role and authority of the other; and each contact may be conducted under different ground rules).

Typical contacts at this level might include Members of Congress, leading representatives of foreign governments, presidents of large, national or international firms, nationally recognized representatives of the news media, presidents of national unions, State Governors, or mayors of large cities.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART A-5-7

Office Manager  
Factor Level Description  
for

Factor 7  
Purpose of Contacts

Factor Level 7 covers the purpose of the contacts identified in Factor 6.

### Factor Level 7-1:

The purpose is to obtain, clarify, or give facts or information directly related to the work, for example, exchanging information when providing telephone and receptionist service and informing staff members of their leave balances.

### Factor Level 7-2:

The purpose of the incumbent's work is to plan, coordinate, or advise on work efforts or to resolve operating problems. Typical duties normally evaluated at this level include; insuring that reports and responses to correspondence are submitted by the staff on time and in the proper format, making travel arrangements, and scheduling conferences.



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### CHART A-5-8

Office Manager  
Factor Level Description  
for

Factor 8  
Physical Demands

Factor Level 8 covers the physical demands placed on the employee by the work assignment.

#### Factor Level 8-1:

The work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking; standing; bending; carrying of light items such as papers, books, supplies, driving an automobile, etc. No special physical demands are required to perform the work.

### CHART A-5-9

Office Manager  
Factor Level Description  
for

Factor 9  
Work Environment

Factor Level 9 considers the normal risks and discomforts in the work environment and the typical safety procedures required.

#### Factor Level 9-1:

The work environment involves everyday risks or discomforts which require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, and residences or commercial vehicles, e.g., use of safe work practices with office equipment, avoidance of trips and falls, observance of fire regulations and traffic signals, etc. The work area is adequately lighted, heated, and ventilated.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **III. Office Automation Grade Charts**

### **A. Office Automation Chart (Chart B-1)**

The Office Automation grade level chart illustrates how the Factor Evaluation System (FES) factor levels combine in typical office automation positions at grades GS-05 through GS-07.


The chart is provided to aid users in understanding the most common factor relationships at each grade level. However, other combinations of factors may be appropriate for particular positions.

The chart is followed by factor level descriptions for each FES factor and allows the user to gain a better understanding of the knowledges, skills, and job complexities that need to be developed in order to support a higher grade level.





# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<b>CHART B-1</b>  <b>Office Automation</b> <b>Grade Level Patterns</b>			
FACTOR	OPTIONS FOR POTENTIAL JOB GROWTH		
	GS-05	GS-06	GS-07
1. Knowledge Required by the Position	1-3	1-4	1-4
2. Supervisory Controls	2-3	2-3	2-3
3. Guidelines	3-2	3-2	3-3
4. Complexity	4-2	4-2	4-3
5. Scope and Effect	5-1	5-2	5-2
6. Personal Contacts	6-2	6-2	6-2
7. Purpose of Contacts	7-1	7-1	7-2
8. Physical Demands	8-1	8-1	8-1
9. Work Environment	9-1	9-1	9-1
The shaded areas  represent areas where the job must grow to support higher grade levels. For descriptions of the factors, refer to the Office Automation Factor Level Descriptions (Charts B-2-1 through B-2-9).			



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## B. Office Automation Factor Level Descriptions (Charts B-2-1 through B-2-9)

<p style="text-align: center;"><b>CHART B-2-1</b></p> <p style="text-align: center;"><b>Office Automation Assistant</b> <b>Factor Level Description</b> <b>for</b></p> <p style="text-align: center;"><b>Factor 1</b> <b>Knowledge Required by the Position</b></p> <p>Factor 1 covers the nature and kind of knowledge and skills needed, and how these knowledges and skills are used in doing the work of the position.</p>
<p><b>GS-05: Factor Level 1-3</b></p> <p>Knowledge of software needed to produce a wide range of documents requiring use of advanced software functions to enhance productivity or meet needs of complex formats. Examples of advanced software functions include: automatic generation of indices and tables of contents; importation of graphic or special symbols; creation of glossaries; and precise alignment of multiple columns.</p> <p>OR:</p> <p>Knowledge of office automation systems to use several types of software for various office needs. The employee must know the processing procedures and function keys for performing a substantial range of functions within each software type.</p> <p>OR:</p> <p>Other equivalent knowledge of automated systems.</p>
<p><b>GS-06: Factor Level 1-4</b></p> <p>Knowledge of capabilities, operating characteristics and advanced functions of a variety of types of office automation software, e.g. database, spreadsheet, and word-processing; and knowledge of the similarities, differences, and integration of different software types.</p> <p>Knowledge to select the most appropriate software type for a specific office need, to integrate different software types into a single document, e.g., to retrieve data, convert it into graphic form, and incorporate it into the text of a report; to devise new methods of automated office support, such as a spreadsheet to keep track of office operating expenses or time and leave records; to resolve problems with current automated office support methods; or to complete other non-standard assignments using varied office automation technologies.</p>
<p><b>GS-07: Factor Level 1-4</b></p> <p>Same as for GS-06.</p>



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART B-2-2

### Office Automation Assistant Factor Level Description for

### Factor 2 Supervisory Controls

Factor 2 covers how the work is assigned, the employee's responsibility for carrying out the work, and how the work is reviewed.

#### GS-05: Factor Level 2-3

Assignments are given with information on general administrative changes, deadlines, and priorities. For work that has not previously been automated, the supervisor defines overall objectives.

The employee works independently to plan and carry out steps for completing assignments in accordance with established office instructions and practices for office automation. When current practices or deviations in an assignment cause problems, the incumbent uses own initiative to resolve them and coordinates efforts with other employees involved in or affected by the non-standard procedures.

Completed work is evaluated for technical soundness, usefulness and conformance with office operating requirements and needs. The methods used to produce work normally are not reviewed.

#### GS-06: Factor Level 2-3

Same as for GS-05.

#### GS-07: Factor Level 2-3

Same as for GS-05.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART B-2-3

### Office Automation Assistant Factor Level Description for

#### Factor 3 Guidelines

Factor 3 covers the nature of guidelines for performing the work, and the judgment needed to apply the guidelines or develop new guides.

#### GS-05: Factor Level 3-2

Guidelines include both detailed step-by-step instructions for specific office automation tasks and more general procedural guidelines in the form of manufacturer's manuals and tutorials for users, agency correspondence procedures, style manuals, technical dictionaries, sample work products, etc.

Employees must select and apply detailed instructions for each office automation task or function, when available. For tasks not covered by specific guidelines, they must search more general guidelines to determine the specific steps to apply. Judgment is required because of the number and similarity of guidelines or the availability of alternative procedures for accomplishing a function such as choosing which editing procedure to use, depending on the nature and extent of the changes required. Situations in which existing guidelines cannot be applied are referred to the supervisor or to an automation specialist.

#### GS-06: Factor Level 3-2

Same as for GS-05.

#### GS-07: Factor Level 3-3

In addition to specific instructions and the more general procedural guidelines, the guides normally include user's manuals and tutorials for several software packages of different types.

Much of the work requires adaptation of available guides, such as user's manuals, to meet requirements for new tasks or to solve processing problems either encountered in the employee's own work or referred by others. Judgment is required to search manuals for methods that can be applied and to adapt those methods to specific requirements. Employees also exercise initiative and judgment in deviating from existing instructions or practices to resolve operating problems or to develop more efficient processing procedures. Frequently the methods developed become guidelines for other employees in the unit. Problems that cannot be resolved by adapting existing guidelines are referred to automation specialists.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART B-2-4

### Office Automation Assistant Factor Level Description for

#### Factor 4 Complexity

Factor 4 covers the nature of the assignment, the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.

#### GS-05: Factor Level 4-2

Processing steps and procedures required to complete assignments are varied and numerous. These differ in terms of the type of software used, the type of document or specific report to be produced or edited, the specific formatting required for a document, the existence of pre-recorded formats, and other differences of a factual nature. The employee recognizes and makes choices from established alternatives.

#### GS-06: Factor Level 4-2

Same as for GS-05.

#### GS-07: Factor Level 4-3

The work involves using several types of software packages for different office needs. The employee considers the nature and adaptability of different software types or software packages of the same type; the similarities differences, and integration compatibilities among software types and software packages; the general operations of the unit such as the source and timing of data for reports; and the current and long-term use of the software document or report and how its use may change. The employee regularly develops methods and procedures for office automation tasks, and identifies and solves problems in existing methods or procedures.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART B-2-5

### Office Automation Assistant Factor Level Description for

#### Factor 5 Scope and Effect

Factor 5 covers the purpose of the work, and the impact of the work product or service.

##### GS-05: Factor Level 5-1

The purpose of the work is to perform specific, recurring tasks required to maintain electronic records, e.g., calendars, directories, spreadsheets, and databases, and/or to produce various items, e.g., correspondence, memos, publications, manuscripts, reports, or forms, in draft or final form according to most recent data. Production usually includes steps such as: selecting and adhering to the proper format; determining the spacing and arrangement of material; making entries to and retrieving data from electronic records; checking references, distribution requirements, grammar, punctuation, spelling.

The services performed facilitate the work of the originators of the documents or the users of the data maintained.

##### GS-06: Factor Level 5-2

The purpose of the work is to collect, select, organize, and provide information in oral or written form. This may involve telephone conversations, electronic mail, reports, on-line databases, etc. The work is performed in accordance with established rules, regulations, procedures, and office automation practices.

The work affects the way in which other employees document, store, receive, or transmit information, and increases the availability and usefulness of the information involved.

##### GS-07: Factor Level 5-2

Same as for GS-06.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

## CHART B-2-6

### Office Automation Assistant Factor Level Description for

#### Factor 6 Personal Contacts

Factor 6 covers the face-to-face and telephone contacts and measures what is required to make the initial contact, the difficulty of communicating with those contacted and the degree to which the employee and those contacted recognize their relative roles and authorities.

#### GS-05: Factor Level 6-2

Employees at various levels throughout the agency who are involved in or affected by integrating or changing automated office procedures.

#### GS-06: Factor Level 6-2

Same as for GS-05.

#### GS-07: Factor Level 6-2

Same as for GS-06.



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### CHART B-2-7

#### Office Automation Assistant Factor Level Description for

#### Factor 7 Purpose of Contacts

Factor 7 covers the purpose of the contacts identified in Factor 6.

#### GS-05: Factor Level 7-1

To exchange information about the assignment or methods to be used to complete the assignment. For example, to clarify terminology, determine priorities of projects, discuss additions, or revisions, or discuss equipment capabilities.

#### GS-06: Factor Level 7-1

Same as for GS-05.

#### GS-07: Factor Level 7-2

To plan, coordinate, and integrate work processes or work methods for office automation between and among related work units.





## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### CHART B-2-8

#### Office Automation Assistant Factor Level Description for

#### Factor 8 Physical Demands

Factor 8 covers the physical demands placed on the employee by the work assignment.

#### GS-05: Factor Level 8-1

The work is sedentary and requires no special physical demands.

#### GS-06: Factor Level 8-1

Same as for GS-05.

#### GS-07: Factor Level 8-1

Same as for GS-05.

### CHART B-2-9

#### Office Automation Assistant Factor Level Description for

#### Factor 9 Work Environment

Factor 9 considers the normal risks and discomforts in the work environment and the typical safety procedures required.

#### GS-05: Factor Level 9-1

The work involves minimal risks and observance of safety precautions typical of office settings.

#### GS-06: Factor Level 9-1

Same as for GS-05.

#### GS-07: Factor Level 9-1

Same as for GS-05.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **IV. Grade Level Charts for Administrative and Program Assistant Positions (Chart C-1)**

For each grade level, there is a chart summarizing the key grade level concepts in terms of two evaluation factors: (1) Nature of Assignment, and (2) Level of Responsibility.

**Nature of Assignment:** includes the elements of knowledge required and complexity of the work.

**Level of Responsibility:** includes the elements of supervisory controls, guidelines and contacts.

The charts are to be used for administrative or program support positions that are not covered by more specific grade level criteria. Depending on the mix of work involved in a particular position, this guide may be applied alone or in conjunction with other appropriate standards to determine the grade level.

These charts are summaries, the final grade level of a given position should be reviewed against the total grade level criteria developed by the U.S. Office of Personnel Management.



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

CHART C-1

Grade Level Chart for  
Administrative and Program Assistant Positions

Grade	Nature of Assignment	Level of Responsibility
GS-05	<p>Performs a full range of standard and non-standard clerical assignments and resolves non-recurring problems. Work includes a variety of assignments involving different and unrelated procedural steps, processes, or methods. The employee must identify and understand the issues involved in each assignment and determine what steps and procedures are necessary and the order of their performance. Completion of each transaction typically involves selecting a course of action from a number of possibilities.</p> <p>The work requires extensive knowledge of an organization's rules, procedures, operations, or business practices to perform the more complex, interrelated, or one-of-a-kind clerical processing procedures.</p>	<p>The employee follows accepted practices in resolving non-recurring problems and meeting deadlines. Completed products are evaluated for effectiveness in meeting goals. Extensive guidelines in the form of instructions, manuals and regulations are applied.</p>



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

CHART C-1

## Grade Level Chart for Administrative and Program Assistant Positions

Grade	Nature of Assignment	Level of Responsibility
GS-06	<p>Program support work requires considerable evaluative judgment within well-defined, commonly occurring aspects of an administrative a program or function. The work may involve providing assistance by performing a segment of the analyst's work, or it may involve responsibility for a stream of products or continuing processes based on direct application of established policies, practices, and criteria. Assignments involve a relatively narrow range of case situations that occur in a broad program. Work involves identifying issues, problems, or conditions and seeking alternative solutions based on evaluation of the intent of applicable rules, regulations, and procedures.</p> <p>Assignments are narrowly focused, address a single product or action, and are relatively clear cut. The problems or situations remain stable, and resemble past problems or situations.</p> <p>Work requires practical knowledge of guidelines and precedent case actions acquired through considerable work experience or training. Work requires skill to recognize the dimensions of a problem and express ideas in writing.</p>	<p>Works independently in completing assignments. Completed work is reviewed for effectiveness in meeting goals. Guidelines such as regulations and evaluative criteria are often not complete or have gaps in specificity. Uses judgement in interpreting or adapting guidelines to specific cases</p> <p>Employee contacts others to provide, receive or develop information in order to identify problems, needs or issues, and/or to coordinate work efforts or resolve problems.</p>



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<p style="text-align: center;"><b>CHART C-1</b></p> <p style="text-align: center;"><b>Grade Level Chart for</b> <b>Administrative and Program Assistant Positions</b></p>		
<b>Grade</b>	<b>Nature of Assignment</b>	<b>Level of Responsibility</b>
<b>GS-07</b>	<p>Work consists of specialized duties with continuing responsibilities for projects, questions, or problems that arise within an area of program or functional specialty. Work assignments involve a wide variety of interrelated or non-standard procedural problems and resolve a wide range of problems or situations common to that segment of the program. Decisions and recommendations are based on the development and evaluation of information that comes from various sources when this requires considering the applicability of information and the characteristics and quality of sources. Work involves identifying and studying factors or conditions and determining their interrelationships as appropriate. Employee is concerned about taking or recommending actions that are consistent with the objectives and requirement of the program.</p> <p>Work requires knowledges and skill to recognize the dimensions of the problems involved, collect the necessary information, establish the facts, and take or recommend action based on the guidelines. Work also requires practical knowledge based on extensive experience dealing with the operations, regulations, principles, and peculiarities of the program.</p>	<p>Work is assigned in terms of objectives, priorities, and deadlines. Employee independently completes assignments and resolves most problems except unusual situations that do not have clear precedents. Completed work is evaluated for appropriateness and conformance with instructions, policies, or accepted practices in the position.</p> <p>Guidelines are available but not completely applicable to the work or have gaps in specificity. The employee encounters a wider variety of problems and situations which require using judgement and interpretation to apply the guides to cases and adapt or improvise procedures to meet unusual or one-of-a-kind situations.</p> <p>Contacts are to plan, coordinate and resolve operating problems.</p>



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

CHART C-1

## Grade Level Chart for Administrative and Program Assistant Positions

Grade	Nature of Assignment	Level of Responsibility
GS-08	<p>Work assignments require practical knowledge of technical methods to carry out limited projects that involve the use of specialized complicated techniques; or requires knowledge of the basic program principles, concepts, and methods to complete analytical assignments and/or operations in an assigned segment of a program. The work includes various duties that are different and unrelated. The decisions regarding what needs to be done involve identifying the conditions and elements of an assignment to discern interrelationships and select a course of action from many alternatives.</p>	<p>Work is assigned by defining objectives, priorities, and deadlines. The employee plans and carries out the successive steps and handles problems and deviations in the work assignment in accordance with instructions, policies, previous training or accepted practices. Employee receives guidance with unusual situations that do not have clear precedents.</p> <p>Guidelines are available but are not completely applicable or have gaps in specificity. The employee uses judgment in interpreting and adapting guidelines such as agency policies, regulations, precedents, and work directions to resolve a variety of conventional program problems in accordance with established objectives. The work products affect the design or operation of systems or programs.</p> <p>Contacts are with individuals or groups outside the agency or within the agency but outside the organization to plan, coordinate or resolve operating problems by influencing or motivating individuals to work toward common goals.</p>



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<p style="text-align: center;"><b>CHART C-1</b></p> <p style="text-align: center;"><b>Grade Level Chart for</b> <b>Administrative and Program Assistant Positions</b></p>		
<b>Grade</b>	<b>Nature of Assignment</b>	<b>Level of Responsibility</b>
<b>GS-09</b>	<p>The work requires the application of the principles, concepts and methods of a program position to carry out assignments, operations and procedures that are significantly more difficult, complex and broad than those covered at the GS-8 level. The work involves analyzing, investigating and evaluating program activities. The work requires knowledge of a wide range of analytical methods, principles and practices carried out within a program. The work includes various duties that are different and unrelated. Decisions regarding what needs to be done depends upon the analysis of the subject, phase or issues involved in each assignment and the chosen course of action is selected from many alternatives.</p>	<p>Work is assigned by defining objectives, priorities, and deadlines. The employee plans and carries out the successive steps and handles problems and deviations in the work assignment in accordance with instructions, policies, previous training or accepted practices. Employee receives guidance with unusual situations that do not have clear precedents.</p> <p>Guidelines are available but are not completely applicable or have gaps in specificity. The employee uses judgment in interpreting and adapting guidelines such as agency policies, regulations, precedents, and work directions to resolve a variety of conventional program problems in accordance with established objectives. The work products affect the design or operation of systems or programs.</p> <p>Contacts are principally with individuals outside the agency and require the employee to be skillful in approaching the contact in order to gain information or compliance with established policies and regulations.</p>



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **CHAPTER 6**

### **ORIENTATION, TRAINING AND DEVELOPMENT GUIDE**





# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **I. Introduction**

This Chapter contains a number of tools for employees and managers to use to:

- 1) Ensure that new support staff receive a comprehensive orientation immediately after joining the Agency (orientation).
- 2) Develop a training plan which addresses current training and future developmental needs (inventory and CMP Handbook)
- 3) Encourage support staff to enhance their qualifications by becoming a Certified Professional Secretary (CPS)

These tools are focused primarily on the skills/knowledge/abilities required in Office Manager Career Track positions. The skills and knowledges appropriate to the Office Automation and Environmental Protection Assistant positions cover too broad a spectrum to be covered in this document.

The tools we have provided here are samples of the many that are available for use by employees and managers to train and develop for current and future needs. We encourage each EPA organization to tailor these to meet their specific situations.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **II. Sample Orientation Program**

The following are examples of forms that can be used to track new support staff orientation:



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### MEMORANDUM

**SUBJECT:** New Support Staff Orientation Program

**FROM:**

\_\_\_\_\_  
Director  
Division/Office

**TO:**

\_\_\_\_\_  
Supervisor

\_\_\_\_\_, has been scheduled to begin employment in your branch or section on \_\_\_\_/\_\_\_\_/\_\_\_\_. Attached is a copy of the Support Staff Orientation Checklist.

Please assign a mentor to train and assist the employee in his or her effort to complete this short-term training schedule. After the initial thirty-day training, please review, initial, and send to my office. Also review future training and send a copy of the employee's CMP form as well. Please fill out the bottom of this memo and send it to \_\_\_\_\_'s attention. Thank you.

..... (CLIP HERE ) .....

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Employee: \_\_\_\_\_/Phone: \_\_\_\_\_

Mail Code: \_\_\_\_\_

Immediate Supervisor: \_\_\_\_\_/Phone: \_\_\_\_\_

Mentor: \_\_\_\_\_/Phone: \_\_\_\_\_

Date of Initial Orientation Meeting: \_\_\_\_/\_\_\_\_/\_\_\_\_

Training Completion: \_\_\_\_/\_\_\_\_/\_\_\_\_

CMP Discussed: Yes\_\_\_\_/No\_\_\_\_

Performance Standards Discussed: Yes\_\_\_\_/No\_\_\_\_



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<b>Support Staff Orientation Checklist</b>			
(NOTE: Employee/Supervisor should initial upon completion of the activity.)			
<b>No.</b>	<b>Activity</b>	<b>Employee</b>	<b>Supervisor</b>
<b>1</b>	<b>Telephone Techniques</b> (Timeframe: One Week)		
	Standard practices for answering telephone		
	Mechanics of answering and relaying calls (including FTS)		
	Introduction to Agency telephone book, Agency and office organization, key word list		
	Relaying of public inquiries: Library, EPA hot lines, Human Resources Management Office, EPA Locator		
<b>2</b>	<b>Correspondence</b> (Timeframe: Two Weeks)		
	Distribution of Headquarter's correspondence manual (available from division secretary)		
	Correspondence guide for local lead office (RA's Office, Administrator's Office, Lab Director)		
	Division's/Office's Clerical Manual		
	Routing procedures/mail codes		
	Copies (reading file, etc.)		
<b>3</b>	<b>Word-Processing/Computer Training</b> (Timeframe: Two Weeks)		
	Introduction to WordPerfect		
	E-Mail training		
	Division/Office computer programs (introduction and class scheduling)		
	Repair contacts, Information Resource Center, supplies for printer		





# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

Support Staff Orientation Checklist																							
(NOTE: Employee/Supervisor should initial upon completion of the activity.)																							
No.	Activity	Employee	Supervisor																				
4	<b>Administrative Procedures</b> (Timeframe: Two Weeks)  NOTE: Training should be on recognition and completion of the forms, divisional/office procedures for processing the forms, routing for verification/authorization, file copies and tracking.																						
	Time Cards/Time Keeping (leave slips and Superfund Timesheets)																						
	Procurement Requests																						
	Training forms																						
	Personnel action forms																						
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 35%; text-align: center; vertical-align: top; padding: 5px;">Travel:</td> <td style="padding: 5px;">Arrangements (local travel vendor/Travel Authorization)</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="padding: 5px;">Travel tickets (ordering/pick-up)</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="padding: 5px;">Advance of funds</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="padding: 5px;">Travel Voucher/Claim for Reimbursement</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="padding: 5px;">Diners Club application/GTR use</td> <td></td> <td></td> </tr> </table>	Travel:	Arrangements (local travel vendor/Travel Authorization)				Travel tickets (ordering/pick-up)				Advance of funds				Travel Voucher/Claim for Reimbursement				Diners Club application/GTR use				
Travel:	Arrangements (local travel vendor/Travel Authorization)																						
	Travel tickets (ordering/pick-up)																						
	Advance of funds																						
	Travel Voucher/Claim for Reimbursement																						
	Diners Club application/GTR use																						
5	<b>Meetings and Conferences</b> (Timeframe: One Month)																						
	Location and availability of conference rooms																						
	Procedures for reserving conference rooms																						
	Arrangement of conference calls																						
6	<b>File Systems</b> (Timeframe: Two Weeks)																						
	Office file systems																						
	Reading files																						



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<b>Support Staff Orientation Checklist</b>			
(NOTE: Employee/Supervisor should initial upon completion of the activity.)			
No.	Activity	Employee	Supervisor
7	<b>Supplies</b> (Timeframe: One Week)		
	Location of supplies in the office and supply center, and how to retrieve them		
8	<b>Copies</b> (Timeframe: One Week)		
	Where copies are located		
	Where to get paper supplies		
	Who to call for repairs/service		
	Local copy center (location and procedure for duplication services)		
9	<b>Mail Distribution</b> (Timeframe: One Week)		
	Pouch Mail		
	Inter-office mail		
	Overnight mail delivery		
	Location of mail room		
	E-MAIL distribution		
	FAX machine (locations and phone numbers)		
	Procedure for FAX requests and retrieval		
10	<b>Reinforcement of New Employee Orientation</b> (Timeframe: One Week)		
	Introduction to office protocol and procedures, i.e., work schedules, sick/annual leave, office organization, staff meetings		
	Reference to New Employees Orientation Manual which includes organization charts, Agency descriptions, supply/communication center procedures, travel procedures, health/safety/security procedures		



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<b>Support Staff Orientation Checklist</b>				
(NOTE: Employee/Supervisor should initial upon completion of the activity.)				
No.	Activity	Employee	Supervisor	
11	<b>Development of Support Staff Training Plan</b>			
	(Timeframe: One Month)			
	Develop training plan based on "A User's Guide to Secretarial/Clerical Training at the US-EPA"			
	Classroom Training:			
	Should cover the following topic areas (this should be discussed and mapped out on the CMP)	Telephone techniques training (as needed)		
		Proofreading (as needed)		
		Additional computer training (depending on office needs)		
		Better Office Skills and Services (during first year)		
	Time Cards and Time Keeping (as needed)			
	Effective English (as needed)			
	Managing Office Relationships (during first six months)			
12	<b>Certification</b>	Supervisor's Signature:	(Signature)	(Date)
		Employee's Signature:	(Signature)	(Date)
		Division/Office Director's Signature:	(Signature)	(Date)



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### III. Sample Inventory of Knowledges/Skills/Abilities Required at Various Grade Levels in Office Manager Positions

These inventories are provided to give supervisors and managers a checklist for assessing training needs of their staff at various grade levels. They are meant to be used only as guides, since each employee brings a different set of Knowledges/Skills/Abilities (KSAs) to the job and may need training in few or none of these KSAs to perform their job successfully.

KSAs Required at the GS-2/3/4 Grade Level Office Manager Positions	
(NOTE: Place a check-mark under "KSAs Needed")	KSAs Needed
Knowledge of Basic Computer Operation and WordPerfect Software	
Ability to Proofread	
Knowledge of and Ability to Apply Telephone Techniques	
Knowledge of Principles of Filing	
Knowledge of EPA's Programs (Basic)	
Ability to Use Various Photocopying Machines	
Ability to Use EPA's All-In-One E-Mail (Basic)	
Ability to Communicate Verbally and in Writing	
Knowledge of Administrative Forms and Procedures	
Knowledge of EPA's Correspondence Manual	



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<b>KSAs Required at the GS-5 Grade Level Office Manager Positions</b>		
(NOTE: Place a check-mark under "KSAs Needed")		<b>KSAs Needed</b>
All KSAs required for the GS-2/3/4, plus the following KSAs.		
Knowledge of EPA Travel Procedures		
Knowledge of Advanced WordPerfect		
Knowledge of All-In-One E-Mail (Advanced)		
Knowledge of Timekeeping Procedures		

<b>KSAs Required at the GS-6 Grade Level Office Manager Positions</b>		
(NOTE: Place a check-mark under "KSAs Needed")		<b>KSAs Needed</b>
All KSAs required for the GS-5, plus the following KSAs.		
<b>Knowledge of Office Automation</b>  (1 software program in conjunction with needs of the office)	<b>Software:</b>	
<b>Knowledge of Office Management Techniques -- Tracking Systems/Organizing Skills</b>		
<b>Ability to Manage Time</b>		
<b>Ability to Manage Work Under Pressure</b>		
<b>Knowledge of Supervisory Concepts, Methodologies, and Practices</b>		



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<b>KSAs Required at the GS-7 Grade Level Office Manager Positions</b>	
(NOTE: Place a check-mark under "KSAs Needed")	<b>KSAs Needed</b>
All KSAs required for the GS-6, plus the following KSAs.	
Ability to Manage for Results	
Knowledge of the Budget Process	

<b>KSAs Required at the GS-8 Grade Level Office Manager Positions</b>	
(NOTE: Place a check-mark under "KSAs Needed")	<b>KSAs Needed</b>
All KSAs required for the GS-7, plus the following KSAs.	
Knowledge of Management Styles	
Knowledge of EPA's Programs (Continued)	
Ability to Lead Teams	
Ability to Deal with the Media (Press/TV)	



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

### IV. Certified Professional Secretary Program

The following course information is provided by Professional Secretaries International.

Certified Professional Secretary Program			
Sponsor	Professional Secretaries International		
Examination	Administered Twice Annually: <ul style="list-style-type: none"><li>• First Friday/Saturday in May</li><li>• First Thursday/Friday in November</li></ul>		
	Examination Categories: <ul style="list-style-type: none"><li>• Behavioral Science in Business</li><li>• Business Law</li><li>• Economics and Business Management</li><li>• Accounting</li><li>• Office Technology</li><li>• Communication</li></ul>		
Qualifications	Based on Experience/Education:	Experience: <ul style="list-style-type: none"><li>4 years</li><li>3 years</li><li>2 years</li></ul>	Education: <ul style="list-style-type: none"><li>No College</li><li>Associate Degree</li><li>Bachelors Degree</li></ul>
	A secretary can take the examination anytime but certification will be withheld until all requirements are met.		
Benefits	<ul style="list-style-type: none"><li>• Professional Certification</li><li>• College Credit (Up to 32 Credits)</li></ul>		
For more information on this program contact your local Human Resources Office.			





# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **V. Career Management Plan**

### **A. Introduction**

The Environmental Protection Agency has long recognized that its greatest asset is its people. Great emphasis has been placed on the education, training, and development of EPA employees. It is, therefore, important to identify individual training and developmental needs in a systematic way to continue to maintain a highly competent and motivated workforce. The Career Management Plan (CMP) provides the method by which an individual may plan for training and experience to meet his/her need for specific knowledges, skills, and abilities.

CMPs should be used to plan training and related developmental experiences (details, special projects, rotational assignments, OJT, readings, training, etc.). The CMP can change from year-to-year and its primary purpose is to assist employees by helping to set up goals, assessing strengths, and charting where the employee can best contribute and grow within the organization. The CMP provides the mechanism by which the employee's goals can be considered within the framework of the organization. Since the process includes both the supervisor's and employee's perspective, there is the opportunity for exchange and feedback so that the goals set are reasonably achievable.

This section has been designed to assist in understanding the CMP and in providing information to fully explain the process for supervisors and employees in order to maximize the benefits of the CMP for both.

### **B. The Career Management Plan Form**

The CMP form is designed to record the employee's short-term and long-term goals, developmental objectives, and developmental assignments and training. After the employee has completed the plan, the employee-supervisor discussion is held to gain a mutual understanding of the employee's needs, career development objectives and prioritization of developmental assignments and training. The employee and the supervisor sign the form and forward it to the second-level supervisor for review and signature. Once these three signatures are obtained, one copy of the signed CMP form is furnished to the HRM office. The immediate supervisor should keep a copy and the employee should keep a copy. (A step-by-step guide to actual completion of the CMP form is located at the end of these guidelines.)



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **C. Responsibilities**

#### **1. Employee**

The CMP is used by the employee to plan his/her individual development over the next several years. Depending on the employee's goals and the way he/she fits into the plans and programs of the Agency, the CMP will provide a way for the employee to realistically set down specific training and experience needed to achieve those goals and do a better job in his/her current position.

On the CMP form, the employee should list short-range goals, i.e., those to be reached within one to two years. With reference to these goals, the employee should list the specific objectives and activities needed to accomplish them.

Next, the employee should write down his/her long-range goals (3+ years) and identify the activities needed to attain them.

Considering the short- and long-range goals and the objectives and activities needed to attain them, the employee should consider his/her strengths and weaknesses relative to the goals. The areas of weakness form the basis for the CMP and give an indication of the training and experience needed to improve in these areas.

The CMP should include both formal training courses and developmental assignments (e.g., OJT, projects, details, self-study). These activities provide the means by which the employee can attain the knowledges, skills, and abilities needed to achieve the short- and long-range goals.

After the employee completes the form, the employee and supervisor meet to discuss the developmental objectives and activities.

#### **2. Supervisor**

The CMP process is an opportunity for the supervisor to learn the employee's goals and the employee's perspective on his/her role and future with the organization. An accurate view of an employee's career development requires that the supervisor have information on the Agency's long- and short-range plans, its staffing needs, its need for certain skills, and the career ladders existing or planned. In addition, the supervisor must be prepared to provide feedback to the employee on his/her strengths and weaknesses.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

In planning for the employee/supervisor discussion, the supervisor should:

1. Consider the employee's current job and the knowledges, skills, and abilities (KSAs) essential for performing the job well, analyze the employee's strong and weak KSAs.
2. Examine the organizational needs over the next several years, taking into account mission changes, staffing needs, program plans, and future needs for particular skills.
3. After assessing projected needs, consider the employee's potential to meet those needs, that is, his/her potential to take on different or higher level responsibilities.
4. Based on these considerations, outline the training and experiences needed by the employee to achieve these goals.

### **D. The Employee/Supervisor Discussion**

After the employee has written the CMP and the supervisor has reviewed it, the supervisor and employee should schedule an CMP conference to explore areas for skill development, education, training, and developmental assignments that reflect both individual and organizational needs and goals.

The supervisor and employee will discuss such issues as employee outlook and development potential. In addition, the employee will learn about the budget, policy, or time constraints under which the organization is operating. Both supervisor and employee must have a realistic understanding of what and what not to expect.

After a mutual determination of training needs and developmental objectives, training and developmental activities should then be prioritized. The CMP is flexible and can be adjusted to allow for changing priorities.

Just as "career development" does not always mean promotion, CMPs do not imply that an employee always rises in the organization. An CMP means that an employee will be developed as much as possible in the work he/she does or will do. That development should be the main topic discussed at the employee/supervisor CMP meeting.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **E. Implementing The Career Management Plan**

The effectiveness of the CMP is not assured simply because the plan exists. The employee must then follow the plan and accomplish the scheduled development activities. The basic responsibility for his/her development rests with the employee.

The management of EPA is committed to providing an environment conducive to the development of its employees. To the extent feasible, the training experiences and development assignments will be provided. The CMP, however, is not a contractual agreement. Changes in budget, program priorities, workforce, staff time, etc., could necessitate changes in the CMP.

It is the joint responsibility of the employee and the supervisor to evaluate the results of the CMP. Progress should be monitored to determine improvement in employee's job performance, whether the skills learned in training or development assignments are applied on the job, and, based on those evaluations, the need for revisions to the plan.

### **F. The Career Management Plan Process**

#### **1. Identify Career Goals**

The goal of the CMP is the improvement or mastery of some skill in the current job, some new responsibility in the employee's current job, or the attainment of some other position. It is pertinent to employee's work and career and is worthwhile to strive for. A goal should be realistic and attainable; your goal should imply some work and challenge, but it should not be set so high that getting there will be almost impossible. In preparing goal statements, the employee should be as specific as possible; for example:

- "To become an Accounting Technician"
- "To take on team leader responsibilities for standardizing the Regional merit promotion plan."
- "To learn to work on the new LAN system"
- "To become a Branch Chief in the Water Management Division."



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

Feasible goals include a consideration of:

**Other Commitments:** Family, current schedule, hobbies, community obligations, etc. The employee should not outline a program with a lot of self-study and formal courses if he or she knows that they have a very heavy work schedule coming up with a good deal of travel.

**Previous Training Experiences:** It is easier to start an ambitious university program if the employee has been to formal university courses in the past. If not, it might be better for the employee to try just one course or a short course or seminar before signing up for a complete curriculum.

**Knowledge of the Organization:** The employee should find out as much as possible about career ladders, forecasted staffing needs, expected vacancies and reorganizations, and the skills the organization will be needing. This is very important. The great value of the employee/supervisor discussion is that the employee has a chance to find out the organization's perspective about its needs. Also, the employee should keep as many options open as possible by developing skills that are in demand.

**Honest Self-Appraisal:** No one has to know exactly what an employee's self-appraisal is, but being honest here really helps to avoid disappointment. An employee should use all the feedback they can get from supervisors and peers to come up with a true picture of their strengths and weaknesses. Their goals should play to their strengths.

### 2. Identify Developmental Objectives

The accomplishment of the career goals identified in Step 1 may require an employee to learn new skills or increase proficiency in current skills. There are several ways to identify new KSAs needing development:

a) **Self-Assessment:** Examine individual strengths and weaknesses. Self-assessment, however, is not always easy and is not always accurate. It should be supplemented by:

b) **Performance Appraisal:** The most recent performance evaluation and the supervisor's observation of performance will indicate areas for development. Constructive feedback from co-workers is also helpful.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

c) **Position Description:** In addition to self-assessment and performance appraisal, another way to identify skills needing development is to examine the principal work assignments needed to perform the present job effectively and, then, match them against the employee's present level of competence. This analysis ensures that the skills identified are job-related.

### **3. Identify Developmental Activities**

Developmental activities include not only formal classroom training but also on-the-job training (OJT), correspondence courses, assigned readings, independent study, rotational assignments, IPAs, developmental work assignments, and other options.

The most appropriate type of learning experience will depend upon the type of skill to be developed, availability and cost of certain types of training, individual preference, and frequency of training.

To identify the most appropriate type of developmental activity, consider the following questions.

- Is this type of learning the most practical and efficient way to learn the KSA needed?
- Does this type of learning best meet the needs of the individual?
- Does this type of learning best meet the needs of the organization?
- Is the type of learning needed available in this geographical area?
- Will this type of training adequately cover the subject matter to be learned?
- If the preferred type of learning is not available, what is a suitable alternative?

Although formal courses are an effective means of learning, an employee should also consider other types of developmental activities that may provide more practical, cost-effective learning experiences. For sustained interest and maximum learning, a wide variety of developmental assignments should be selected.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **G. How to Identify Knowledges, Skills and Abilities**

The CMP form has a column for "developmental objectives." These are objectives for developing certain knowledges, skills, and abilities (KSAs) in order to reach a goal.

Throughout the CMP process, we've stressed the importance of putting objectives (and also your strengths and weaknesses) in terms of KSAs. Describing your developmental objectives as KSAs is important because with KSAs you have concrete specifics to deal with -- clear specifics unrelated to personality traits on which you can base a plan of action. Once KSAs are identified, even in rough form, you are in a good position to decide on the right combination of formal courses and alternative learning methods to help you get the KSAs you need.

Selecting important KSAs does not have to be complicated. Starting with your goal, e.g., to become a project leader, you can get to the KSAs in this way:

### **H. Guidelines for Completing the Career Management Plan Form**

- Fill-in your full name (BLOCK 1)
- Insert your position title, job series, and grade (BLOCKS 2, 3).
- Enter your Office/Division and Branch (BLOCK 4).
- Briefly describe the short-range goals you would like to accomplish within the next year or two.
- Briefly describe the long-range goals you would like to accomplish within the next 3+ years (BLOCK 6).
- If no further development is required at the present time, both the supervisor and employee should initial and date (BLOCK 7).
- List those objectives and the KSAs you need to attain to be able to effectively work in your present position (BLOCK 8).










## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

- Describe the developmental assignments (i.e., assigned readings, rotational assignments, IPAs, OJT) and the type of formal training (not specific courses) that will be needed to attain those objectives for which developmental assignments are not feasible (BLOCK 9).
- Project the target date by which developmental assignments or formal classroom training will be completed for this objective and the estimated cost (if any) for each activity (BLOCKS 10 and 11).
- Sign and date the CMP (BLOCK 13).
- Immediate supervisor signs and dates the CMP after discussion with the employee (BLOCK 14).

**NOTE:** The CMP is intended to be a flexible document. Accordingly, employees should feel free to complete only those blocks directly applicable to their current developmental needs and objectives.



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

<p>1. Briefly, jot down the basic duties or tasks involved in being a project leader.</p>	<p> Planning new projects</p> <p>Negotiating</p> <p>Guiding team members</p> <p>Doing the most complex technical work</p> <p>Writing technical reports</p>
<p>2. Pick out one duty or task at a time.</p>	<p> Writing technical reports</p>
<p>3. For that one duty or task, (e.g., writing technical reports), write down whatever KSAs are important to doing the work. Ask: What would someone new to this task have to do to do it? What would that new person have to learn?</p>	<p> Ability to analyze data and form conclusions</p> <p>Ability to express oneself in a clear logical manner</p> <p>Skill in writing clearly</p> <p>Knowledge of the Agency's technical reporting requirements</p>
<p>4. Decide which KSAs you already have that are needed to reach your goal. Eliminate them. (You don't need more training in them.)</p>	
<p>5. Of the ones left, how important are they to the task? Rank them. Write these <b>MOST NEEDED</b> KSAs under "developmental objectives" on the CMP form.</p>	<p> Skill in writing clearly</p> <p>Knowledge of Agency's reporting requirements</p>
<p>6. Describe the appropriate formal training and developmental assignments for EACH KSA needed.</p>	<p> Writing seminar</p> <p>Assigned project X report under guidance of team leader</p> <p>Self-study Agency's reporting regulations</p>



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Don't worry about differentiating a KSA. (Generally, a skill pertains to a physical competence or physically doing something; a knowledge pertains to mastery of a subject matter area, while an ability pertains to the potential of using a knowledge or skill when needed.) Whether these definitions are clear or useful, it makes no sense to dwell on the language. What does make sense is to describe objectives in terms of KSAs.

You don't have to list every KSA, because many work tasks involve a certain number of basic skills, e.g., ability to understand written and oral instructions, ability to communicate adequately to others, ability to read and write. These don't have to be put down. Concentrate on the most important ones, those you need to get to your goal.

Once you have the important KSAs you need, you can decide on a plan of action. You have some control now; you know whether the training or experience is going to meet a specific need. You can ask, is this training going to provide me with that specific knowledge (or skill)? You will find you will be able to eliminate a lot of haphazard training that doesn't do anything for you.

### **I. "Developmental Assignments" – All the Options**

We often think of development only in terms of formal training courses. There are many other ways that people learn, and often people learn better if their development includes a variety of experiences. "Alternative training" can present as good if not a better way to learn practically and efficiently. Budget and time constraints as well as your particular needs also make it undesirable to go a route made up entirely of training courses.

There are many developmental activities. For example:

- Attendance at staff meetings
- Serving as instructor/facilitator/conference leader
- On-the-job training
- Coaching by specialists in the organization
- Job performance review and discussion



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

- Developmental counseling
- Project, committee, taskforce assignments
- Rotational assignments (or details)
- Job enrichment -- increased responsibility
- Opportunities to make presentations
- Attendance at courses/conferences/lectures
- Teleconferencing
- Participation in community/civic affairs
- Independent reading in specialized fields
- Studying annuals/bulletins/reports, etc.
- Home study courses
- Membership in professional organizations/societies
- Lateral reassignments
- Shadowing
- Self-development/self-study
- Attendance at formal training courses
- Computer assisted instruction
- Interactive video

Once you have isolated your goals and needed KSAs, see how many of these KSAs can be gained via alternative "developmental assignments." Make the variety as wide as possible for interest and maximum learning. You may be surprised -- excellent training is often available in unexpected ways right in your own organization.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM




 United States Environmental Protection Agency  
 Washington, DC 20460

# Career Management Plan

1. Name of Employee <b>Mary Smith</b>			2. Present Position Title <b>Clerk-Typist</b>		
3. Series and Grade <b>GS-322-4</b>	4. Date Assigned <b>March 91</b>	5. Division/Branch/Section <b>WMD, Program Support Branch Comp. &amp; Info. System Section</b>			6. Telephone <b>4-XXXX</b>
7. Short-Term Career Goals (1 year) <b>To become proficient at my new position</b>			8. Long-Term Career Goals (2+ years) <b>To become an administrative assistant</b>		
9. Developmental Objective	10. Developmental Activities (include length, source, and location of activities)	11. Estimated Date of Completion	12. Estimated Cost	13. Action A - Approved B - Disapproved C - Deferred	14. Comments
Acquire skill in operating word processor	OJT-Developmental reading and assignments-read word processing manual and apply techniques learned in hands-on use	5/91	no cost	A	
Acquire knowledge of EPA format for preparing office correspondence and reports, including filing, telephone, and mail handling procedures	OJT-Branch secretary, will provide training 1 hour per day for 1 week to review each specific area	3/91	no cost	A	
Develop skill in accurately reviewing outgoing correspondence	Attend proofreading course offered by (OPM) Office of Personnel Management; also attend in-house proofreading course	5/91 10/91	\$140	A	
Improve my knowledge of English and grammar	Attend effective English Workshop-City College Read "Basic English Grammar"	7/91 6/91	\$30 no cost	A A	
Improve my ability to communicate effectively with co-workers, supervisor, and other staff	Attend "Interpersonal Communication Skills" at OPM  (cont'd on back)	10/91	\$100	A	
15. Signature of Employee		16. Date	17. Signature of Supervisor		18. Date



United States Environmental Protection Agency  
Washington, DC 20460

## Career Management Plan (Continuation Sheet)

1. Name of Employee

Mary Smith

2. Present Position Title

Clerk-Typist

9. Developmental Objective

10. Developmental Activities  
(include length, source,  
and location of activities)

11. Estimated  
Date of  
Completion

12. Estimated  
Cost

13. Action  
A - Approved  
B - Disapproved  
C - Deferred

14. Comments

Arrange and conduct  
regular monthly section  
meeting

8/91

N/A

A

Meeting facilitators  
are rotated among  
section staff

# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **ACKNOWLEDGEMENTS**





# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

The Administrative Support Career Management System is a distillation of numerous pilots, studies, position papers and workgroup projects, conducted over a period of several years by many EPA organizations. It is impossible to thank everyone who has contributed to the development of this system, however, special thanks are due to several groups whose unfaltering commitment to the development of a career management system ultimately made it a reality.

The Agency-wide Secretarial Advisory Council (NSAC) has sponsored and encouraged this project from its very inception; the Office of Human Resources Management has provided constant support and guidance, and the Human Resources Council has made career development for support staff a major agenda item at virtually every meeting.

The following organizations' pilot projects and studies were used in the development of this career management system:

<b>Organization</b>	<b>Pilot/Study Title</b>
Region 1	Structuring Support Work
Region 2	Impact of Technology on the Secretarial/Clerical Workforce
Region 3	Experiences and Evaluations
Region 4	Internal Study
Region 5	Internal assessment
Region 6	Internal Study
Region 7	Office Support Positions - 1990
Region 8	The Changing Role of the Secretary
Region 9	Career Management System for Secretarial and Administrative Positions
Region 10	Career Tracks in Region 10
ORD	ORD Secretarial Career Management System
OPTS	Impacts of Technological Changes on the OPTS Secretarial/Clerical Workforce
OW	The Office of the 1990s
RTP	Internal Study



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM





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# **Administrative Support Career Management System**

## **A Practical Guide For Developing High Performance Teams**

### **Appendix**

# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **APPENDIX A**

### **OFFICE MANAGER POSITION DESCRIPTIONS**



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

The following positions descriptions represent Office Manager positions -- GS-06 through GS-11.

NUMBER	POSITION DESCRIPTION TITLE AND GRADE		PAGE
	Title	Position Series/Grade	
1	Office Manager	GS-318-06	5
2	Senior Office Manager	GS-318-07	11
3	Senior Office Manager	GS-318-07	17
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# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **1. OFFICE MANAGER (GS-318-06)**

#### **Introduction:**

The incumbent serves as the Office Manager and Program Assistant for the office. The incumbent's duties are divided between program manager assistance and office management duties.

#### **Program Manager Assistant Duties:**

- a. Maintains the office project log, recording receipt date, project name, and assigning log numbers.
- b. Updates and maintains the database tracking system to ensure timely accomplishment of program objectives. Assists in tracking deadline items and reminding Chief, Specialists and Scientists of assignments due.
- c. Provides Chief, Specialists and Scientists with weekly reports from the computer tracking system showing the status of their projects in relation to commitments.
- d. Performs searches in the computer tracking system for Chief, Specialists and Scientists.
- e. Exercises initiative in working with information and computer specialists to revise programs for more efficient operation of office computerized database systems, lists and reports.
- f. Assists in screening draft and final environmental impact statements (EISs), environmental assessments, Notices of Intent, Federal agency scoping proposals, and associated documents prepared pursuant to the National Environment Policy Act, to determine appropriate staff and media program review.
- g. Assists Specialists and Scientists by initiating contact with other federal agencies to obtain additional copies of supplementary documents, to verify names, titles and other organizational information.
- h. Assists in preparing quarterly and midyear EIS reports documenting accomplishments.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

i. Assists in updating and maintaining the computerized Federal Facilities Tracking System and Federal Facilities computerized mailing list.

### **Secretarial Duties:**

a. Performs a wide variety of administrative duties which may include but are not limited to: makes arrangements for meetings and/or interviews, including space, people, and time; order and maintains supplies; tracks, prepares and types office travel and training requests; prepares weekly reports.

b. Develops and implements office procedures. Implements new, revised or amended procedures. Advises and assists the supervisor and staff in procedural aspects of expediting work, explaining report requirements, and coordinating office activities with other Regional and Headquarters offices.

c. Controls all incoming and outgoing office correspondence and action documents. Insures that responses are coordinated for signature or concurrence of Chief. Has sufficient knowledge of substantive matters to screen mail for distribution to Office Chief and other staff as appropriate.

d. Reviews outgoing correspondence for proper format, conformance with instructions, typographic accuracy, and necessary attachments. Ensures that required signatures and dates are present before release. Coordinates more complex mailings required by office.

e. Sends and receives electronic and FAX mail using the IBM PC, EPA electronic mail system, and telefax. Maintains electronic address program.

f. Receives calls and greets visitors. Directs to supervisor's attention only those contacts needing his/her attention or action. Takes care of routine office inquiries and directs to appropriate personnel. Responds to routine and non-technical requests for information.

g. Prepares from rough drafts or notes, letters and memoranda for Office Chief and staff. Proofreads and corrects completed work. Composes routine office correspondence on non-technical subjects.

h. Develops and maintains the general office file system. Exercises initiative in establishing new procedures for revision of files to meet changing needs and demands.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

- i. Makes travel arrangements for the Chief, maintains itineraries and prepares and submits travel vouchers.
- j. Responsible for timely preparation, submittal and accuracy of office time cards.
- k. Procures supplies, equipment, printing, maintenance services and sees that the office is adequately provided for in these areas.
- l. Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the duties, priorities, commitments, policies and goals of Chief and program staff sufficient to perform essential assignments such as program assistance; reviewing directives and other materials which may affect the office and taking follow-up action; locating and summarizing information from files and documents in anticipation of supervisor's needs.

Knowledge of office functions and Headquarters personnel and functions, in order to properly assist support staff, direct persons seeking information and to control office correspondence.

Knowledge of the substantive programs of line Divisions as related to the office program, administrative, and secretarial support functions. This includes general familiarity with the Clean Air Act, Clean Water Act, Resources Conservation and Recovery Act, Comprehensive Environmental Response, Compensation and Liability Act, and National Environmental Policy Act.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.

Skill in selecting and applying standard references such as dictionaries and style manuals.

Skill in writing non-technical communications and reports.

Skill in advising office chiefs and clericals concerning such matters as various administrative procedures.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Knowledge of a wide variety of forms and procedures required for setting up and assembling records, correspondence, and reports.

Knowledge of grammar, spelling, punctuation, and required formats.

Knowledge of environmental terminology.

Knowledge of public information files, contents, maintenance and procedures for use.

Knowledge of federal timekeeping and travel procedures to the degree of being able to advise others on such matters.

Knowledge of procedures for securing all services necessary to the office such as printing, supplies, maintenance, moving, etc.

### **Work Situation B:**

The size of the organizational unit is small. The supervisor generally directs staff through face-to-face meetings. However, the incumbent is responsible for coordinating the status of program activities with extensive contacts outside the office. These contacts require the incumbent to be conversant with not only the internal operations of the organization but also its relationship and involvement with outside organizations.

### **Factor 2 - Supervisory Controls:**

The Chief sets the overall objectives and priorities of the work. Deadlines are developed in consultation with the supervisor. Incumbent performs day-to-day duties independently. The incumbent uses own initiative to determine the best approach or methods to be used in handling a wide variety of situations, including those of an unstructured and controversial nature. Completed work is evaluated for timeliness, accuracy, adequacy, and conformance to established policy.

### **Factor 3 - Guidelines:**

Guides include dictionaries, style manuals, and agency instructions and information documents concerning such matters as general program policies and objectives, correspondence, and the operating policies of the Director. The incumbent uses judgment to select the most appropriate guide for the situation.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 4 - Complexity:**

The work includes various duties involving unrelated processes and methods. The incumbent is responsible for insuring that the procedures and administrative controls of the office work smoothly and that administrative details are not overlooked. Decisions regarding what needs to be done are based on the incumbent's knowledge of the goals, policies, priorities, and commitments of the staff and involve analysis of the subject or issues involved in individual assignments. Decisions are based on an understanding of the interrelationships between the branches, other Regional and Headquarters programs, and people involved.

### **Factor 5 - Scope and Effect:**

The incumbent ensures that the administrative and clerical work of the office is accomplished effectively, and provides program assistance to the Chief and staff. This allows the OFA Chief to concentrate on environmental issues and management duties, and allows staff to accomplish the mission of the office.

### **Factor 6 - Personal Contacts:**

Contacts are with EPA staff and secretaries inside and outside the office including staff working in professional information offices, State and local government offices including elected officials, environmental groups, press and media, attorneys, as well as the general public. The people contacted are involved in many different functions and types of work and a wide variety of issues. Inquiries are often diverse, requiring the incumbent to exercise significant judgment and knowledge in determining the correct response.

### **Factor 7 - Purpose of Contacts:**

The incumbent plans and coordinates the administrative, secretarial, clerical and other support work of the office. This includes contacts for purposes such as providing, clarifying or exchanging information, scheduling and arranging for meetings, making travel arrangements for the Chief and providing office employees with guidance and help in applicable procedures.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 8 - Physical Demands:**

The work places no special physical demands on the employee. The work includes some walking, standing, bending and carrying of light and medium items such as paper, books, supplies and files.

### **Factor 9 - Work Environment:**

The work environment is typical of an office.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **2. SENIOR OFFICE MANAGER (GS-318-07)**

#### **Introduction:**

Incumbent serves as office manager for the Branch. The Branch conducts national surveys of drinking water contaminants in public water systems, conducts studies of treatment technologies for removal of contaminants and provides advice, assistance, support and direct participation in the development of regulations for the control of contaminants in drinking water.

#### **Major Duties and Responsibilities:**

Prepares and signs routine correspondence of a nontechnical nature in the Chief's name or in his/her own name as Office Assistant to the Chief.

Handles the processing of technical reports for the Branch.

Reviews technical report clearance packages for completeness and conformance to appropriate style specifications, making sure the report has received the required in-house technical reviews and that all necessary forms for clearance are included, properly filled-out and signed.

Tracks reports in the process of being cleared through ODW. Follows up to assure timely review and clearance to meet publication, presentation or workplan deadlines.

Provides management assistance to the Chief in the preparation of bi-weekly and semi-annual status reports.

Prepares various section reports independently.

Collects, collates and processes information from staff members for the Chief's final review.

Upon requests from inside and outside the Agency, obtains information, the sources of which are not initially known and which may be only in the memories of a few employees. The information is usually obtained orally from a variety of sources.

Prepares one-of-a-kind reports from information in various documents from the files, from reading correspondence, or by obtaining such information from others.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Prepares special analysis reports on project status, travel ceiling, national water survey information, etc.

Consolidates reports submitted by the Engineers for response to requests.

Provides assistance to the Chief on processing extramural contract/cooperative agreement/interagency agreement funding packages.

Reviews budgeting and planning documents for completeness, accuracy and duplication, and keeps abreast of new procedures and regulations.

Serves as extramural assistant in the preparation of funding packages. Seeks out information necessary to answer questions regarding preparation of packages, contacts Grant Specialists or Contract Officers to obtain information on dealing with unusual circumstances and assists the Chief or Project Officer accordingly.

Provides liaison between Chief and Branch staff and between Chief and other offices.

Provides prompt, clear, concise and accurate information.

Communicates with staff and management of outside organizations to facilitate cooperation and expedient interchange of information.

Assists the Chief's subordinates in the procedural aspects of expediting the work of the office.

Applies and adapts guidelines to specific problems or situations for which the guidelines are not clearly applicable.

Helps Branch technical staff implement Chief's instructions concerning procedures.

Studies problem situations and recommends solutions.

Establishes policy for the Branch relating to clerical matters and some administrative procedures, insuring that such policies conform to Office of Water and Agency policy and revising/updating those policies as needed.

Provides specific guidelines/procedures on the use of ODW personal computers as they relate to word-processing and data transfer.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Provides specific guidelines for preparing correspondence for signature of TSD Director, ODW Director, and Assistant Administrator for Water. This includes responses to Congressional inquiries.

Is fully cognizant of Agency-established procedures for the preparation and clearance of correspondence, action documents, etc. Informs and instructs management and staff concerning procedures for the above.

Serves as ordering officer for procuring sample analyses for water quality studies.

Serves as Computer Coordinator for ongoing support in the acquisition, maintenance, and use of personal computers for word-processing and computational purposes.

Controls computer hardware and software inventory, including security of software. Develops systems for management of hardware and software.

Prepares procurement requests for computers and related hardware and software. Consults computer contractor in the acquisition of this equipment.

Coordinates the exchange of information with other computer users regarding special applications or capabilities.

Provides consultative and training support to TSD staff and management.

Receives and reads incoming correspondence, reports, instructions, etc., and ascertains the subject matter. Makes decisions on whether to handle personally or to forward to the Chief, to a particular Engineer, or an office outside of the Division.

Prepares replies to general inquiries not requiring a technical knowledge.

Responds to requests for statistical or informative material concerning the Division's programs which can be assembled from the record.

Reads and digests correspondence of an informational nature and briefs the Chief on its contents.

Gathers the necessary background material for the incoming document and forwards the package and instructions on method of reply to the appropriate person/office.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Follows-up with the Chief and Engineers to see that responses are prepared within the specified time.

Develops and maintains control records on incoming correspondence and action documents.

Maintains suspense file for action items assigned to or by the Chief, and follows up on work in process to insure timely reply or action. Assigns action data when not indicated by the Chief.

Identifies and resolves various problems and situations that affect the orderly and efficient flow of work in transactions with parties inside and outside the organization.

Receives telephone and personal callers and, based on knowledge of Division's programs, commitments and interests, screens requests. These activities are done to assure that the caller or visitor receives adequate information and attention without involving the Chief and consuming his/her valuable time.

Maintains Chief's calendar, arranges meetings and schedules appointments based on knowledge of his interests and commitments.

Schedules and attends Branch chief meetings and follows up on any commitments made during the meetings.

Makes presentations at Branch staff meetings on new policies and procedures to be followed within the TSD/ODW.

Sends and receives correspondence and reports from personal computers. Information may be on disk or transmitted by telecommunications and is converted to the standard ODW word-processing data base upon receipt. Trains staff and other Division personnel in the necessary procedures to use for information transmission.

Composes correspondence on administrative support or clerical functions of the office. Composes routine correspondence on other subjects as outlined in regulations and procedures or specifically requested by the Chief. Composes correspondence on requests for information which can be located or summarized from files, documents or engineers' input.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Maintains records and prepares reports on various Branch activities, such as travel and training, to show an up-to-date budget analysis of each item and cumulative totals spent, sorted by employee.

Makes all necessary arrangements for travel, arranging schedule of visits, plane, car and hotel reservations, notifying organizations and officials to be visited, etc., and submitting travel vouchers and reports, including international travel.

Maintains time and attendance records for the Branch.

Provides backup to Division Secretary and Program Analyst.

Assumes Division Secretary duties in her/his absence. This includes all assistance required of the TSD Division Director.

On an as-needed basis, assumes TSD Program Analyst's duties. This includes entry/update to SPATS and ADCR, and contact with outside vendors and local and remote Agency personnel.

Performs other duties as assigned.

**Factors:** *Refer to Office Manager Grade Level Charts (A-1 through A-4) and other Appendix A sample position descriptions for recommended factor level descriptions).*



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **3. SENIOR OFFICE MANAGER (GS-318-07)**

#### **Introduction:**

The position provides administrative and clerical assistance to the Branch.

#### **Work Situation B:**

The Branch is subdivided into \_\_\_ sections and includes \_\_\_ employees. The incumbent provides leadership to and oversees the Branch's secretarial employees to keep them aware of administrative office procedures, requirements, instructions and policies. Incumbent coordinates the Branch's complex administrative requirements in support of the technical and scientific programs of the Branch. Based on working knowledge of the organization and the substantive programs under the supervisor's control, incumbent functions as a personal assistant to the Branch Chief.

#### **Major Duties and Responsibilities:**

Reviews correspondence and documents prepared for the Branch Chief's signature and ascertains conformance to known administrative policies and regulations. On own initiative, returns such documents to originator for necessary corrections. Gives advice and instructions to Sections within the Branch to obtain a higher degree of compliance with general policies and correspondence regulations.

In the absence of the Branch Chief, incumbent assumes responsibility for ensuring that requests for action or information, which would normally receive the Branch Chief's attention, are made known to the responsible Section Chief who can satisfy the request. Monitors resulting activities for the purpose of briefing the Branch Chief. Decides whether important or emergency matters should be brought to the Branch Chief's attention when the Branch Chief is absent, but accessible.

Manages the Branch Chief's calendar and appointments. On own initiative and discretion, establishes priorities, sets up, reschedules, or refuses appointments, accepts or declines invitations to meetings and arranges for representation by a subordinate official when that is desirable. Obtains and assembles basic and background information and materials pertinent to meetings and conferences.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Oversees review of incoming mail to the Branch, designates action and follows-up to ensure deadlines are met. Oversees maintenance of correspondence log of all incoming correspondence by clerical staff.

Serves as liaison between the Branch Chief and the Sections by ensuring timely follow-up on action items and by providing accurate, timely advice on procedures, reports, requirements, and other matters necessary to implement the Branch Chief's policies, directives and instructions.

Composes correspondence on oral instructions or on own initiative, based on a knowledge of Branch Chief's views and desires. Typical subjects include administrative matters, letters of acknowledgment, program, general office and Regional policies. Signs correspondence for the Branch Chief in his/her absence when technical or policy content has previously been cleared. Prepares routine records and reports as necessary. Types letters, reports, memoranda and other routine correspondence as specified by, and in support of, the Branch Chief.

Plans Branch Chief's travel itinerary. Arranges schedule of visits, and ensures transportation and hotel reservations are made. Notifies organizations and officials to be visited. Keeps in touch with Branch Chief enroute. Ensures that thank-you letters, as appropriate, are written after the Branch Chief returns. Prepares and submits travel vouchers for the Branch Chief or other travelers from the Branch. Assumes independent responsibility for correct application of travel regulations before submission of vouchers for payment. Provides advice on preparation of travel vouchers, travel orders, and related forms.

Receives all visitors and redirects telephone calls to the Branch Chief. Determines nature of business of visitors. If business requires the attention of engineering or scientifically qualified personnel, decides whether the importance of business, rank or position of visitor is such as to require personal attention of the Branch Chief or if the visitor should be referred to an appropriate Section Chief. Incumbent is authorized to give out administrative and scientific information to callers upon determination of their right to receive it. When calls involve matters on which the Branch Chief will require background information, tactfully postpones the conversation, obtains the required information and then informs the Branch Chief of the pending call.

Receives requests from other organizations within the agency for information concerning programs under the Branch Chief's control. From available background data, summarizes or prepares excerpts from files, documents, and on the basis of general instruction as to the nature of the subject matter desired and the purpose or follows-up



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

to see that the Sections in the Branch submit required answers within the specified time. Serves as liaison with EPA Headquarters or the Office of the Director for any such reporting.

Makes arrangements for conferences, including space, time, attendees, etc. Collects background material in accordance with instructions. Attends conferences and prepares summaries, noting action items assigned. Follows-up on action items from the program and administrative management planning systems or other meetings. Takes Branch Chief's meeting notes as directed by supervisor.

Writes resumes of conferences and weekly Branch Chief meetings. Summarizes action items and distributes to participants who are expected to take action. Organizes and implements follow-up on action items to ensure schedules are met and reports progress to the Branch Chief.

Independently performs review and analysis of various administrative and office operations and functions, and formulates recommendations for action to the Branch Chief.

Performs special administrative projects as assigned, providing review, analysis and recommendations to the Branch Chief or Section Chiefs.

Serves as files coordinator for the Branch. Ensures that the file system of the Branch Chief is well maintained and transfers and disposes of records in accordance with established guidelines.

Oversees handling of the electronic mail system (E-Mail) for the Branch Chief's office.

Provides day-to-day guidance to other clerical employees who support the Branch. Trains clerical employees and establishes operating procedures and work priorities. Provides general guidance to all staff members within the Branch on clerical and administrative matters. Observes the need for procedural notices or instructions to staff, and prepares the necessary issuances and presents them to the supervisor for signature. Devises and installs procedures for internal Branch use. Acts upon requests from outside the Branch concerning procedural or administrative requirements; organizes the flow of clerical processes among Section Secretaries and organizations outside the Branch.

Assists clerical personnel in their career development by encouraging and facilitating their attendance at career-growth training sessions, and by insuring that their supervisors have prepared Career Management Plans for them.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Performs related duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the duties, priorities, commitments, policies, and program goals of the agency sufficient to perform assignments such as reviewing publications, directives, and other materials which may affect the Branch, and to take appropriate follow-up action; and to anticipate and prepare materials the Branch Chief needs in order to respond to correspondence or phone calls.

Knowledge of the technical and scientific programs of the Branch as related to the Branch's clerical and administrative support functions.

Knowledge and skill to coordinate the work of the office with other offices, including advising secretaries in subordinate offices on new procedures or regulations, and on information to be provided for use in conferences or reports.

Knowledge of grammar, spelling, punctuation and required formats.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.

### **Factor 2 - Supervisory Controls:**

Incumbent works under the general supervision of the Branch Chief who sets overall objectives of work and from time-to-time gives specific assignments with a brief explanation of the assignment's purpose. Incumbent personally sets the deadlines for the work to be done based upon a knowledge of the overall functions and projects of the Branch and those of other Branches whose coordination is required on some program matters. Incumbent performs the duties of the job independently, referring only the most complex problems to the Branch Chief. Many situations and conflicts arise which require the incumbent to approach and resolve them. The work is reviewed to ensure that the overall objectives of the position are met.

### **Factor 3 - Guidelines:**

Guidelines include the Official Airline Guide, Hotel & Travel Index, dictionaries, style manuals and agency instructions concerning such matters as correspondence, travel and leave regulations, as well as the policies of the Branch.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Interprets and adapts guidelines and policies to specific problems are frequently required, e.g., in determining priorities, resolving complaints and making recommendations for changes. The incumbent instructs and assists secretaries in subordinate organizations with these problems.

### **Factor 4 - Complexity:**

The Work involves different and unrelated processes and methods. Decisions regarding what needs to be done are based on incumbent's knowledge of the duties, priorities, commitments, policies, and program goals of the Branch Chief and other managers within the Branch, and involves analysis of the subject, phase, or issues involved in varied situations.

### **Factor 5 - Scope and Effect:**

The incumbent ensures that the clerical and administrative work of the Branch is accomplished effectively in accordance with appropriate policies and procedures, allowing the Branch Chief to concentrate on managerial duties. The incumbent reviews the work of others and gives advice concerning procedural requirements. The degree to which this is done affects the reliability and acceptability of the work of the Sections.

### **Factor 6 - Personal Contacts:**

Contacts include employees of the Branch and State and local high level officials both within the agency and in other agencies and at Headquarters who deal with the Branch on a wide variety of matters.

### **Factor 7 - Purpose of Contacts:**

The purpose of personal contacts is to plan and coordinate the work of the Branch Chief.

### **Factor 8 - Physical Demands:**

The work is sedentary, which may require some walking, standing, bending or carrying of light items such as paper work or files.

### **Factor 9 - Work Environment:**

The work is performed in an office environment with no unusual risks or discomfort.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **4. EXECUTIVE OFFICE MANAGER (GS-318-08)**

#### **Introduction:**

The incumbent serves as Secretary to the Assistant Regional Administrator for Policy and Management (ARA) and is responsible for ensuring the effective and efficient operation of this office. The Policy and Management Division is divided into staff units, Branches and Sections and includes approximately \_\_\_\_ employees. The incumbent provides personal leadership to the Division's secretarial and clerical employees to keep them aware of administrative office procedures, requirements, instructions, and policies.

#### **Major Duties and Responsibilities:**

Receives all visitors and redirects telephone calls to the ARA. Determines nature of business of visitors. If business requires the attention of engineering or scientifically qualified personnel, decides whether the importance of business, rank or position of visitor is such as to require personal attention of the ARA or if the visitor should be referred to the Deputy ARA or appropriate Branch Chief. Incumbent is authorized to give out administrative and scientific information to callers upon determination of their right to receive it. When calls involve matters on which the ARA will require background information, tactfully postpones the conversation, obtains the required information and then informs the ARA of the pending call.

Receives requests from other organizations within the agency for information concerning programs under the ARA's control. From available background data, summarizes or prepares excerpts from files and documents. On the basis of general instruction as to the nature of the subject matter desired, follows up to see that the Branches in the Division submit timely responses. Serves as liaison with EPA Headquarters or the Regional Administrator's office for any such reporting.

Serves as liaison between the ARA and the Branches by ensuring timely follow-up action items and by providing accurate, timely advice on procedures, reports, requirements, and other matters necessary to implement the ARA's policies, directives, and instructions.

In the absence of the ARA, incumbent assumes responsibility for ensuring that requests for action or information, which would normally receive the ARA's attention, are made known to the Deputy ARA or responsible Branch Chief who can satisfy the request. Monitors resulting activities for the purpose of briefing the ARA. Decides whether



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

important or emergency matters should be brought to the ARA's attention when the ARA is absent, but accessible.

Plans ARA's and Deputy's travel itineraries. Arranges schedule of visits, and ensures transportation and hotel reservations are made. Notifies organizations and officials to be visited. Keeps in touch with ARA and Deputy enroute. Ensures that thank-you letters, as appropriate, are written after the ARA and Deputy returns. Prepares and submits travel vouchers for the ARA and Deputy or other travelers from the Office of Policy and Management. Assumes independent responsibility for correct application of travel regulations before submission of vouchers for payment. Provides advice on preparation of travel vouchers, travel orders, and related forms.

Manages the ARA's calendar and appointments. On own initiative and discretion, establishes priorities, sets up, reschedules, or refuses appointments, accepts or declines invitations to meetings and arranges for representation by a subordinate official when that is desirable. Obtains and assembles basic and background information and materials pertinent to meetings and conferences.

Composes correspondence on oral instructions or on own initiative, based on a knowledge of ARA's views and desires. Typical subjects include: administrative matters, letters of acknowledgment, program, general office and Regional policies. Signs correspondence for the ARA in his absence when technical or policy content has previously been cleared. Prepares regular and special records and reports as necessary. Prepares/composes correspondence in response to requests for information, or as specified by the ARA.

Reviews correspondence and documents prepared for the ARA's signature and ascertains its conformance to known administrative policies and regulations. On own initiative, returns such documents to originator for necessary corrections. Gives advice and instructions to subordinate units, Branches or Sections to obtain a higher degree of compliance with general policies and correspondence procedures.

Makes arrangements for conferences, including space, time, attendees, etc. Collects background material in accordance with instructions. Attends conferences and prepares summaries, noting action items assigned. Follows-up on action items from the Planning and Tracking System (PATs) or other meetings. Takes ARA's meeting notes as directed by supervisor.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

**Writes resumes of conferences and weekly Division meetings. Summarizes action items and distributes to participants who are expected to take action. Organizes and implements follow-up on action items to insure schedules are met and reports progress to the ARA.**

**Provides day-to-day guidance to clerical employees who support the ARA. Trains clerical employees and establishes operating procedures and work priorities. Provides general guidance to all staff members on clerical and administrative matters. Observes the need for procedural notices or instructions to staff, and prepares the necessary issuances and presents them to the supervisor for signature. Devises and installs procedures for internal Division use. Acts upon requests from outside the immediate office concerning procedural or administrative requirements; organizes the flow of clerical processes among Branch Secretaries and organizations outside the Division.**

**Independently performs review and analysis of various administrative and office operations and functions, and formulates recommendations for action to the ARA.**

**Performs special administrative projects as assigned, providing review, analysis and recommendations to the ARA and Deputy ARA.**

**Maintains detailed tracking systems using Lotus and DBase programs for all Policy and Management training, travel and award dollars. This includes all detailed line-item transactions and produces detailed and summary reports monthly and as requested by Division managers.**

**Tracks all the Division's Performance Agreements to assure they are in-place and on-time for each fiscal year. Guarantees all Performance Appraisals are completed by using a checklist and assures award packages are delivered to Human Resources in a timely manner. Prepares all award certificates.**

**Serves as central point for tracing of SF-52s. After receipt of SF-52, it is logged-in on a Lotus program and given a tracking number and appropriation code. Assures all signatures are in-place and then handcarried to Human Resources.**

**Serves as files coordinator for the Immediate Office of the Director. Ensures that the file system of the Immediate Office of the Director is well maintained and transfers and disposes of records in accordance with established guidelines.**

**Oversees handling of the electronic mail system (E-mail) for the ARA's office.**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Oversees review of incoming mail to the Division; designates action and follow-up to ensure deadlines are met. Oversees maintenance of correspondence log of all incoming correspondence by clerical staff.

Assists clerical personnel in their career development by encouraging and facilitating their attendance at career-growth training sessions, and by ensuring that their supervisors have prepared Career Management Plans for them.

Supervises one clerical employee. Employee is delegated personnel and supervisory responsibilities. (Optional paragraph.)

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the duties, priorities, commitments, policies, and program goals of the agency sufficient to perform duties such as compiling data and information to be used for reports or responses to inquiries to compose a variety of correspondence, and to organize the flow of clerical and administrative processes among Division secretary and clerical employees.

Knowledge of the substantive programs of the Division as related to the Division's clerical and administrative support functions.

Knowledge and skill to coordinate the work of the office with other offices, including advising secretaries in subordinate offices on new procedures or regulations, and on information to be provided for use in conferences or reports.

Knowledge of grammar, spelling, punctuation and required formats.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.

### **Factor 2 - Supervisory Controls:**

Incumbent works under the general supervision of the Director who sets overall objectives of work and from time-to-time gives specific assignments with a brief explanation of the assignment's purpose. Incumbent personally sets the deadlines for the work to be done based upon a knowledge of the overall functions and projects of the Division. Incumbent performs the duties of the job independently, referring only the most complex problems to the ARA and/or Deputy. Many situations and conflicts arise which



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

require independent resolution by the incumbent. The work is reviewed to ensure that the overall objectives of the position are met.

### **Factor 3 - Guidelines:**

Guidelines include the official airline guide, hotel and travel index, dictionaries, style manuals and agency instructions, concerning such matters as correspondence, travel and leave regulations, as well as the unwritten policies of the Office of the Director.

Interpretation and adaption of guidelines and policies to specific problems are frequently required, e.g., in determining priorities, resolving complaints and making recommendations for changes. The incumbent instructs and assists secretaries in subordinate organizations with problems.

### **Factor 4 - Complexity:**

The incumbent coordinates and controls clerical and administrative work, not only in the Immediate Office, but throughout the entire Division.

The work involves different and unrelated processes and methods. Decisions regarding what needs to be done are based on incumbent's knowledge of the duties, priorities, commitments, policies, and program goals of the Division Director and managers. This involves analysis of the subject, phase, or issues in varied situations, e.g., assembling information for reports or composing correspondence in response to requests for information.

### **Factor 5 - Scope and Effect:**

The incumbent ensures that the clerical and administrative work of the Division is accomplished effectively in accordance with appropriate policies and procedures, allowing the Director to concentrate on managerial duties. The incumbent reviews the work of others and gives advice concerning administrative requirements. The degree to which this is done affects the reliability and acceptability of the work of subordinate units, and thereby affects the entire Division.

### **Factor 6 - Personal Contacts:**

Contacts include employees of the Division, State and local high level officials both within the Agency and in other agencies and at Headquarters who deal with the Division on a wide variety of matters.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 7 - Purpose of Contacts:**

The purpose of personal contacts is to plan and coordinate the work of the Director's office.

### **Factor 8 - Physical Demands:**

The work is sedentary, which may require some walking, standing, bending, or carrying of light items.

### **Factor 9 - Work Environment:**

The work is performed in an office environment with no unusual risks or discomfort.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **5. EXECUTIVE OFFICE MANAGER (GS-318-08)**

#### **Introduction:**

The position, located in the Immediate Office of the Division, provides administrative assistance to the Director.

#### **Work Situation B:**

The Division is subdivided into staff units, Branches and Sections and includes approximately \_\_\_ employees. The incumbent serves as a personal confidential assistant to the Director. Incumbent provides leadership to the Division's secretarial and clerical employees to keep them aware of administrative office procedures, requirements, instructions and policies.

#### **Major Duties and Responsibilities:**

Receives all visitors and redirects telephone calls to the Director. Determines nature of business of visitors. Decides whether the importance of business, rank or position of visitor is such as to require personal attention of the Director or if the visitor should be referred to the Deputy Director, appropriate Branch Chief or staff specialist. Incumbent is authorized to give out information to callers upon determination of their right to receive it. When calls involve matters on which the Director will require background information, tactfully postpones the conversation, obtains the required information and then informs the Director of the pending call.

Receives requests from other organizations within the agency for information concerning programs under the Director's control. From available background data, summarizes or prepares excerpts from files and documents. On the basis of general instruction as to the nature of the subject matter desired, follows-up to see that the Branches in the Division submit timely responses. Serves as liaison with EPA Headquarters or the Regional Administrator's Office for any such reporting.

Serves as liaison between the Director and the Branches by insuring timely follow-up on action items and by providing accurate, timely advice on procedures, reports, requirements, and other matters necessary to implement the Director's policies, directives and instructions.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

In the absence of the Director, incumbent assumes responsibility for ensuring that requests for action or information, which would normally receive the Director's attention, are made known to the Deputy Director or responsible Branch Chief who can satisfy the request. Monitors resulting activities for the purpose of briefing the Director. Decides whether important or emergency matters should be brought to the Director's attention when the Director is absent, but accessible.

Plans Director's travel itinerary. Arranges schedule of visits, and ensures transportation and hotel reservations are made. Notifies organizations and officials to be visited. Keeps in touch with Director enroute. Ensures that thank-you letters, as appropriate, are written after the Director returns. Prepares and submits travel vouchers for the Director or other travelers from the Office of the Director. Assumes independent responsibility for correct application of travel regulations before submission of vouchers for payment. Provides advice on preparation of travel vouchers, travel orders, and related forms.

Manages the Director's calendar and appointments. On own initiative and discretion, establishes priorities, sets up, reschedules, or refuses appointments, accepts or declines invitations to meetings and arranges for representation by a subordinate official when that is desirable. Obtains and assembles basic and background information and materials pertinent to meetings and conferences.

Composes correspondence on oral instructions or on own initiative, based on a knowledge of Director's views and desires. Typical subjects include administrative matters, letters of acknowledgment, program, general office and Regional policies. Signs correspondence for the Director in his/her absence when technical or policy content has previously been cleared. Prepares regular and special records and reports as necessary. Prepares/composes correspondence in response to requests for information, or as specified by the Director.

Reviews correspondence and documents prepared for the Director's signature and ascertains its conformance to known administrative policies and regulations. On own initiative, returns such documents to originator for necessary corrections. Gives advice and instructions to subordinate units, Branches or Sections to obtain a higher degree of compliance with general policies and correspondence procedures.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Makes arrangements for conferences, including space, time, attendees, etc. Collects background material in accordance with instructions. Attends conferences and prepares summaries, noting action items assigned. Follows-up on action items from the established program and administrative management planning systems or other meetings. Takes Director's meeting notes as directed by supervisor.

Writes resumes of conferences and weekly Division meetings. Summarizes action items and distributes to participants who are expected to take action. Organizes and implements follow-up on action items to insure schedules are met and reports progress to the Director.

Provides day-to-day guidance to clerical employees who support the Division. Trains clerical employees and establishes operating procedures and work priorities. Provides general guidance to all staff members on clerical and administrative matters. Observes the need for procedural notices or instructions to staff, and prepares the necessary issuances and presents them to the supervisor for signature. Devises and installs Procedures for internal Division use. Acts upon requests from outside the immediate office concerning procedural or administrative requirements; organizes the flow of clerical processes among Branch Secretaries and organizations outside the Division.

Independently performs review and analysis of various administrative and office operations and functions, and formulates recommendations for action to the Director.

Performs special administrative projects as assigned, providing review, analysis and recommendations to the Director or Deputy Director.

Serves as files coordinator for the Immediate Office of the Director. Ensures that the file system of the Immediate Office of the Director is well maintained and transfers and disposes of records in accordance with established guidelines.

Oversees handling of the electronic mail system (E-Mail) for the Director's office.

Oversees review of incoming mail to the Division; designates action and follow-up to ensure deadlines are met. Oversees maintenance of correspondence log of all incoming correspondence by clerical staff.

Assists clerical personnel in their career development by encouraging and facilitating their attendance at career-growth training sessions, and by ensuring that their supervisors have prepared Career Management Plans for them.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Supervises \_\_\_ to \_\_\_ clerical employees. Employee is delegated personnel and supervisory responsibilities. (Optional Paragraph.)

Performs related duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the duties, priorities, commitments, policies, and program goals of the agency sufficient to perform duties such as compiling data and information to be used for reports or responses to inquiries to compose a variety of correspondence, and to organize the flow of clerical and administrative processes among Division secretary and clerical employees.

Knowledge of the substantive programs of the Division as related to the Division's clerical and administrative support functions.

Knowledge and skill to coordinate the work of the office with other offices, including advising secretaries in subordinate offices on new procedures or regulations, and on information to be provided for use in conferences or reports.

Knowledge of grammar, spelling, punctuation and required formats.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.

### **Factor 2 - Supervisory Controls:**

Incumbent works under the general supervision of the Director who sets overall objectives of work and from time-to-time gives specific assignments with a brief explanation of the assignment's purpose. Incumbent personally sets the deadlines for the work to be done based upon a knowledge of the overall functions and projects of the Division. Incumbent performs the duties of the job independently, referring only the most complex problems to the Director and/or Deputy. Many situations and conflicts arise which require independent resolution by the incumbent. The work is reviewed to ensure that the overall objectives of the position are met.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 3 - Guidelines:**

Guidelines include the Official Airline Guide, Hotel & Travel Index, dictionaries, style manuals and agency instructions, concerning such matters as correspondence, travel and leave regulations, as well as the unwritten policies of the Office of the Director.

Interpretation and adaptation of guidelines and policies to specific problems are frequently required, e.g., in determining priorities, resolving complaints and making recommendations for changes. The incumbent instructs and assists secretaries in subordinate organizations with problems.

### **Factor 4 - Complexity:**

The incumbent coordinates and controls clerical and administrative work, not only in the Immediate Office, but throughout the entire Division.

The work involves different and unrelated processes and methods. Decisions regarding what needs to be done are based on incumbent's knowledge of the duties, priorities, commitments, policies, and program goals of the Division Director and managers. This involves analysis of the subject, phase, or issues in varied situations, e.g., assembling information for reports or composing correspondence in response to requests for information.

### **Factor 5 - Scope and Effect:**

The incumbent ensures that the clerical and administrative work of the Division is accomplished effectively in accordance with appropriate policies and procedures, allowing the Director to concentrate on managerial duties. The incumbent reviews the work of others and gives advice concerning administrative requirements. The degree to which this is done affects the reliability and acceptability of the work of subordinate units, and thereby affects the entire Division.

### **Factor 6 - Personal Contacts:**

Contacts include employees of the Division, state, and local high level officials both within the agency and in other agencies and at Headquarters who deal with the Division on a wide variety of matters.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 7 - Purpose of Contacts:**

The purpose of personal contacts is to plan and coordinate the work of the Director's office.

### **Factor 8 - Physical Demands:**

The work is sedentary, which may require some walking, standing, bending or carrying of light items.

### **Factor 9 - Work Environment:**

The work is performed in an office environment with no unusual risks or discomfort.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **6. EXECUTIVE OFFICE MANAGER (GS-318-09)**

#### **Introduction:**

Incumbent provides administrative office support to the organization. Provides day-to-day supervision to clerical staff within the immediate office, and provides leadership to external secretarial and clerical employees to keep them aware of new office procedures, administrative requirements, instructions and procedures and the like.

#### **Major Duties and Responsibilities:**

Receives all visitors and telephone calls to the Chief. Determines nature of call or business of visitors. If business requires the attention of engineering or scientifically qualified personnel, decides whether the importance of business, rank or position of visitor is such as to require personal attention of the supervisor, or if the visitor should be referred to the appropriate division concerned with the engineering or scientific subject. Incumbent is authorized to give out administrative and technical information to callers upon determination of their right to receive it. When calls involve matters on which the supervisor will require background information, tactfully postpones the conversation, obtains the required information, and presents the information when informing the supervisor of the pending call.

Controls the supervisor's activities schedule and reminds the supervisor of appointments. On own initiative and discretion, establishes priorities, sets up, reschedules, or refuses appointments, accepts or declines invitations to meetings, and arranges for representation by a subordinate official when that is desirable.

Serves as buffer and acts as liaison between the supervisor and the division and staff personnel by providing accurate, timely advice on procedures, reports, requirements, and other matters necessary to implement the supervisor's policies, directives, and instructions.

Reviews correspondence and documents prepared for signature of or requiring coordination by the supervisor for content and conformance with regulations, and special policies of the Region. On own initiative, returns such communications to the originator for correction when not in conformance with known policies or correspondence regulations. Gives advice and instructions to subordinate offices through discussions with author or secretary to obtain higher degree of compliance with general policies and correspondence regulations. Monitors and controls executive communications correspondence.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

In the absence of the supervisor, incumbent assumes responsibility for ensuring that requests for action or information, which would normally receive the supervisor's attention, are made known to the acting supervisor or responsible division or staff personnel who can satisfy the request. Monitors resulting activities for the purpose of briefing the supervisor. Decides whether important or emergency matters should be brought to the supervisor's attention when supervisor is away from the office, but accessible.

Reads incoming publications, regulations and directives which may be important to the activities of the supervisor or members of the staff. Refers those of importance or interest to the supervisor.

Receives requests from other organizations within the agency for information concerning programs under the supervisor's control. From available background data, assembles requested information or follows up to see that subordinates submit required answers within the specified time.

Composes correspondence on own initiative, based on a knowledge of supervisor's views and desires. Typical subject include administrative matters, letters of acknowledgment, general office and Regional policies, acceptance of invitations, and cancellation of conferences. Signs correspondence for the supervisor in the supervisor's absence when technical or policy content has previously been cleared. Prepares regular and special records and reports as necessary. Prepares similar paper work to ease the flow of work through the office and provides the supervisor with current information in readily accessible form.

Makes all necessary arrangements for travel, arranging schedule of visits, making transportation and hotel reservations, notifying organizations and officials to be visited, keeping in touch with the supervisor enroute, writing thank-you letters after the supervisor's return, and submitting travel vouchers and reports.

Writes summaries of conferences and gives copies to participants who are expected to take action as result of conferences. On own initiative, follows up on projects resulting from conferences to insure that schedules are met and reports progress to the supervisor.

Performs related duties as assigned.





# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **Factor 1 - Knowledge Required by the Position:**

Knowledge of the duties, priorities, commitments, policies and goals of the supervisor and the staff to perform non-routine assignments such as independently noting and following up on commitments made at meetings and conferences by staff members.

Knowledge of the substantive programs of the office as they relate to the applicable administrative and clerical functions.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.

Knowledge of grammar, spelling, punctuation and required formats.

## **Work Situation C:**

Supervises a major organizational unit which is divided into several echelons. The organizational unit has many complex programs which are interrelated with other major organizational units. The supervisor manages staff specialists responsible for coordinating and/or providing administrative support in such areas as personnel, budget, facilities, etc. The programs require extensive dealings and coordination with individuals external to EPA. The supervisor is a member of several committees of great importance to the agency and the membership consists of executive officials.

## **Factor 2 - Supervisory Controls:**

Incumbent works under the general supervision of the supervisor who sets the overall objectives of the work and from time-to-time give specific assignments with a brief explanation of the assignment's purpose. Incumbent personally sets the deadlines for most of the work to be done. Incumbent performs the duties of the job independently, referring only the most complex problems to the supervisor. Many situations and conflicts arise which require the Office Manager to determine the approach and resolve them. The work is reviewed to ensure that the overall objectives of the position are met.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 3 - Guidelines:**

In addition to guidelines such as dictionaries, style manuals and agency instructions, guidelines for this position include standing policies, instructions and rules-of-thumb established by the supervisor. Incumbent also analyzes results, recognizes the need for changes, and recommends changes.

### **Factor 4 - Complexity:**

Incumbent must identify and understand the inter-relationship between the various procedures and controls, between the various operations of the office, and between the operations of the office and the various public and private groups interested in those operations.

Decisions regarding what needs to be done are based on secretary's knowledge of the policies, priorities and goals of the supervisor and the staff and involve analysis of the subject, phase or issues involved in individual assignments.

The work includes various duties involving different and unrelated processes and methods. The incumbent is responsible for ensuring that the procedures and administrative controls of the office work smoothly and that administrative details are not overlooked.

### **Factor 5 - Scope and Effect:**

This position performs not only the administrative functions of the office, but also performs varied management support functions that are critical to a wide range of agency activities. The incumbent modifies and devises methods and procedures that significantly and consistently effect the accomplishment of the mission of the office. The incumbent identifies and resolves various problems and situations that affect the orderly and efficient flow of work in progress with parties outside the organization.

### **Factor 6 - Personal Contacts:**

Personal contacts are with individuals inside and outside the agency. The incumbent must establish the purpose of the contact and determine if the contact should be referred to the supervisor or a more appropriate staff person. A great deal of skill and tact is required to handle the contact as the incumbent is often speaking to individuals concerning a wide variety of environmental issues and often includes contacts with attorneys, news media, public interest groups and state and local agencies.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 7 - Purpose of Contacts:**

Incumbent coordinates the work of others. Although the contacts often require considerable tact and diplomacy, the persons dealt with are usually working toward mutual goals and generally have cooperative attitudes.

### **Factor 8 - Physical Demands:**

Incumbent's work requires some walking, standing, bending and carrying of light items such as books and papers.

### **Factor 9 - Work Environment:**

Work includes the everyday risks and discomforts typical of offices and meeting rooms.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **7. EXECUTIVE ASSISTANT (GS-318-10)**

#### **Introduction:**

The incumbent assists the Regional Administrator (RA) of a Regional Office for the U.S. Environmental Protection Agency (EPA) which includes five divisions with responsibility for the following States: (insert States).

#### **Major Duties and Responsibilities:**

Acts as office manager for the RA's office and ensures that the practices and procedures used by secretaries in subordinate offices are consistent with those of the RA's office. On own initiative, recommends changes in regional administrative policies. Devises and installs office procedures and practices to be used by secretaries in subordinate offices. Approves agenda for and directs periodic secretarial training sessions for all secretaries to division directors. The agenda includes training in all phases of secretarial work, such as correspondence, telephone procedures, publications, directives, reports and public relation responsibilities.

Responds to inquiries and administrative problems brought to the RA by members of the staff and officials of EPA Headquarters, state governors or mayors of large cities, leading representatives of other countries, other regions and environmental organizations, presidents of large national or international firms, other federal agencies and Members of Congress. Notifies the appropriate staff officials of the need for information or recommendations, and either prepares the response or follows up to ensure a timely response by others.

Exercises exclusive control over the RA's appointments, with complete authority for commitments of time. Screens all calls and visitors, answering most questions and completing most business involving established policy or routine matters without referring people to the RA.

Receives all correspondence for the RA; replies to mail not requiring the RA's attention; routes matters requiring action by regional division directors; and follows up to ensure that actions are completed. Screens all correspondence prepared for the RA's signature for clarity, completeness of reply, and grammatical and procedural correctness. Returns inadequate submissions for retyping or recomposition. Signs correspondence and certain procedural authorizations in the name of the RA when previous instructions have covered the matter. Screens all publications, directives and periodicals, and brings



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those of significance to the RA's attention. In the absence of the RA, maintains a file of correspondence and events of which the RA should know, and, upon the RA's return, brings such matters to the RA's attention.

Arranges conferences for the RA, and at the request of EPA Headquarters officials, for meetings to be held locally. This includes preparing an agendum, notifying participants, and arranging luncheons and similar matters. Develops background information and composes drafts of introductions and talks to be presented at various meetings by the RA. Attends and records the minutes of meetings which are later summarized and distributed. Checks to ensure that commitments made at the meetings are met and keeps the RA informed.

Supervises the work of general administrative support staff. Plans work schedules and sequence of operations on a weekly, monthly or project-to-project basis to meet the general schedules, priorities and requirements established by the RA. Determines how the workload should be assigned, processes and reviewed to achieve an acceptable level of quality. Carries out established personnel functions and practices, and keeps the employee informed about important aspects of personnel management programs.

Takes and transcribes dictation from the RA. Such dictation includes technical terminology in such fields as life sciences, environmental engineering and physical sciences. Transcribes dictation into letters, endorsements, messages, office instructions and reports with responsibility for sentence structure, grammar and spelling.

Performs other related duties as assigned by the RA.

### **Factor 1 - Knowledge Required by the Position:**

A basic foundation of administrative concepts and practices sufficient to enable the incumbent to recommend changes in regional administrative policies, devise and install procedures and office practices affecting subordinate organizations and foresee administrative problems and requirements.

Knowledge of the RA's views sufficient to enable the incumbent to perform duties such as developing material for the RA's use in public speaking engagements.

Knowledge of the substantive programs of the region as they relate to the region's administrative and clerical functions.



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Skills in advising secretaries in subordinate organizations concerning such matters as directives, reports, correspondence and telephone procedures.

Skill in taking and transcribing dictation. A qualified stenographer is required.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.

Knowledge of grammar, spelling, punctuation and required formats.

### **Work Situation C:**

The Regional Office is divided into \_\_\_\_ large divisions, each of which is further subdivided into several echelons. The divisions differ from one another in such aspects as subject matter, functions and relationships with other organizations. The Regional Office is responsible for overall management and coordination of a regional program for comprehensive and integrated environmental planning and protection activities, which requires extensive administrative controls within the Region as well as extensive dealings with EPA Headquarters offices, other federal agencies, and state and local agencies. The Regional Office includes organizations specifically responsible for carrying out administrative functions such as human resources management, financial management and administrative services. There is active and extensive public interest and participation in EPA's programs which result in the RA and DRA spending a substantial amount of time in personal contacts with Members of Congress, leading representatives of other countries, presidents of large national or international firms, the news media, state governors, mayors or large cities and public action groups.

### **Factor 2 - Supervisory Controls:**

The RA establishes the overall objectives of the work based on the priorities and needs of the region. The incumbent is frequently required to handle office emergencies and to resolve situations requiring initiative in determining methods to use and approach to be taken based on established objectives. The RA reviews the work only for its general effectiveness.

### **Factor 3 - Guidelines:**

Guides include the policies, priorities and commitments of the RA; the administrative policies and procedures of the region; and standard office practices. Many situations



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are not covered by the guidelines, and they, therefore, require interpretation and adaptation.

### **Factor 4 - Complexity:**

The work includes various duties requiring different and unrelated processes and methods. Decisions concerning what needs to be done, and how it should be done, are based on an understanding of the interrelationships among the organizations, people and issues involved.

### **Factor 5 - Scope and Effect:**

The incumbent modifies and devises methods and procedures that significantly and consistently affect the accomplishments of the mission of the Region. The incumbent identifies and resolves various problems and situations that affect the orderly and efficient flow of work in transactions with organizations outside the office.

### **Factor 6 - Personal Contacts:**

Contacts are with Members of Congress, state governors or mayors of large cities, officials of EPA Headquarters, leading representatives of other countries, representatives of environmental groups, presidents of large, national or international firms, officials of other agencies and the news media, in highly unstructured settings.

### **Factor 7 - Purpose of Contacts:**

The incumbent plans and coordinates the work of the office, resolving problems through such duties as ensuring the smooth flow of correspondence, arranging conferences and following up to ensure that required actions are completed.

### **Factor 8 - Physical Demands:**

The work is sedentary. It occasionally requires carrying light objects such as files, books and paper. No special physical qualifications are required.

### **Factor 9 - Work Environment:**

The work is performed in an office setting.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **8. EXECUTIVE ASSISTANT (GS-318-11)**

#### **Introduction:**

The incumbent serves as the Executive Assistant to the Regional Administrator (RA) and the Deputy Regional Administrator (DRA), and other scientific and professional employees in the Office of the Regional Administrator. As such, incumbent works closely with the RA, DRA, and Senior Staff, and has substantial interaction with the Human Resources Office (HRO) and budget offices. The incumbent will also supervise subordinate clerical staff.

#### **Major Duties and Responsibilities:**

The incumbent serves as a personal confidential assistant to the RA and maintains the RA's personal files of correspondence and documents concerning pending investigations, effectiveness reports and similar subject.

Acts as office manager for the RA's office and ensures that the practices and procedures used by secretaries in subordinate offices are consistent with those of the RA's office. On own initiative recommends changes in Regional administrative policies. Devises and installs office procedures and practices to be used by secretaries in subordinate offices. Approves agenda for and directs periodic secretarial training sessions for all secretaries to Division Directors. The agenda includes training in all phases of secretarial work, such as correspondence, telephone procedures, publications, directives, reports and public relations responsibilities.

Reviews correspondence, briefing material and reports prepared by the Regional staff for the RA/DRA to ensure that they are complete, thorough, appropriate and useful. Evaluation is based on an analysis of the comments on regional program, an awareness of the effects on Regional policies and knowledge of related issues or projects. Often summarizes and condenses the issues for the RA.

As liaison between the RA's office and the Divisions of the Region, as well as the offices of EPA Headquarters, ensures that internal/external communications are effective, and provides timely follow up of requests for action or information. Maintains an awareness of priority Regional programs and of all problems and issues which are of importance to the RA/DRA. Ensures that actions taken by the Regional Office are consistent with EPA policies and program guidance. Coordinates with Headquarters



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officials when important precedents are anticipated or where there is national public interest in the issues or outcome.

Serves as the initial source of information between the RA/DRA and program managers on the status of critically sensitive issues, problems and projects which affect overall Regional program accomplishments. Maintains constant contact with program managers who provide information and follow-up on programs.

Responds to inquiries and administrative problems brought to the RA/DRA by members of the staff and officials of EPA Headquarters, State Governors or Mayors of large cities, leading representatives, Members of Congress, other Federal agencies, presidents of international and national firms, etc. Notifies the appropriate staff officials of the need for information or recommendations, and either prepares the response or follows up to ensure a timely response by others.

Exercises exclusive control over the RA's appointments, with complete authority for commitments of time. Screens all calls and visitors, answering most questions and completing most business involving established policy or routine matters without referring people to the RA/DRA. Signs correspondence for the RA/DRA in his/her absence when technical or policy contact has previously been cleared. In the absence of the RA, prepares summaries of important transactions which have occurred during his/her absence.

Arranges conferences for the RA/DRA, and at the request of EPA Headquarters officials, for meetings to be held locally. This includes preparing an agenda, notifying participants, and arranging luncheons and similar matters. Develops background information and composes drafts of introductions and talks to be presented at various meetings by the RA/DRA. Checks to ensure that commitments made at the meetings are met and keeps the RA informed.

Handles special projects assigned by the RA or DRA, such as writing special reports or justifications, and representing RA and/or DRA at meetings. The complexity and difficulty of the projects and issues dealt with arise from a variety of considerations.

Serves as principle point of contact with the HRO and the RA/DRA on all aspects of personnel management within the ORA. This includes recruitment, promotions, classifications, resignations, and follow-up. Ensures that proper procedures are followed and deadlines are met in a timely manner. Maintains the RA's staffing plan and carefully tracks the glidepath and all personnel actions that impact the budget process. Keeps an up-to-date record of staffing to ensure that employment ceilings are not exceeded and



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estimates future staffing needs. Directs the preparation of various personnel reports. Works closely with the HRO and serves in liaison capacity so that ORA's needs are met. Ensures that supervisors and employees are kept appraised of changes in or of newly established personnel policies and procedures and advises them on personnel management.

Based on HRO's advice and own knowledge, provides alternative solutions on personnel management issues to the RA/DRA. Problems typically include projecting the effect and change in program management would have on grade levels of current positions; options on filling hard-to-fill positions; causes of turnover, handling unsatisfactory performance; or similar issues. Monitors the operation of the executive and employee appraisal systems. Initiates and monitors the recruitment of new personnel under the purview of the RA/DRA. Assists the HRO in monitoring and guiding the operation of the Merit Promotion Plan in the ORA. Works with the HRO on classification, grievances, and the awards program for the ORA.

Coordinates the ORA's budget activities with the Regional Comptroller on all fiscal matters. Evaluates the impact of Regional budget decisions on the ORA's programs and management. Prepares budget estimates and justification statements, status of funds reports and other budgetary information. Assesses trends in the area of FTS, travel, supplies, equipment service costs to determine the reasonableness of cost. Exercises responsibility for approving purchases for the ORA in amounts not to exceed delegated amount.

Performs a variety of fact gathering and evaluation functions associated with the formulation and execution of the ORA budget. Advises the RA/DRA of matters relating to Regional financial resources management, interprets and explains how policies and procedures in these areas affect Regional management and program operation activities and recommends solutions to problems.

Manages the ORA's space, furniture, and equipment activities and needs. Evaluates data and initiatives and/or conducts studies to determine immediate and long-term space and equipment needs for the ORA in the Region. Coordinates and controls the requisitions for furniture, equipment and supplies. Consults with RA/DRA regarding space and equipment needs. Negotiates with Administrative Management Branch in obtaining new space, relocation of facilities and problems involving building services. Responsible for coordinating the layout and management of ORA's office space.

Performs other related duties as assigned.



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### **Factor 1 - Knowledge Required by the Position:**

Extensive knowledge of administrative concepts and practices sufficient to enable the incumbent to recommend changes in Regional administrative policies, devise and install procedures and office practices affecting subordinate organizations and foresee administrative problems and requirements.

Knowledge of the duties, priorities, commitments, goals and policies of the Regional Administrator to fully participate in the management of the Immediate Office.

Basic knowledge of environmental laws and regulations governing the principles, practices and techniques of environmental planning and protection. Knowledge of EPA's operating programs and their interrelationships. Knowledge of Regional program and policy issues related to environmental planning and protection.

Skills in advising secretaries in subordinate organizations concerning such matters as directives, reports, correspondence and telephone procedures.

Skill in communication, both written and oral, to establish effective relationships both within and outside the ORA to resolve problems, and to present findings and recommendations.

Basic knowledge of such areas as classification, merit promotion policies, employee appraisal system, Government regulations concerning travel, time and leave, organizational structure, qualifications standards, and methods of acquiring services necessary to support operations so that advice and recommendation can be given to managers and employees.

Knowledge of and skill in applying the principles and practices of budget formulation to review, edit, and consolidate budget estimates to coordinate the proposed budget each fiscal year.

Knowledge of and skill in applying the principles, practices and methods of budget execution to determine whether obligations, expenditures, and requested allotments are within funding limitations in the approved budget.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet softwares to prepare correspondence and various documents.



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Skill in dealing effectively with voluminous amount of information.

### **Factor 2 - Supervisory Controls:**

Works under the general supervision of the Regional Administrator who initially established the overall objectives and priorities of the work in the office. Independently plans own work based on a thorough knowledge of work to be done, status of work currently in the office, deadline dates, and the relative importance of the various aspects of regular duties and special assignments in accordance with established policies. Completed work receives a cursory review only.

### **Factor 3 - Guidelines:**

Guidelines include EPA guidelines and regulations and the operating policies of the Regional Administrator. Incumbent interprets and adapts all Agency instructions utilizing RA's guidelines to specific situations; analyses results, recognizes the need for changes; recommends changes to RA and with his/her instructions, implements those changes. Very unusual or complex problems are referred to the supervisor.

### **Factor 4 - Complexity:**

Work is complex in that duties are numerous and varied, requiring different methods and procedures to complete. Priorities are subject to rapid change. Assignments involve making decisions on what needs to be done and how it should be done based on the operating policies, priorities, and commitments of the RA and the subjects and/or issues involved.

### **Factor 5 - Scope and Effect:**

The incumbent ensures that the administrative work of the RA's office is accomplished efficiently and effectively allowing the RA to concentrate on professional and managerial duties. The degree which administrative support is provided impacts the timeliness of services provided to the Region and the general public by the Regional Administrator.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 6 - Personal Contacts:**

Contacts are with supervisor and employees within the Agency, officials of both Federal and non-Federal agencies, high ranking governmental officials, organizations outside EPA and the general public. Contacts may be initiated by the employee and may be frequent and recurring since the employee functions in a liaison capacity with program officials.

### **Factor 7 - Purpose of Contacts:**

Contacts are for the purpose of requesting information, exchanging factual and non-technical information, responding to inquiries, expediting the work of the RA's office, and providing administrative services and support to employees assigned to the RA's office. The establishment of contacts is frequently an important aspect of the work and requires tact and negotiating skills.

### **Factor 8 - Physical Demands:**

The work is sedentary in nature. The work requires some walking, standing, bending, and carrying of light items such as books, papers, files.

### **Factor 9 - Work Environment:**

Work is usually performed in an adequately lighted, heated, and ventilated office setting.



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

## **APPENDIX B**

### **OFFICE AUTOMATION ASSISTANT POSITION DESCRIPTIONS**



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM





## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

The following positions descriptions represent Office Automation Assistant positions -- GS-05 through GS-07.

NUMBER	POSITION DESCRIPTION TITLE AND GRADE		PAGE
	Title	Position Series/Grade	
1	Office Automation Assistant	GS-326-05	5
2	Office Automation Assistant	GS-326-06	11
3	Office Automation Assistant	GS-326-07	13



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **1. OFFICE AUTOMATION ASSISTANT (GS-326-05)**

#### **Introduction:**

In support of the office, the incumbent provides general clerical and office automation support services. The purpose of the position is to enhance office productivity.

#### **Major Duties and Responsibilities:**

Fully utilizes the advanced features and capabilities of word-processing software, including line spacing, page numbering, indenting text, page breaks, spellcheck, customizing formats, opening windows for importation of graphics or special symbols, use of macros, precise alignment of columns, etc., to type drafts/finals of regular and complex correspondence, memoranda, reports, forms, questionnaires, charts and records pertaining to the office. Ascertains accuracy and conformance to office procedures. Ensures correct punctuation, capitalization, spelling, grammar, format, attachment of related materials, correct number of copies, routing. Requests for typing may come from staff and management. Typing may involve specialized terminology.

Receives documents electronically from staff members who are not fully trained in EPA correspondence and word-processing procedures. Reformats documents into correct EPA format, adjusts spacing for good appearance and clarity. Identifies and corrects extraneous, erroneous or missing function codes which can be displayed on the screen. Corrects grammar, spelling and punctuation. Collects attachments, enclosures and background material into signature folders. Prepares concurrence sheet, routing slip and mailing envelop.

Utilizes graphics software to provide graphic symbols, charts and graphs for slides, viewgraphs and flipcharts.

Receives telephone calls and visitors for the office. Incumbent has the first-line responsibility to answer callers questions from the general public. Must be knowledgeable in office programs to answer routine, non-technical questions. Incumbent is knowledgeable about the roles and programmatic responsibilities of approximately 250 individuals within the office to route incoming callers and visitors to the appropriate individual, or in some cases, another agency for response to non-routine, technical and site-specific information requests.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Routes incoming mail to appropriate destination. Controls/decontrols correspondence and FOIA's and routes to appropriate personnel for response. This requires understanding the program responsibilities of various organizational units. Prepares outgoing correspondence and material. Reviews outgoing correspondence for format, clarity, typographical accuracy, conformance with procedural instructions, and presence of all background materials. Ensures signatures, attachments, and envelopes are properly prepared and completed.

Incumbent is fully conversant in the capabilities and uses for E-MAIL and receives as well as transmits materials by this electronic method.

Provides assistance and backup to the office Secretary as needed or in accordance with established schedules.

Prepares biweekly time and attendance reports in an accurate and timely manner or serves as backup timekeeper.

Maintains office filing system as needed. This may include maintenance of Directives Manuals.

Conducts other miscellaneous administrative assignments such as preparing personnel actions, procurement requisitions - obtaining a variety of office support services, preparing travel and training documents, etc.

Duplicates and faxes materials for the office. This may include collating and stapling.

Prepares travel authorizations, makes travel arrangements and prepares travel vouchers.

Arranges conference and sets up meetings involving many participants, coordinates schedules, meeting places, travel and hotel reservations as necessary.

Follows agency procedures for procurement of supplies, equipment, printing, maintenance services, etc. Maintains liaison with the appropriate administrative offices to assure that the organization is adequately provided for in these areas.

Performs other duties as assigned.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of word-processing and graphic software packages that goes beyond what is required to complete everyday office correspondence. The incumbent applies knowledge of advanced software functions to produce a wide range of documents that require complex formats, such as graphics or tables within text, to edit and reformat electronic drafts and to enhance productivity within the office.

Knowledge of an extensive body of rules, procedures or operations applied to clerical assignments, and knowledge of the organization and functions of the office in order to perform all of the procedural work of the office. This includes knowledge to carry out and coordinate, in a timely and effective manner, many different procedures, each of which might involve numerous steps, such as all of those needed to:

- a. Obtain or perform a wide variety of administrative support services.
- b. Prepare a wide variety of recurring internal reports and documents from information obtained from the staff, files and other sources.
- c. Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet software to prepare correspondence and various documents.
- d. Knowledge of correct grammar, spelling, punctuation, capitalization and style.

### **Factor 2 - Supervisory Controls:**

The Supervisor defines the overall objective and priorities of the work in the office, and assists the incumbent with some special assignments. The incumbent plans and carries out the work of the office and handles problems and deviations in accordance with established instructions, priorities, policies, commitments and program goals of the supervisor and accepted practices in the occupation. When current practices or deviations in an assignment cause problems, the incumbent uses own initiative to resolve them and coordinates efforts with other employees involved or affected by the non-standard practices. Methods used by the incumbent are almost never reviewed in detail. Completed work is evaluated for adequacy, appropriateness and conformance to established policy.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 3 - Guidelines:**

Guidelines typically include software manuals, dictionaries, style manuals, agency instructions concerning such matters as correspondence or the handling of classified information, and operating policies of the supervisor or organization guidelines, references and procedures for application to specific cases, referring situations not covered by existing guides or significant proposed deviations to the supervisor.

### **Factor 4 - Complexity:**

The documents, formats and specific automation processes require the use of advance functions, use of more than one software and a variety of format changes to complete assignments which requires the incumbent to use judgment in selecting the appropriate sequence of commands and design the final layout of the document.

Incumbent performs a full range of procedural duties in support of the office, including such duties as requisitioning supplies, printing or maintenance service, filling out various travel forms for staff members, arranging for meeting rooms, and preparing scheduled reports from information available in file. Decisions regarding what needs to be done involve various choices, requiring the incumbent to recognize the existence of and differences among clearly recognizable situations. Actions to be taken or responses to be made differ in such things as the sources of information, the kinds of transactions or entries, or other readily identifiable differences. Decisions are based on a knowledge of the procedural requirements of the work coupled with an awareness of the specific functions and staff assignments in the office.

### **Factor 5 - Scope and Effect:**

The purpose of the work is to carry out specific procedures and assist in preparing documents which add to the usefulness and clarity of the information involved. The work affects the accuracy and reliability of further processes.

### **Factor 6 - Personal Contacts:**

Personal contacts include employees in the same agency, both within and outside the immediate organization. People contacted are generally engaged in different functions, missions, and kinds of work, and represent various levels such as Headquarters, regional district or field offices. Contacts also include local, and state agencies and members of the general public.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 7 - Purpose of Contacts:**

The purpose of the work is to plan, coordinate, or advise on work efforts or to resolve operating problems. Typical duties normally include ensuring that reports and responses to correspondence are submitted by the staff on time and in the proper format, making travel arrangements and scheduling conferences.

### **Factor 8 - Physical Demands:**

The work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking, standing, bending, and carrying of light items such as papers, books, small parts, etc. No special physical demands are required.

### **Factor 9 - Work Environment:**

The work is performed in offices and meeting rooms.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **2. OFFICE AUTOMATION ASSISTANT (GS-326-06)**

#### **Introduction:**

The incumbent is responsible for providing office automation support which includes utilization of advanced word processing, desktop publishing and graphics software packages to prepare very complex documents. In addition, the incumbent develops and modifies administrative information management systems utilizing database and spreadsheet software.

#### **Major Duties and Responsibilities:**

Knowledge of the capabilities, operating characteristics and advanced functions of a variety of types of office automation software, e.g., database, spreadsheet, and word-processing; and knowledge of the similarities, differences, and integration of the different software types.

Some illustrative examples include but are not limited to the following types of assignments:

Uses desktop publishing software to prepare varied news releases, brochures, reports, and publications highlighting the activities of the office. Applies knowledge of the types of information maintained and the procedures for accessing databases throughout the office to locate and import information to be included in publications. Applies desk-top publishing capabilities to enhance the presentation of the data, e.g., electronically changing tables to graphs, superimposing one graph over another, adding boxed explanatory text to graphics, highlighting significant material with shadowing, importing graphics into narrative text, varying style and pitch of type within the text, and adjusting size and shape of pages to fit the publication involved.

Integrate different software types into a single document, e.g., to retrieve data from a database or spreadsheet, convert it into graphic form, and incorporate it into the text of a report.

Identifies office automation duties which can be done faster and easier by creating macros to expedite production of documents with standard formatting, sections, columns, indentations, portions of text, etc., uses the macro function to manually set up document shells or format styles that can be retrieved for use whenever needed. Creates macros that execute a sequence of functions automatically. Such macros are used to update



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

reports, generate indices, revise tables of contents and retrieve information from electronic records.

Develops methods of automating administrative reports, considering the interrelationship of reports and multiple uses of the data. Determines that the volume of reports and inquiries concerning an aspect of work, e.g., travel, training, status of correspondence or a specific program activity, warrants automation. Identifies each category of data and combinations of data categories required to meet all reporting needs. Selects the software type, e.g., database, spreadsheet, or directory, that will best provide the search, sorting, and calculating functions needed. Develops the detailed procedures and functions needed to enter and print data in varying combinations and formats to meet reporting requirements.

Evaluates existing tracking systems to determine if they are accurately tracking information and meeting reporting requirements. Modifies the existing system to correct problems, or establish new database management systems to improve tracking methods.

**Factors:** *Refer to Office Automation Grade Level Chart (B-1) and other Appendix B sample position descriptions for recommended factor level descriptions.*



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **3. OFFICE AUTOMATION ASSISTANT (GS-326-07)**

#### **Introduction:**

The incumbent is responsible for providing office automation support which includes utilization of advanced word processing, desktop publishing and graphics software packages to prepare very complex documents. In addition, the incumbent develops and modifies administrative information management systems utilizing database and spreadsheet software.

#### **Major Duties and Responsibilities:**

Prepares briefing documents, news releases, brochures, publications and management reports which require the integration of advanced features of word-processing, graphics, and desktop publishing software into finished work products that clearly and most effectively present the activities of the office and fit the purpose of the document.

Documents prepared also require the incumbent to retrieve data from database systems or spreadsheets, convert it into graphic form and incorporate it into text of a report.

Creates templates for automated standard forms for use within the organization or by others.

Trains office staff members on the administrative information management systems in use within the office.

Answers questions and personally trains new clerical and secretarial employees interested in learning intermediate or advanced office automation techniques and suggest formal training courses they may pursue to facilitate further development of skills.

Masters office automation technology when it is first available in order to implement its use within the office.

Maintains database and spreadsheet applications for the office, performs data entry and retrieves standard and non-standard reports.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

On own initiative, evaluates existing administrative information management systems or the activities of the office to determine if new systems need to be developed or revised to better meet the needs of the office. Selects the best method, determines the data requirements and develops the program, system documentation and procedures for automating the activity.

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the capabilities, operating characteristics and advanced functions of a variety of office automation software, e.g., database, spreadsheet, graphics and word-processing; and knowledge of the similarities, differences, and integration of the different software types to select the most appropriate software type for a specific office needs, to integrate different software types into a single document, to develop new automated systems, to resolve problems with current automated systems and to complete standard and nonstandard reports.

Applies knowledge of the types of information maintained and the procedures for accessing databases throughout the office to locate and import information to be included in publications.

Incumbent must be a skilled typist and have knowledge of office automation systems such as word-processing, electronic mail, database management, graphic and spreadsheet software to prepare correspondence and various documents.

### **Factor 2 - Supervisory Controls:**

The incumbent performs on-going tasks independently based upon a knowledge of the priorities and objectives of the office. Specific projects or special assignments are made with only brief explanation of the assignment's purpose and the deadline. The incumbent works independently to design the assignment and carry out the steps for completing the assignment in accordance with established office practices for office automation. When current practices or deviations in an assignment cause problems, the incumbent uses own initiative to resolve them and coordinates efforts with other employees involved in or affected by the nonstandard procedures.



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Publication work is evaluated for usefulness and conformance with the presentation objectives the finished product was to achieve. Automated information management systems are evaluated for their usefulness, reliability and ease of operation. The methods used to produce the work is not reviewed.

### **Factor 3 - Guidelines:**

Guidelines include user's manuals for several software packages of different types. The nature of the work requires application of advanced user techniques which are not fully defined within user manuals. Therefore, the incumbent must experiment with applications to determine how to operate the advanced functions. With regard to automating information systems, the incumbent uses initiative and judgment in deviating from existing instructions or practices to resolve operating problems or to develop more efficient processing procedures.

### **Factor 4 - Complexity:**

Carries out a broad range of assignments requiring the use of several types of software packages for different office needs. The incumbent must use judgment in selecting one or several software systems to complete the assignment. Usually, the incumbent has to integrate several systems. The employee regularly develops methods and procedures for office automation tasks, and identifies and solves problems in existing methods or procedures.

### **Factor 5 - Scope and Effect:**

The purpose of the work is to organize information for use by others. It involves determining what information needs to be automated or designing how best to present a written work product. The work is performed in accordance with the capabilities of the software packages and accepted office practices and automation guidelines.

The work increases the availability and usefulness of the information automated and increases the effectiveness of administrative and program activities of the office.

### **Factor 6 - Personal Contacts:**

The incumbent works with employees and managers within and outside the immediate work unit who are involved in or affected by the automated office project.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 7 - Purpose of Contacts:**

The purpose of contact is to plan, coordinate and integrated work processes or work methods for office automation between and among related work units.

### **Factor 8 - Physical Demands:**

The work is primarily sedentary and requires only light lifting, bending and walking.

### **Factor 9 - Work Environment:**

The work involves minimal risks and observances of safety precautions typical of office settings.



**ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

**APPENDIX C**

**ENVIRONMENTAL PROTECTION ASSISTANT  
AND  
OTHER ADMINISTRATIVE SUPPORT  
POSITION DESCRIPTIONS**







## ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM

The following positions descriptions represent Environmental Protection Assistant positions -- GS-05 through GS-07 and includes a few miscellaneous examples.

NUMBER	POSITION DESCRIPTION TITLE AND GRADE		PAGE
	Title	Position Series/Grade	
1	Environmental Protection Assistant	GS-029-05	5
2	Environmental Protection Assistant	GS-029-06	9
3	Environmental Protection Assistant	GS-029-06	13
4	Environmental Protection Assistant	GS-029-06	17
5	Environmental Protection Assistant	GS-029-06	21
6	Environmental Protection Assistant	GS-029-06	25
7	Environmental Protection Assistant	GS-029-06	31
8	Environmental Protection Assistant	GS-029-07	37
9	Environmental Protection Assistant	GS-029-07	41
10	Environmental Protection Assistant	GS-029-07	45
11	Environmental Protection Assistant	GS-029-07	47
12	Environmental Protection Assistant	GS-029-07	51
13	Environmental Protection Assistant	GS-029-07	55



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NUMBER	POSITION DESCRIPTION TITLE AND GRADE		PAGE
	Title	Position Series/Grade	
14	Environmental Protection Assistant	GS-029-07	61
15	Environmental Protection Assistant	GS-029-07	65
16	Environmental Protection Assistant	GS-029-07	71
17	Environmental Protection Assistant	GS-029-07	75
18	Environmental Protection Assistant	GS-029-07	79
19	Administrative Assistant	GS-303-06	83
20	Administrative Assistant	GS-303-06	85
21	Budget Assistant	GS-561-06	87
22	Program Assistant	GS-303-09	91



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **1. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-05)**

#### **Introduction:**

This position is located in the Pesticides Section, Pesticides and Toxic Substances Branch of the Air, Pesticides, and Toxics Management Division. The Section maintains two separate field offices, in Montgomery, Alabama, and Lakeland, Florida. The primary purpose of the position is to provide administrative support to the enforcement activities of the Section, including case tracking and in some situations, case development assistance. In addition, the incumbent will provide technical assistance to the regulated community. Incumbent will aid the Section and Branch Chief in matters pertaining to Branch/Section work accomplishments in inspection enforcement activities, and the evaluation of performance in State/EPA cooperative agreements.

#### **Major Duties and Responsibilities:**

Based on requisite training, recommends methods, procedures, controls, records and files required for the administrative processing of documents and program information pertaining to the Pesticides Section's actions. Maintains appropriate lines of communication between the Branch, Section, the Regional Hearing Clerk, and other Regional Office components.

Reviews essential enforcement case documents for accuracy and completeness. Prepares and maintains the formal case file. For FIFRA Section 7 enforcement cases, assists the Section Secretary in the routine typing of these actions. Reviews case for standard case format. Follows up to assure inclusion of appropriate documentation which includes certified mailings from the time of development to termination of the case. Maintains records regarding the whereabouts and appropriate deadlines of the case at all times. Prepares and types consent agreement and final order in accordance with case procedures. The incumbent is responsible for tracking all intermediate actions until the case is finally resolved. Makes continual assessment of these operations to meet program needs of the Section. Recommends changes to achieve specified program objectives or improve operating methods.

Prepares and/or reviews completed and final typed stop sale, use, or removal orders and warning letters pursuant to suspected violations of FIFRA. Reviews same for appropriate administrative format and requirements as well as completeness of adequate documents to assure legal sufficiency. Develops and maintains a file system with



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

appropriate identification to track the order for potential remedial action or the development of an enforcement case to termination.

Using the Branch's computer terminal and under the supervision of senior staff maintains the tracking system (significant dates, milestones, actions) for all FIFRA civil assessments. Using this system, prepares reports (quarterly as a minimum) for Regional management regarding enforcement accomplishments.

After consultation with Section staff, assists in the preparation of a weekly activities report for the Section; prepares quarterly SPMS reports to Headquarters for the Branch

Assists senior level staff of the Pesticides Section in the administration of the FIFRA Section 7 program for the registration of pesticides-producing establishments and their reporting of annual pesticide production. Screens incoming mail on a daily basis to log the receipt of annual or initial pesticide production reports, and to separate requests for establishment registration or other Agency action from these reports. After logging, delivers mail received to senior staff in Section for further processing.

After consultation with case development personnel, performs background file reviews and prepares enforcement case jackets for establishments subject to enforcement actions.

Assists senior staff in the initiation of Agency regulatory reporting requirements for new pesticide-producing establishments.

Performs other related duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the missions, functions, objectives and policies of the Section and Branch as it relates to the Regional implementation of the Federal Insecticide, Fungicide, and Rodenticide Act is required in order to understand the purpose and scope of the Section actions being taken pursuant to this statute.

Knowledge of Headquarters' organization and the organization of other Federal agencies such as USDA and FDA including their regional offices, and organization of the State lead agencies and cooperative extension services in order to understand the location and position of key individuals outside the Agency who are involved in actions initiated by the Section.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Incumbent must have knowledge of Consolidated Rules of Practices Governing the Administrative Assessment of Civil Penalties in order to understand the process of issuing administrative civil actions by the Agency.

Must have the ability to communicate effectively both orally and in writing.

Must have knowledge of typing, file systems, and suspense systems in order to effectively perform duties identified.

### **Factor 2 - Supervisory Controls:**

Incumbent works under very close administrative and technical supervision of the Pesticides Section Chief who makes assignments together with specific instructions as to objectives, anticipated problems, appropriate guidelines, and policies to follow. Work is closely reviewed for adherence to guidelines and previous instructions. Handles routine cases by following procedures and work is only occasionally reviewed by supervisor. Findings and recommendations are approved before basis for action in other than routine cases. Duties are assigned to provide training for more difficult and responsible assignments and less strict supervision.

### **Factor 3 - Guidelines:**

Guidelines include Section, Regional and Agency policies as well as Section 22 Consolidated Rules of Practices Governing the Administrative Assessment of Civil Penalties, Sections 12 and 13 of FIFRA and related OCM enforcement guidelines. Incumbent must adhere to guidelines. Any deviation from guidelines must be approved by supervisor.

### **Factor 4 - Complexity:**

Assignments include the administrative processing and tracking of all FIFRA civil assessments and consequently involve legal deadlines and legal format. The incumbent develops, maintains, and utilizes an extensive system of records and controls for civil assessments, other enforcement actions, and inspection activities. Incumbent must develop and provide to management, both Regional and Headquarters, reports on a wide variety of Section activities, including inspections by CSO's enforcement cases, and all planned program accomplishments by Section staff.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 5 - Scope and Effect:**

The work activities described for this position allow a consolidation of administrative functions related to the missions of the Section. Duplication of effort is eliminated in tracking enforcement cases, other enforcement actions and inspection activities.

### **Factor 6 - Personal Contacts:**

The incumbent maintains liaison between Office of Regional Counsel, Regional Hearing Clerk, other Federal agencies, State lead agencies, EPA Headquarters, State cooperative extension services. the incumbent's personal contacts also include co-workers in the Section and other staff within the Air, Pesticides and Toxics Management Division.

### **Factor 7 - Purpose of Contacts:**

Is to supply or receive information relative to assigned duties and responsibilities so as to assure appropriate and effective coordination of Section activities where they impact other Agency and State personnel.

### **Factor 8 - Physical Demands:**

Work is primarily sedentary.

### **Factor 9 - Work Environment:**

The work is performed in an office environment.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **2. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-06)**

#### **Introduction:**

This position is located in a Branch of the Environmental Services Division within the Region. Specifically, the incumbent is assigned to the Air and Water Monitoring Section with primary assignments in water monitoring.

#### **Major Duties and Responsibilities:**

Assists in conducting water quality studies. Assists in making field measurements, collecting and preserving samples, and transporting samples to the laboratory for analyses. Fills out appropriate custody forms and maintains chain-of-custody on samples during collection and transports to the laboratory. Assists biologists in conducting benthic studies by helping collect macroinvertebrate samples and related stream information.

Coordinates with the Water Management Division STORET Coordinator the input of ESD field monitoring data into STORET. Works with project managers to ensure that station location information is available for inputting surface water data into STORET. Responsible for entering Branch data into STORET if Water Management Division STORET Coordinator does not assume this responsibility.

Assists in conducting time of travel studies to obtain information for use in making waste load allocation calculations. Helps with dye injection and tracking dye peaks using a fluorometer. Records field reading and other relevant information for determining dye peaks.

Using the field notes collected during SOD studies, employee enters the data into the computer system. Employee then executes statistical programs to analyze the data and then generates graphical plots of data results. Employee then prepares a draft report of finding for the biologists' review prior to forwarding the test report to the State agency.

Assists biologists with operation of algal assay laboratory during periods of sample overload. Helps by culturing alga cells, measuring media, weighing filters and counting cells.

Uses statistical program in toxicity testing manual operating procedures to calculate percent toxicity ( $LC_{50}$ ) from test data. Inputs toxicity test results into PCS and CETIS).



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

The incumbent is required to have general knowledge of the water quality monitoring programs implemented by EPA and working knowledge of the scientific skills needed to perform water quality assessments. This knowledge is used to assist various types of scientists with task assignments.

### **Factor 2 - Supervisory Controls:**

General supervision is provided by the Chief, Marine and Wetlands Unit; specific assignments are made by the staff scientists that the incumbent is assisting. Work progress is monitored by the supervisor. Any problems or unusual difficulties are discussed with the supervisor.

### **Factor 3 - Guidelines:**

Guidance followed by the incumbent include Agency policies, regulations, directives, Congressional Acts, Agency operating guidance, technical manuals, and standard operating procedures. When unique situations arise and guidelines are not available, the incumbent consults with the supervisor on alternative approaches.

### **Factor 4 - Complexity:**

Assignments usually involve projects which are routine and of moderate scope. Assignments usually require the application of standard operating procedures. Experienced scientists will assist with unusual or difficult tasks.

### **Factor 5 - Scope and Effect:**

The incumbent assists the staff of multi-discipline scientists in various aspects of water quality studies to assess water quality conditions. In some cases, study results may be for determining NPDES permit compliance or compliance with water quality standards.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 6 - Personal Contacts:**

The incumbent's personal contacts include Division and Regional EPA staff as well as representatives from other Federal agencies, State regulatory agencies, consulting firms and academia.

### **Factor 7 - Purpose of Contacts:**

The incumbent's contact within as well as outside of EPA concerns activities associated with the type of work assignment being performed.

### **Factor 8 - Physical Requirements:**

Assignments may require climbing, lifting and carrying sampling and testing equipment. Long and irregular hours (greater than 8 hour days and weekend work) may be required. Some assignments may require long hours sitting at a personal computer, culture counter or analytical balance.

### **Factor 9 - Work Environment:**

The incumbent is exposed to a variety of physical surroundings such as office, field and laboratory environment. Normal office risks are faces. In the field and laboratory, the incumbent should not be exposed to hazardous conditions; however, safety regulations should be followed.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **3. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-06)**

#### **Introduction:**

The employee is responsible for assisting in Resource Conservation and Recovery Act (RCRA) inspection report review and case development preparation under RCRA. The incumbent enters enforcement actions under this Act into computer data system. The employee assists the Branch Chief on assignment on developing information and evaluating issues such as: travel, training, position utilization and program assessment.

#### **Major Duties and Responsibilities:**

The incumbent is responsible for the programmatic tracking of RCRA actions as required by EPA Headquarters. Such tracking may include State as well as EPA compliance activities. Principal methodology for implement HQ requirements is the national computer tracking system (HWDMS). Tracking reports are edited for accuracy. System data is the principal source of hazardous waste enforcement information for EPA Headquarters.

The incumbent assists the case development project officer in reviewing RCRA compliance reports for technical adequacy and researching regulations and literature to validate conclusions. When reports are referred back to an inspector, the incumbent assists the case development officer in providing justification why new or additional data or information are needed on the inspection report. The employee will be asked to check simple mathematical calculations and conduct research, utilize textbooks and scientific or engineering literature on specific details for enforcement case preparation or compliance inspection reports.

The employee will participate in meetings with the public, private sector, and governmental entities on RCRA. The employee will prepare responses on inquiries relating to RCRA and may represent the Agency in public meetings.

The employee assists the Section Chief in scheduling and coordinating inspections for RCRA Interim Status and Compliance monitoring activities and citizens complaints.

Maintains an up-to-date file of RCRA regulatory changes as they are published in the *Federal Register* and notifies the Section Chief of major changes which affect the Section activities.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of RCRA as amended and hazardous waste regulations and CERCLA. Broad knowledge of enforcement policy, guidance, directives, and application of these precepts to RCRA.

Broad knowledge of hazardous waste technical requirements for generators, transporters and treatment, storage and disposal facilities. Understanding of technical processes of hazardous waste management such as land disposal, incineration or solidification of liquids associated or interim status standard requirements.

Knowledge of mathematics and familiarity with science and engineering to perform literature research on specific assignments.

Familiarity with administrative regulations relating to travel, training, grant administration, and program requirements, including a familiarity with the Hazardous Waste Authorization process.

Knowledge of logic and concepts utilized to design and plan data management systems, knowledge of basic theoretical concepts of programming in computer science and ADP procedures.

### **Factor 2 - Supervisory Controls:**

Supervisor will assign work with general instructions and provide guidance to employee as required. Work will be reviewed for accuracy and adherence to instruction. Employee is expected to consult with senior employees or supervisor on complex assignments.

### **Factor 3 - Guidelines:**

Guidelines include the RCRA and CERCLA, associated rules, regulations and standards and technical or training manuals related to hazardous waste management and disposal problems. Guidelines include enforcement policy directives and interpretation and application of regulations. Technical directives and information relating to computer programming and data input/output are available.

Where guidelines are unavailable or inadequate, incumbent seeks additional direction from supervisor or senior staff member.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 4 - Complexity:**

The incumbent will assist in preparing technical and specific regulatory information to support enforcement actions under RCRA or CERCLA, with emphasis on applicability of appropriate regulation citation. The employee will work closely with the Data Management Section on computer tracking issues and will suggest modifications to computer tracking systems to improve data quality and output usefulness. The employee will assess assigned topics such as in travel or program development to determine the nature of the problem (if any) and suggest means to improve on a particular Branch concern.

### **Factor 5 - Scope and Effect:**

The incumbent's efforts will lead to improved management of hazardous waste in the Region and amelioration of environmental or health concerns under CERCLA. The employer's activities in support of administrative functions in the Branch will lead to overall management improvement and functioning.

### **Factor 6 - Personal Contacts:**

The contacts will include local, State and Federal government officials, resource people, the public and private sectors, staff attorneys, technical and administrative people.

### **Factor 7 - Purpose of Contacts:**

The purpose of the contacts is to acquire or convey information on tracking of enforcement activities, the status of consent agreements under RCRA or CERCLA, or administrative issues relating to the Branch.

### **Factor 8 - Physical Demands:**

The work is generally sedentary but may on occasion require moderate physical exertion.

### **Factor 9 - Work Environment:**

Office atmosphere with limited travel.



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **4. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-06)**

#### **Introduction:**

The position of Compliance Data System (CDS) Assistant is located in the Program Evaluation Unit (PEU), of the Air Compliance Section (ACS), within the Air Compliance Branch of the Air Management Division. The incumbent does data entry via the screen terminal, maintains tracking logs for the unit, prepares status reports and responses to public inquiries, and prepares mathematical summaries of data for analysis by others.

#### **Major Duties and Responsibilities:**

Conducts discussions with the public, EPS or Engineer to determine the needs of the person and how to best develop the information desired. Researches and prepares proper computer requests for necessary printouts. Determines and specifies selection criteria, sorting and format to provide all required data in a usable form. Initiates the preparation of standard, periodic reporting requests and responds in a timely fashion.

Maintains a current knowledge of computer procedures, coding conventions, and basic mathematics in order to serve as a resource to Section personnel in their use of the computer system and to develop information and data summaries which are useful to the public or Agency.

Responds to written and telephone inquiries on EPA compliance information. Determines the best approach to obtaining needed information. Provides responses to routine inquiries, gathers information to enable senior staff to respond to more complex requests, and develops data summaries to assist in litigation and program operation.

Upon receiving instruction from the Environmental Protection Specialist or the Unit Chief, correct, edits and updates reports. Assist in conducting periodic quality checks on data base. Codes data to be computerized and enters corrections into computer screen terminal.

Prepares periodic status reports for the ACS. Information for the reports are provided by other ACS staff.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Maintains a tracking system for the CDS Team for Freedom of Information Act (FOIA) requests, and special EPA/State requests for computer printouts. Keeps a log of each request including a brief summary of type of request and the cost of the printout. Costs are totaled quarterly for Unit Chief.

Operates the digital data terminals and calculators located in the ACB office.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of the content and usage of compliance data system.

Knowledge of EPA processing procedure for:

- a. Notifications of Hazardous Air Pollutant Activity.
- b. Excess emission report review.
- c. Acknowledgement of interim status.
- d. Inspection tracing program, and
- e. Compliance monitoring.

Knowledge of requirements under the Freedom of Information Act and for handling confidential business information.

Knowledge of good writing and editing techniques.

Knowledge of good filing techniques.

Knowledge of basic mathematics.

Knowledge of proper chart making skills.

### **Factor 2 - Supervisory Controls:**

Supervisor, the Unit Chief, makes assignments by defining objectives, priorities, and deadlines. Supervisor assists employee in controversial or unusual situations, which do not have clear precedents. The employee plans and carries out the successive steps and handles deviation and problems that develop. Completed work is evaluated for technical soundness and conformance to policy.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 3 - Guidelines:**

Guidelines are available on the content of CDS, the handling of confidential business information, and FOIA procedures. The guidelines are numerous and complex, requiring analysis of the situation and selection of the proper procedure to meet each need. When difficult situations arise, employee must use judgement in interpreting and adapting guidelines in order to properly respond to the situation and develop appropriate data, recommending changes where indicated.

### **Factor 4 - Complexity:**

The work involves a wide variety of activities, at varying levels of difficulty. Incumbent assists in reviewing edit and update reports to determine what corrections are necessary, and in reviewing specific files to obtain and summarize information in response to inquiries. The decision regarding what needs to be done depends upon the analysis of the subject and requests.

### **Factor 5 - Scope and Effect:**

The purpose of the work is to provide assistance to the Unit in managing the Region's air compliance data base. The data base includes more than \_\_\_\_\_ facilities, and incumbent will be called upon to provide information for other Regions and Federal agencies, States and the public. Due to the number of facilities in the Region which emit air pollutants, an accurate, up-to-date base is essential.

### **Factor 6 - Personal Contacts:**

Contacts are made with the general public and EPA subject matter specialists.

### **Factor 7 - Purpose of Contacts:**

Contacts are made to: (1) give and receive information; (2) provide assistance, information and materials to government, public and private organizations or individuals; and (3) procure any necessary supplies or services for the day-to-day requirements of the regulatory or technical staff.

### **Factor 8 - Physical Demands:**

The work is mostly sedentary in nature; however, some walking, bending, standing, and carrying of light materials is necessary.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 9 - Work Environment:**

**Work is performed in a crowded office setting.**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **5. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-06)**

#### **Introduction:**

Provides assistance in preparing basic administrative settlement documents, requests for information, response to FOIA requests and other appropriate correspondence. Incumbent functions in the Investigation Support Section of the Site Investigation and Support Branch. The purpose of this position is to provide administrative and technical support to the Section.

Provides assistance in conducting case development for CERCLA enforcement actions for cost recovery. Request updates of cost documentation, tracks and provides to staff workers.

#### **Major Duties and Responsibilities:**

Assists in tracking progress of PRP searches conducted by contractors. Word-processors or personal computer program is developed and implemented to track work assignments to EPA contractor for potentially responsible parties searches from start to completion. Tracking system is utilized for management accounting of a high volume of contractor work assignments.

Assists in the preparation of preliminary Informational Notice Letters. Tracks notice letters issues; response due date and receipt of response. Incumbent gathers raw information for staff members and appraise staff of changes in procedures on information requests and notice letters.

Tracks Demand Letters issued; response due date and receipt of response; prepares weekly periodic work summaries of demand letters on a large number of projects.

Responsible for input into CERCLIS for targets and accomplishments of SPMS/SCAP.

Assists the Section in maintaining memorandum, policy statements, and guidelines, legal opinions or memorandum applicable to a specific issue.

May participate in special surveys and studies.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Serves as liaison for Freedom of Information requests submitted to the Section.

Serves as liaison for staff members and TES project officer on work assignments for the Section.

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of CERCLA program and associated policies and guidelines. The employee is required to have an overall knowledge of the duties and functions of the Investigation Support Section. Knowledge of the procedures and format used for legal documents, notice letters and other related correspondence and reports. A knowledge of grammar, spelling, punctuation and Agency correspondence procedures and formats. Knowledge of contract procedures for coordination and tracking purposes. Skill in operating electric typewriter, word-processing equipment, and personal computers.

A qualified typist is required.

### **Factor 2 - Supervisory Controls:**

Proceeds in repetitive and routine tasks on own initiative with responsibility for the continuity of the work within assigned areas. Receives work assignments from Section Chief. Works under the direct supervision of the Section Chief. Consults with Section Chief for guidance on new or unusual situations; however, receives only minimal supervisory guidance regarding expression of results desired.

### **Factor 3 - Guidelines:**

Written procedures of Branch governing docket control and filing systems. The Comprehensive Environmental Response Compensation and Liability Act (CERCLA), as amended, and regulations promulgated thereunder. Incumbent works in strict adherence to associated policy and guidance documents, and consults with the supervisor or higher grade professional staff prior to any decision being made or when clarification is needed.

### **Factor 4 - Complexity:**

Assignments involve assistance on a variety of CERCLA sites for the purpose of supporting cost recovery. Incumbent must be able to adapt readily to new and changing situations. Work product facilitates the work of professional staff working in the Section.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 5 - Scope and Effect:**

The work performed by the incumbent affects the efficiency of the entire Section.

### **Factor 6 - Personal Contacts:**

Contact with the Section Chief, Unit Chiefs, and Section personnel for the purpose of carrying out function. Contact within the Division for the purpose of coordinating activities as appropriate. Contact with the Office of Regional Counsel for the purpose of tracking legal actions. Occasional personal contact with the public for the purpose of directing callers to appropriate staff, or responding to FOIAs.

### **Factor 7 - Purpose of Contacts:**

The purpose of the contacts are to coordinate activities, obtain factual information and explain Agency program activities and procedures.

### **Factor 8 - Physical Demands:**

General physical demands are those required in an office environment. Occasional travel outside the office may be required.

### **Factor 9 - Work Environment:**

General work environment is that found in an office where co-workers are in close proximity.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **6. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-06)**

#### **Introduction:**

This position is located in the Environmental Assessment Branch (EAB). The incumbent performs various management functions relating to EPA's review responsibilities pursuant to Section 309 of the Clean Air Act (CAA), the National Environmental Policy Act (NEPA) and other mandates, in addition to routine administrative functions. The incumbent may have the assistance of a part-time clerical employee to assist with some of the more routine duties.

#### **Major Duties and Responsibilities:**

Ensures Receipt of all EISs and related documents for which the Region has been assigned 309 responsibility including contacting appropriate officials within other agencies to resolve problems of non-receipt and negotiation of necessary extensions of review periods.

Coordinates with and provides documentation to the Management Information Unit/Office of Federal Activities concerning situations of non-receipt when it appears that Compliance with Section 1506.9 of the CEQ Regulations has not been met.

Develops and maintains computerized tracking logs on a daily and weekly basis requiring the extraction of specific data elements and analysis of various project aspects to determine proper ADP coding in accordance with procedures prescribed in Appendix A of the 309 Review Manual. Prepares 309 data packages from tracking logs which are submitted to the Office of Federal Activities through the Chief, EAB.

Establishes intermediate deadlines in response to time periods required by Section 1506.10 of the CEQ regulations and/or current policies of Chief, EAB.

Develops internal tracking processes to ensure intermediate and final deadlines are met in accordance with goals established for the quarterly submittal into the Administrator's Management Accountability System. Includes coordination and follow-up with assigned principal and associate reviewers. Also includes development of forms needed to accomplish accurate and effective tracking.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Prepares a weekly report reflecting the status of all reviews received and completed. Report is submitted to Division Directors, Chief, EAB and all principal reviewers.

Independently analyzes a variety of documents received to determine whether 309, NEPA, etc., review authorities apply and review COMDATE printout on a weekly basis for *Federal Register* publication and distribution of Agency EISs. Makes recommendation, and consults with Chief (EAB) concerning questionable documents. Routes documents in accordance with current policies and staff assignments.

Develops appropriate tracking procedures for documents reviewed pursuant to authorities other than Section 309. Prepares weekly status report concerning current reviews for submittal to Chief, EAB.

Uses appropriate typewriter or word-processor to prepare, without intermediate rough draft, material of a highly technical, unique nature in a variety of formats including comments on EISs, comments on scoping meetings, Congressional Reports, reports, statistics and tables where spacing arrangements and internal subdivisions are complicated. Because only a limited turn-around time is available, most finished products must be error-free without additional review and correction by higher level clerical, administrative or professional personnel.

Reviews correspondence prepared by the Environmental Assessment Branch for format, grammar, typographical accuracy, conformance with procedural requirements and insures that correct titles, addresses, attachments, etc., are included with correspondence and properly filed.

Receives and reviews classified and unclassified mail for the Branch. Determines which items should be brought to the attention of the Branch Chief as opposed to those that should be sent directly to other appropriate personnel for action. Reviews outgoing mail for attachments, date, signature, complete addresses, and destinations. Maintains suspense records on all correspondence and action documents giving particular attention to controlled correspondence, Congressionals and EIS comment letters. Follows up to ensure a timely reply or action on all correspondence and action documents.

Receives calls, greets visitors, and directs to staff members only those contacts needing their attention or action. Takes care of routine matters, and on the basis of knowledge of the programs or operations, refers other inquiries to appropriate personnel. Incumbent personally responds to routine and non-technical requests for information.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

as status of reports, duty status of engineers and technicians, suspense date for matters requiring compliance, and similar information readily available from the files.

Composes correspondence on administrative support or clerical functions of the office. Composes routine correspondence on other subjects as outlined in regulations and procedures or specifically requested by Branch Chief. Reads outgoing correspondence for procedural and grammatical accuracy. Composes indexes, tables of contents, lists of preparers, and title pages for EISs prepared by Branch staff.

Performs secretarial duties for Branch staff as follows:

- a. Maintains time and leave records for all staff.
- b. Assists with travel by preparing travel orders, requests for advances of per diem, appropriate reservations, and travel vouchers.
- c. Maintains small but complete stock of routine office supplies.
- d. Makes photocopies, or if appropriate, arranges for other form of materials duplication.
- e. Prepares requisitions for office supplies, equipment, and publications.
- f. Maintains office file system and library. Modifies as needed and with approval of supervisor. Files all materials at least weekly, and performs annual file purge/archive.
- g. Responds to requests for publications and other materials when received.
- h. Arranges for meetings, including reserving and requisitioning appropriate space, notifying attendees, preparing materials, reserving lodging and vehicles, and identifying and making such other arrangements needed to assure success.
- i. Makes assignments and reviews work of clerical support staff.
- j. Performs other related duties as assigned.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of and ability to perform a broad variety of administrative, clerical and secretarial processes is needed. Included in this is knowledge of word-processing equipment, duplicating equipment, telephone equipment, audio-visual equipment, standard office practices, employee time and attendance systems, employee travel procedures, subject matter file systems, reference libraries, and supply requisition practices.

Formal training and/or experience working with end user software for data processing, including program initiation, data entry via remote terminals, data modification, and report designation and retrieval is mandatory for all ADP related duties. Skill with microcomputers is essential.

Knowledge of the substantive programs of the Environmental Assessment Branch as they relate to the clerical and administrative function of the Branch.

Knowledge of the duties, commitments, goals, and priorities of Branch staff to advise other clerical support personnel on such matters as the application of instructions and regulations and their effect on the work of the staff.

Ability to make assignments, and review the work of clerk-typists.

Knowledge of spelling, composition, grammar, and required formats.

Skill in operating the electric typewriter and computer word-processing software. A qualified typist is required.

### **Factor 2 - Supervisory Controls:**

The incumbent works under the general supervision of the Chief, Environmental Assessment Branch. Work is assigned in broad general terms, and carried out independently. Work is reviewed periodically for accuracy and to assure that assignments are completed according to guidance and within appropriate time frames. Incumbent plans own work and that of clerk-typists.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 3 - Guidelines:**

The following guidelines are available to the incumbent:

a. Advice from the supervisor and higher graded staff when other guidance is unavailable or ambiguous.

b. EPA policy and guidance documents are available for secretarial duties such as travel planning and processing, time-keeping, correspondence form, files management, duplicating services, mail services, word-processing equipment, ADP equipment use and telephone equipment use. Incumbent must select appropriate guidance and apply it to each assignment. Therefore, the incumbent must have a thorough understanding of how and why each piece of guidance was developed.

c. The NEPA, with attendant regulations and guidelines, 309 Review Manual and related guidance are available to the incumbent for identifying program, reporting and record-keeping requirements.

### **Factor 4 - Complexity:**

Assignments include a variety of duties which must be prioritized and completed within short time frames. In addition, the incumbent is responsible for a number of continuing projects and must factor these into daily assignments.

### **Factor 5 - Scope and Effect:**

The purpose of position is to perform administrative duties, plan work for clerk-typists and manage the work planning and EIS computerized tracking system of the Region. The effect of this position is to relieve higher graded staff of the more routine program duties.

### **Factor 6 - Personal Contacts:**

Contacts are with co-workers, other EPA staff, the general public, industry representatives, and employees of other governmental agencies.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 7 - Purpose of Contacts:**

The incumbent plans and coordinates the work of the office. This includes contacts for purposes such as clarifying or exchanging information, scheduling and arranging meetings, making travel arrangements, and provide other Branch employees with guidance and help on applicable procedures.

### **Factor 8 - Physical Demands:**

The work places no special physical demands on the employee. The work includes some walking, standing, bending, and carrying of light items such as papers and books.

### **Factor 9 - Work Environment:**

The work environment involves the normal risks and discomforts of a typical office. The work frequently involves getting work out under a great deal of pressure.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **7. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-06)**

#### **Introduction:**

The incumbent will be responsible for providing program support to the State Program Managers and Section Chief in the implementation of the construction grant program in the delegated States and Indian lands in the Region. The incumbent also provides general clerical and administrative support to the Section.

#### **Major Duties and Responsibilities:**

Reviews grant applications and certification packages submitted by the States to determine if the documentation is in agreement with the requirements of the delegation agreement. From this review, the incumbent will make recommendations to the State Program Manager regarding appropriate action on the grant application. The incumbent will assure that the project described in the grant application conforms to the project as described in the Environmental Assessment, previously published by the Agency. The incumbent will assure that special grant conditions developed during the planning of the project are included in the grant. Monitoring of these grant conditions will be accomplished by the incumbent and the Grants Management Branch will be informed of any non-compliance. In these instances, the incumbent will coordinate this activity with the respective Program Manager.

Reviews Environmental Assessment and Finding of No Significant Impact (EA/FNSI) submitted by the State and verifies that these documents adequately address the topics outlined in the Facility Planning and Environmental Review Checklist, submitted with the EA/FNSI approval package. Incumbent will report deficiencies to the State Program Manager and, under the supervision of the Section Chief, request certain documentation from the State. Generally these requests will be limited to non-technical information such as comment letters from other Federal agencies. In circumstances where major deficiencies exist or controversies arise, the incumbent will coordinate with other Branches or Divisions in developing responses to these issues. The incumbent will prepare these responses with the assistance of the Project Engineer.

Serves as the Section's coordinator for responding to Freedom of Information Act (FOIA) requests. Incumbent will draft responses to FOIAs under the supervision of the Section Chief. The incumbent will research files for information and contact State Program staff if necessary to obtain additional information or to conform facts.



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Assist State Program Managers in conducting reviews of grantee user charge systems. Incumbent will obtain the grantee's budget along with the user charge system (occasionally on-site) in order to make a preliminary evaluation of the adequacy of the revenues budgeted to provide proper operation and maintenance of wastewater treatment facilities. The incumbent will review the grantees sewer use ordinance and user charge system to assure that it meets all the program and regulatory requirements. Deficiencies will be noted and a written report of findings will be prepared and supplied to the State Program Manager. With the assistance of the State Program Manager, the incumbent will formally notify the grantee of these deficiencies in writing and work with the grantee and Department of Health staff to resolve these issues.

Prepares Department of Labor (DOL) wage determination requests (DOL-SF 308). Incumbent will collect the necessary documentation from the State, grantee, and contractor in order to prepare an SF-318 Request for Wage Determination. Upon receipt of this documentation, the incumbent will review the wage survey information to assure that the survey truly represents the local prevailing wage for each class of worker. The incumbent will deal with the grantee and/or State to obtain additional information if needed. On occasion, independent surveys will be conducted if the contractor fails to provide sufficient information. The incumbent will conduct these surveys under the supervision of the Section chief. Upon completion of this review, the incumbent will prepare the request package for review by the State Program Manager. Upon DOL approval, the incumbent will notify the State and grantee and insure that these wage determinations are included in the contract documents.

Assists the State Program Managers by serving as liaison with other Federal and State agencies on various aspects of project review and implementation. Under the guidance of the appropriate Program Manager and with the approval of the Supervisor, the incumbent will be given various assignments dealing with routine and special requests by other Federal and State agencies, such as:

- a. Preparation and submittal of reports to OSHA regarding project safety.
- b. Providing assistance to Indian Tribes on grant applications to HUD for Community Development Block Grants which will supplement EPA set-aside grants.
- c. Coordinate and prepare response to EDA regarding requests for Certification of Adequacy of Treatment.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

These efforts will require the incumbent to gather information from various Branches in the Water Division in order to obtain the necessary data and/or information to complete a report or respond to request for information. The incumbent will prepare reports in draft form and, with the assistance of the Program Manager, finalize the report for the supervisor's review and approval.

Provides secretarial and administrative support for the Chief and the staff of the Section, and in this capacity performs the following duties: 1) from rough drafts, handwritten or oral instructions, types correspondence, reports, or special forms in draft or final form. Reviews correspondence for procedural, grammatical and typographical accuracy; b) receives visitors and answers telephone calls for the Section's staff, locating the appropriate party, responding to routine or procedural matters of the office, or taking necessary messages; c) makes travel arrangements (including making necessary reservations and preparation of travel orders, vouchers, and advances) as instructed by professional staff, in accordance with Agency guidelines, and maintains necessary records of same; d) makes arrangements for conferences including space, people, time, etc., notifies participants, duplicates handout material and composes detailed or summary accounts of meetings as necessary; e) requisitions office supplies, equipment, and publications and completes routine responsibilities such as xeroxing, timecards, maintenance of a Section reading file, and other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Practical knowledge of the Clean Water Act (CWA) and the National Environmental Policy Act (NEPA), and attendant regulations, to determine whether grants and EA/FNSIs meet pertinent regulations.

Basic knowledge of the physical sciences to evaluate the adequacy of information provided in the Environmental Assessments.

Skill in working with Federal, State, and local governments will enhance the incumbent's effectiveness in completing assignments.

Both verbal and written communication skills are needed to explain the Construction Grant Program regulations and policies.

Knowledge of Headquarters, Regional and Section goals are needed to prioritize work and carry on several concurrent duties.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Skill in the operation of computer equipment using standard software such as WordPerfect and Lotus to prepare reports and correspondence. A qualified typist is required.

Knowledge of grammar, spelling, punctuation, required formats, and general technical/legal terminology.

Knowledge of procedures required to maintain leave records, prepare forms for various personnel actions, requisition office supplies and various other administrative functions.

### **Factor 2 - Supervisory Controls:**

Supervision is provided by the Section Chief. Incumbent will perform routine, repetitive duties under general supervision, but is given specific instruction and immediate supervision for new or unusual assignments. Work products for routine assignments are checked upon completion by the appropriate State Program Manager for technical accuracy and adherence to program guidance and policy. In addition, progress toward completion of new or unusual assignments is periodically spot checked for adherence to specific instructions.

### **Factor 3 - Guidelines:**

The work will be performed using the Clean Water Act and the National Environmental Policy Act, plus attendance regulations and policies as guidelines. However, use of the Agency's Handbook of Procedures manual and reference materials will occasionally be necessary. The incumbent will exercise sound judgement in determining how the regulations apply to particular situations and must have the ability to search Agency files and program literature to find material related to a problem.

### **Factor 4 - Complexity:**

The incumbent will typically perform complete assignments or segments of larger projects. These assignments will be completed under the direction of the Program Manager, and fact-finding and data collection will come from a number of sources.

Generally, assignments will be routine, however, frequent special projects will require the incumbent to determine the relevance and importance of a large number of facts and to resolve ambiguities in facts presented. In particular, this will occur in performing user charge, wage determination, and various reports and assistance to the





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Department of Labor and HUD. The incumbent will determine what sources of information are used to obtain sufficient information to arrive at a decision (e.g., files, technical staff in the Division, contractors, State/local governments, other Federal agencies).

### **Factor 5 - Scope and Effect:**

The work involves the review of various documents and submittals to assure the completeness and accuracy required to run an effective delegated construction grant program. The work product facilitates the work of others within the Section; it impacts the obligation of grant funds and it results in the construction of municipal wastewater treatment facilities which are designed to protect the health of the public in the Region.

### **Factor 6 - Personal Contacts:**

Duties will require contact with each of the Region's State Department of Labor, Regional Human Resources staff, State construction grant program staff members, and grantees.

### **Factor 7 - Purpose of Contacts:**

The contacts will be to exchange and gather information regarding grant applications and EA/FNSIs for proposed projects in the Region. The incumbent will occasionally need to use negotiating skills to obtain cooperation from the States and grantees to supply necessary documentation. Planning and coordinating with other Agency personnel will be required.

### **Factor 8 - Physical Demands:**

The position will entail general office work for the most part. Field work and travel may be involved in visits to State offices and/or the grantee's offices.

### **Factor 9 - Work Environment:**

Generally, the work will be conducted in the typical office environment.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **8. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position is located in the Waste Planning Section which has responsibility for both planning and tracking implementation of the Resource Conservation and Recovery Act (RCRA). Implementation can be evaluated through three activities: (1) delegation of the program to authorized States, (2) permit issuance, and (3) overall facility compliance. The purpose of this position is to support computer based information systems to enable effective planning and tracking of these three activities.

The major emphasis of this position is on understanding project management information requirements with the added responsibility for explaining the nature and extent of any deviations. Personal contacts at this level involve frequent consulting with Branch managers and State counterparts to develop these explanations.

#### **Major Duties and Responsibilities:**

Develops new information management reports for HWDMS and/or personal computer: selects information components to be reported, formats the information to meet software limitations, and determines appropriate selection criteria, to ensure reports contain relevant facilities.

Reviews existing reports to eliminate, combine, or improve them. Reviews requests for new or revised reports to determine if they are needed; whether they can be simplified or consolidated with existing reports; and if improvements in the instructions for preparation are required.

Reviews Headquarters' requirements for State reporting; recommends additional Regional reporting requirements to Branch managers. Drafts model Regional forms. Negotiates reporting format with each State.

Conducts audits of HWDMS and/or computer information systems to assure integrity of information and to assure that only current material is retained.

Evaluates State data handling procedures through reviews of material gathered during data verification visits to State agencies. Performs comparison between file information and report information. Works with State to correct discrepancies and to prevent future discrepancies.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Participates in meetings with representatives of State agencies and EPA staff to discuss State reporting requirements; in particular what actions count toward grant workplan and/or SPMS commitments. Assures that reporting objectives are understood and that coding and retrievals are fully explained.

Prepares responses to routine correspondence and public inquiries regarding RCRA implementation.

Performs other related duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

An understanding and familiarity with State RCRA programs and their relationship with grant workplans and SPMS commitments.

Ability to respond to both oral and written inquiries concerning EPA laws, regulations, policies and procedures.

Ability to understand applicable RCRA regulations, and guidelines and to relate the meaning thereof to State personnel.

A knowledge of computer information systems and concepts, principles, and practices concerned with water supply sources and requirements.

Ability to meet and deal with State officials.

Ability to modify standard practices, adapt precedents, or make departure from previous approaches to similar projects to provide for the specialized requirements of some projects.

### **Factor 2 - Supervisory Controls:**

Supervisor make assignments in the form of individual projects or work to be done together with overall objectives, priorities, and deadlines. The incumbent, independently plans routine and recurring work and coordinates work with other staff. The supervisor or other higher grade staff is available to render advice on or review of unusual or difficult problems. In such instances, the employee refers such problems together with a proposed plan of action to the supervisor or higher grade staff. Work is reviewed for accuracy and adheres to regulations and procedures.



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### **Factor 3 - Guidelines:**

Guidelines consist of Agency manuals and publications; textbooks; local, State and Federal codes and standards; ADP manuals; and agency policy and program directives. The employee is expected to be familiar with such guidelines and to adhere strictly to them. Situations requiring judgment and originality are referred to the supervisor along with a proposed recommendation.

### **Factor 4 - Complexity:**

Assignments typically contain combinations of complex features. Work at this level typically involves the application of standard practices to routine situations.

### **Factor 5 - Complexity:**

The purpose of the work is to assist in the resolution of critical problems or the development of new approaches or methods for use by other specialists. As data management coordinator, provides advice and assistance to State officials, managers and other professionals. Results of the efforts affect other professionals within and outside the Agency.

### **Factor 6 - Personal Contacts:**

The incumbent will make various contacts with State and local officials and programs. Also contacts will be made with the general public and private or professional organizations interested in the implementation of RCRA.



# **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **9. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

The incumbent functions under the National Pollutant Discharge Elimination System (NPDES) pursuant to the Clean Water Act, and based on a general non-professional knowledge of physical science and engineering concepts assists the professional staff in all aspects of developing and issuing NPDES permits.

#### **Major Duties and Responsibilities:**

Reviews NPDES permit applications to ascertain technical completeness and obtains the necessary scientific and technical information to develop the permit conditions. This information may be obtained by telephone calls, letters of inquiry, plant visits, or Section 306 letters. The information is assembled in a manner to allow an efficient review by the professional staff.

Evaluates data using established mathematical and statistical methods at direction of the professional staff.

Prepares fact sheets and public notices for NPDES permits. Assembles comments and evaluates and responds to comments at the direction of the professional staff.

Assists in the assembly and distribution of final permits. This involves selection of appropriate parts and standard paragraphs for the particular permit.

Prepares the administrative record of issued NPDES permits in accordance with established procedures.

Travels to State offices to audit State NPDES files to ascertain adherence to Federal NPDES regulations for permit issuance procedures and completeness of record and to assure that the State program is consistent with National priorities. A form is completed for each file audited. Participates in discussion with State staff on the files audited.

Reviews draft NPDES permits submitted for review by delegated States under direction of the professional staff to determine if limitations are consistent with National guidelines and that water quality standards are protected.



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Maintains manual or ADP tracking systems for keeping up with progress of permits being issued or numbers of permits issued. Assists in maintenance of the point source inventory by checking print-outs against actual accomplishments and advising ADP staff of any corrections needed.

Responds to citizens and Congressional inquiries regarding permit matters.

Assists in arranging and holding public hearings regarding issuance of NPDES permits. This involves preparation of statements, registering participants, and responding to comments made.

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

A general, non-professional knowledge of the physical sciences and/or engineering concepts as would typically be acquired through completion of technical/environmental courses and on-the-job training so as to understand terms used in permit applications and permits.

Knowledge of the practices and procedures, as outlined in the Regional procedures manual for permit issuance.

Substantive knowledge of the administrative procedures of the NPDES permit issuance process as are in Federal Regulations and National Policy.

Skill in communicating both orally and in writing to express clearly and concisely instructions to State officials, water systems personnel and the general public.

### **Factor 2 - Supervisory Controls:**

Receives general supervision from supervisor or higher grade professional who provides advice and guidance, as required, during progress of work. Completed work is reviewed for adequate and accurate application of guidelines, adherence to policies and compliance with procedures and instructions, and for soundness of conclusions and recommendations. Proceeds in most tasks on own initiative.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 3 - Guidelines:**

Guidelines include promulgated guidelines, National and Regional policy and directives, and the Enforcement Management System text. The incumbent works in adherence to the guidelines, consulting the supervisor or higher grade professional for authorization on significant deviation.

### **Factor 4 - Complexity:**

Assignments involve the evaluation of information and data from a variety of industrial and municipal facilities. Technical and administrative considerations involving the control of pollutants generated from industrial or municipal processes can generally be handled by standard guidelines.

### **Factor 5 - Scope and Effect:**

The scope of the work is inclusive of most aspects of issuing NPDES permits. The Environmental Protection Assistant performs duties which would otherwise be assigned to professional personnel, thus freeing them for other programmatic work.

### **Factor 6 - Personal Contacts:**

Works closely with other team members at all times. Occasional personal contacts occur with permittees, State and Federal representatives, and the general public in answering routine technical questions concerning specific permits.

### **Factor 7 - Purpose of Contacts:**

Personal contact within the Agency is to assure that routine matters continue without undue delay. Contacts outside the Agency are for the purpose of supplying and/or obtaining information which does not require the attention of a professional staff member.

### **Factor 8 - Physical Demands:**

Physical demands are those which would normally be necessary in an office environment. Some travel is required. Occasional exposure to industrial settings may occur.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 9 - Work Environment:**

General work environment is that found in an office where co-workers are in close proximity.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **10. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position serves as an Environmental Protection Assistant in the Facilities Construction Branch of the Water Management Division. The Branch is responsible for overall planning, coordination, and execution of wastewater treatment facilities construction grant program in the Region. The incumbent is responsible for performing administrative/financial reviews, overviews, processing and coordinating of applications and supporting documents for Federal grants. Work involves pre-award, award, and post-award construction grant activities for all wastewater treatment projects in the States in which the incumbent is assigned.

#### **Major Duties and Responsibilities:**

Serves as outlay analyst to track progress of assigned States toward achieving outlay commitments. Identifies slow moving projects and analyzes reasons for lack of progress utilizing GICS reports and required contacts with the State. This includes tracking and analysis of projects in pre-construction lag status. Team Leader will be advised with recommendations for appropriate action. Reviews annual outlay projects developed by assigned States and makes recommendation for approval/disapproval. Develops projection for assigned States for use in the EPA Regional Workplan.

Overviews State procedures on pre-application conferences.

Receives and overviews, or prepares grant amendments. This includes new Step 3 or Step 2 + 3 grants and all amendments to existing grants. Actions include:

- a. Assuring all required documents are included and are appropriate in grant packages.
- b. Assigning appropriate accounting information to grants.
- c. Overviewing applications on a limited number of grant amendments.
- d. Coordinating A-95 (SPOC) review process between EPA/State.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

**Advises State on administrative procedures and requirements under delegation functions. This includes functions concerning grant amendments, payments, authority to award and files.**

**Coordinates grant payment reviews between delegated States and FMO.**

**Maintains commitment balance for all available funds for State. Reconciles funds records with the records of FMO and State Agency records.**

**Monitors GICS reports to review appropriateness of data input, track progress of grants and status of projects in delay or backlog categories. Advises Team Leader and corrects data or recommends further action.**

**Examines and analyzes incoming correspondence and documents to determine when overviews are required. Routes documents requiring technical review or other action to appropriate team members. Tracks such documents from receipt to completion of required actions advising Team Leader of problems or delays. Maintains record system to document overviews performed and resolution of overview comments.**

**Assures the appropriateness of wage rates in contract documents by maintaining files of current wage rates. Issues wage rates to grantees at appropriate times by tracking progress of grants. Coordinates with the Department of Labor to obtain special wage rates or expedite issuance with required.**

**Tracks progress of grants proceeding to construction start. Maintains dialogue with delegated State to ensure that appropriate information is entered by State in GICS. Takes special interest in projects approaching lag status and sees that deviations are requested in appropriate time. Advises Team Leader of approaching projects and recommends action based on investigations.**

**Participates in audit process by:**

- a. Maintaining audit status book to document audit finding and resolution.**
- b. Transferring and tracking files between State, EPA and Office of the Inspector General.**

**Travel is required.**



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **11. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

**Serves as and Environmental Protection Assistant in the Ground-Water Protection Branch of the Water Management Division with the responsibility for monitoring and tracking grants and performing administrative duties regarding the issuance of UIC permits. Incumbent is assigned to the UIC Permits Unit, UIC Section.**

#### **Major Duties and Responsibilities:**

**Reviews UIC permit applications for administrative completeness by determining if appropriate application attachments have been submitted and correct signatures and certifications are included. Prepares appropriate Complete or Incomplete Notice for Unit Chief's signature. Prepares permit application file, assigns application number and maintains application log. Transmits application to assigned permit writer. Keeps Unit Chief and permit writers informed of serious problems arising during course of review.**

**Assists in the evaluation of UIC programs, grants and contracts. Monitors work accomplishments for compliance with grant program plans and contracts. Participates with senior staff in the ongoing evaluation of State program effectiveness, identifying progress and problems, developing recommendations and planning EPA response.**

**Assures that reports required by permits and UIC program regulations (i.e., reports of violations, malfunctions, characteristics of injection fluids, injection pressures, well tests and workovers) are being timely submitted. Tracking of timely submittals is accomplished by incumbent maintaining and utilizing both a manual and computerized data base on each permit and rule authorized well. Should a violation be noted, the incumbent will prepare an internal violation notice and give to the appropriate professional staff member. Answers routine correspondence on own initiative; i.e., questions concerning UIC permits and rule authorized wells, citizen complaints, etc. Collects information necessary for senior staff to respond to inquiries from citizens, the States, and Congress regarding UIC programs and permits.**

**Gathers and prepares data from program reports for evaluation by mathematical and statistical methods at the direction of the professional staff.**



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Assists in the preparation and typing of fact sheets and public notices for UIC permits. Is responsible for coordination of public notice dates with permit writers, timely mailing of public notices, constant maintenance of UIC program mailing lists for each of the States and for the general Regional list. Assembles comments and assists in the preparation and typing of appropriate responses as directed by the professional staff.

Assists in the assembly and distribution of final UIC permits including the selection of appropriate permit language and standard paragraphs. Performs typing required to accomplish this duty.

Assists in EPA public hearings conducted in connection with UIC permits. This involves the collection and assembly of information into reports, registering participants, and assisting senior staff in preparing responses to comments received. Travel is required.

Performs other related duties assigned.

### **Factor 1 - Knowledge Required by the Position:**

A general non-professional knowledge of the physical sciences and/or engineering concepts as would typically be acquired through completion of technical/environmental courses and on-the-job training so as to understand terms used in permit applications and permits in order to determine if the necessary mapping, geologic, and fluid analysis and other technical information have been submitted in permit applications.

Knowledge of the practices and procedures as outlined in the Region's clarification document for UIC permit applications.

Substantive knowledge of the administrative procedures of the UIC permit issuance process as are in Federal regulations and Regional policies to assure smooth flow of information from the States and the regulated community to EPA officials and vice versa.

Skill in communicating both orally and in writing to express clearly and concisely instructions to the regulated community concerning the requirements for filing permit applications which are timely and administratively complete as required by Federal regulations.



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### **Factor 2 - Supervisory Controls:**

Receives general supervision from supervisor or higher grade employees who provide advice and guidance, as required, during process of work. The incumbent works with relative independence and completed work is reviewed for adequate and accurate application of EPA policy and procedures. As incumbent develops, review of work products becomes more limited and the incumbent works more on his/her own initiative.

### **Factor 3 - Guidelines:**

Guidelines include formal guidance documents and procedures manuals, National and Regional policy directives, the Regional Compliance Strategy and promulgated regulations. Incumbent works in adherence to the guidelines, consulting the supervisor or higher grade professional for authorization on significant deviations. The incumbent will use his own judgement, based on guidance and procedure documents, in determining if applications are complete.

### **Factor 4 - Complexity:**

Tasks are primarily routine elements of the Unit's daily workload. Assignments involve the evaluation of information submitted for UIC permit applications from various types of underground injection activities covering construction, operation, and plugging and abandoning of injection wells. Good organizational skills are necessary.

### **Factor 5 - Scope and Effect:**

The assistant performs routine duties thus freeing professional staff members for higher level tasks. Work products affect the quality and quantity of professional services provided under the Safe Drinking Water Act.

### **Factor 7 - Purpose of Contacts:**

Contacts are for the purpose of responding to both technical and non-technical inquiries/requests regarding notifications and to research and disseminate information regarding the program. The Assistant will work with operators to make sure information submitted is complete and in an understandable format.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 8 - Physical Demands:**

Physical demands are those which would normally be necessary in an office environment.

### **Factor 9 - Work Environment:**

The work is performed in an office setting.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **12. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

The incumbent functions under the National Pollutant Discharge Elimination System (NPDES) pursuant to the Clean Water Act, and based on a general, non-professional knowledge of the physical sciences and engineering concepts, reviews and assures compliance with the conditions of NPDES permits in assigned areas.

#### **Major Duties and Responsibilities:**

Reviews DMRs for compliance with NPDES permits by comparing data submitted by industry with effluent limitations. Violations are noted and a Violation Report is prepared. In preparing the violation report, degree of violation must be assessed and compared with technical review criteria. Previous problems are noted on the form along with possible problems and/or solutions. In many cases, a recommendation for action is made. Recommended actions, in many cases are carried out by EPA. These can and do include preparation of NOV's, AO's, telephone calls, etc. Reviews State Inspection Reports for compliance with NPDES permits. If significant violations are noted, a Violation Report is prepared and carried out as above.

Travels to State offices to audit State NPDES files for compliance and enforcement history as part of EPA's State overview effort. Participates in audit by reviewing State NPDES files for consistence and compliance with EPA policy and laws. Prepares and Inspection Overview Audit form for each facility audited. Participates in discussion with State staff on facilities audited. With professional staff guidance, conducts compliance inspections of industrial facilities to verify compliance status with permit requirements. Gathers and coordinates data for special studies and surveys; i.e., permittees in compliance with specific parameters, schedules, etc.

Assists professional staff in researching compliance histories for preparation of investigation reports and case preparations for referral to DOJ. Research involves compiling data from compliance file, DMRs, inspection reports, into usable form such as outline or graph.

Assures that reports required by permits (i.e., reports of violations, compliance/non-compliance, and self-monitoring) are being submitted in a timely manner. This requires the maintenance of logs and records on each discharger and the information contained in the NPDES permit. Should there be a violation noted, a Violation Report is prepared



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and action recommended. Actions are usually carried out by EPA. Answers routine correspondence on own initiative; i.e., questions concerning NPDES permits and/or DMRs, citizens complaints, etc.

Assembles information for quarterly compliance status reports. This involves gathering data from compliance files, log books, DMRs, etc., and condensing information into report form. Also, prepares notices of violation. This involves maintaining records on violations of NPDES permits and compliance actions taken; preparation of periodic reports from the records; preparation of notices of violations and other letters to permittees.

Reviews draft NPDES permits for consistency with enforcement related factors such as AOs, construction schedules, referrals.

Responsible for inputting schedule and inspection information into the computer system. This involves direct input at computer terminal of necessary information.

Performs other related duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

A general, non-professional knowledge of the physical sciences and/or engineering concepts as would typically be acquired through completion of technical/environmental courses and on-the-job training so as to understand problems relating to non-compliance by permittee and their efforts to correct the problems.

Knowledge of the practices and procedures, as outlined in the inspection manual, in conducting on-site inspection of water pollution sources to ascertain compliance or non-compliance with Clean Water Act.

Knowledge of the administrative procedures of the NPDES permit compliance program to assure smooth flow of information from permittee to EPA officials and the reverse, to assure AOs and other documents are in correct order and meet requirements of the law.

### **Factor 2 - Supervisory Controls:**

Receives general supervision from supervisor or higher grade professional who proves advice and guidance, as required, during progress of work. Completed work is reviewed for adequate and accurate application of guidelines, adherence to policies and



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compliance with procedures and instructions, and for soundness of conclusions and recommendations. As incumbent develops, review becomes more limited and incumbent works more on own initiative.

### **Factor 3 - Guidelines:**

Guidelines include promulgated guidelines, National and Regional policy and directives, and the Enforcement Management System text. The trainee works in adherence to the guidelines, consulting the supervisor or higher grade professional for authorization on significant deviation.

### **Factor 4 - Complexity:**

Assignments involve the investigation of information and data from a variety of industrial facilities. Technical and administrative considerations involving the control of pollutants generated from industrial or municipal processes can generally be handled by standard guidelines.

### **Factor 5 - Scope and Effect:**

The scope of the work is inclusive of most aspects of enforcing issues NPDES permits. The Environmental Protection Assistant performs duties which would otherwise be assigned to professional personnel, thus freeing them for other programmatic work.

### **Factor 6 - Personal Contacts:**

Works closely with other members of the compliance team at all times. Occasional personal contacts occur with permittees, State and Federal representatives, and the general public in answering routine technical questions concerning specific permits.

### **Factor 7 - Purpose of Contacts:**

Personal contact within the Agency is to assure that routine matters continue without undue delay. Contacts outside the Agency are for the purpose of supplying and/or obtaining information which does not required the attention of a professional staff member.



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### **Factor 8 - Physical Demands:**

Physical demands are those which would normally be necessary in an office environment. Some travel is required. Occasional exposure to industrial settings during inspections.

### **Factor 9 - Work Environment:**

The work is performed within an office setting.



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### **13. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position is located in the Permits Section, Compliance Branch, Water Management Division. Incumbent performs administrative tasks associated with processing, issuance and coordination of National Pollutant Discharge Elimination System (NPDES) permits and related documents in the Region.

#### **Major Duties and Responsibilities:**

Incumbent develops proper format and procedures to be used in typing of NPDES permits. Incumbent will also assist the engineering/scientist staff in improving and modifying the NPDES permit format as necessary.

Incumbent reviews and evaluates for further action all Section correspondence regarding routine permit issuance activities in both non-delegated and delegated States. Actions taken by incumbent will include phone calls, draft letters, and referrals to other permit staff members for data entry or technical follow-up as necessary. Provides factual information regarding the status of actions, procedural steps, etc.

Incumbent is responsible for drafting all correspondence written by EPA regarding reissuance, modifications, applications, revocations, issuance, name changes, etc. Coordinates all replies made to commenters during public notice.

If public hearings are held on proposed permits, incumbent is expected to arrange the time and place, contact the participants, and draft the hearing record.

Incumbent is responsible for quality review on all NPDES permits issued by EPA including review of document for completeness; inconsistencies between Statement of Bases, permits, fact sheets, and public notices; typographical errors, etc. Incumbent refers problems to permit writer or supervisor for further direction or for them to resolve.

Incumbent independently composes public notices relating to proposed permits and scheduled public hearings. Incumbent is responsible for setting up and maintaining the administrative record for all permit issuance activities.



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Incumbent is responsible for the coding and entry of data from EPA and some delegated State-issued NPDES permits into the NPDES national database, the Permits Compliance System (PCS). Information put in the system includes routine, recurring permit effluent limitations and monitoring conditions, sample type, reporting requirements, compliance schedules, etc. This data is used to generate discharge monitoring reports for use by the NPDES permitted facility as well as in-house tracking of discharge data, construction and other schedule items for compliance determination purposes. Incumbent may also code and enter pretreatment enforcement actions as assigned. Incumbent will be responsible for the quality of coded information.

Incumbent is responsible for tracking the use of funds throughout the fiscal year for NPDES public notice/hearings for permit issuance, delegation and enforcement activities performed by the Regional office.

Incumbent acts as a liaison between delegated States and EPA for permit issuance activities. Incumbent will assist in the review of permit administrative records and function of delegated States during State program reviews/delegations performed by EPA. Incumbent compiles and summarizes factual data.

Incumbent performs administrative functions in setting up Permit Section training classes for EPA, State and the regulated community, as assigned. Duties may include arrangements for meeting rooms, necessary audiovisual equipment, preparing workbooks for participants, taking phone calls from potential attendees, etc.

Incumbent incorporates changes into administrative process based on new EPA regulations concerning permit issuance processes as directed by the supervisor.

Provides secretarial and administrative support and performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Detailed knowledge of EPA and State laws and regulations and procedures for the NPDES permit issuance process.

Knowledge of municipal and industrial waste treatment terminology and processes to understand the permits and to convert/compute information and numbers to database codes.



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Detailed knowledge of coding requirements for computer generation of discharge monitoring reports and compliance schedules. Familiarity with PCS, EPA's NPDES national database, enabling the incumbent to enter and retrieve data.

Knowledge of Freedom of Information Act (FOIA) procedures, including methods of payment and waiver requirements.

Knowledge of all State/EPA agreements and delegation agreement contents relating to administrative procedures.

Skill in fact-finding and analysis to obtain, organize, and report relevant material in permit reviews, hearing records and changes in processing regulations.

Knowledge of NPDES filing procedures.

### **Factor 2 - Supervisory Controls:**

Supervisor, Chief of the Permits Section, gives general instructions concerning objectives and anticipated problems but not related to procedures. Problems which involve technical issues are referred to the supervisor. Situations not covered by previous instructions or guidance are reviewed by the incumbent to be formulated and forwarded to the supervisor for approval and final implementation.

Supervisory review will consist primarily of observations of the products which the incumbent is expected to provide, i.e., error-free permit packages, accurate and current files, accurate information transmittal, etc.

### **Factor 3 - Guidelines:**

Broad guidelines are available including NPDES permit regulations, Headquarters' guidance documents, the Clean Water Act, State laws and regulations, and the FOIA guidelines. The incumbent is expected to be generally familiar with these references and be able to apply references and interpretations to most situations. In some instances, it may be necessary for the incumbent to provide comments in developing new Water Management Division procedures that will then be adopted as general policy in the Region.

Considerable judgment, ingenuity, and originality are required in deviating from the guidelines when they are not applicable.



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### **Factor 4 - Complexity:**

Incumbent performs a variety of work that requires a considerable number of basic but established methods, procedures, and techniques. Assignments involve independent planning for carrying out tasks that are associated with the overall Regional NPDES permitting program. Assignments require a detailed study of the NPDES permitting program and judgment and versatility to deal with incomplete, ambiguous, or inaccurate information in order to assure that Clean Water Act requirements are met and that records are complete and accurate.

### **Factor 5 - Scope and Effect:**

Incumbent is responsible for the smooth operation of the permit issuance process. Relationships with permittees, State and local agencies, the public, and news media may be directly affected by the incumbent's activities.

Incumbent's work must be technically reliable and legally defensible since the permit acts as a contract between the Agency and the permittee to ensure compliance with the Clean Water Act.

### **Factor 6 - Personal Contacts:**

Incumbent is in contact with members of the public, State, permittees, and permit applicants on a daily basis. Incumbent is in constant contact with EPA engineers/scientists concerning permit contents, issues, etc. Contact with Headquarters may occur on an intermittent basis.

### **Factor 7 - Purpose of Contacts:**

Contacts normally are made to obtain information, clarify existing information, coordinate work efforts, participate in the overview of State NPDES permitting programs, and to promote general adherence to Agency standards, strategies, and statutory requirements.

Contacts are made both inside and outside the Agency without supervisory guidance.

### **Factor 8 - Physical Demand:**

Work is sedentary in nature.





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### **Factor 9 - Work Environment:**

The work is performed in an office setting.



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## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **14. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position is located in the Response Section, Emergency Response Branch of the Hazardous Waste Management Division. The incumbent is responsible for a variety of program and logistical support activities which deal primarily with budgetary, program planning, reporting and tracking matters. However, assistance in site assessment and response is also carried out. Incumbent coordinates activities with the Prevention Section as necessary.

#### **Major Duties and Responsibilities:**

##### **a. Records Management:**

Develops and maintains a system of records in support of site clean-up/removal action under CWA and CERCLA. Insures that orderly, accurate and adequate records are available for in-house review (i.e., potential legal/cost recovery action) as well as appropriate public review. Consults with the Emergency Response Branch specialists to determine needs and the uses to which such records will be put.

Develops and institutes a document/record control system for the Branch. Reviews agency guidance/recommendations on records management, develops and recommends local implementation of guidance and procedures, and implements an approved records management system.

Reviews contents of records based on Agency guidance and program requirements for adequacy and proper sequence and format. May go on-site to establish or review internal and/or site-specific documentation and files.

##### **b. Program Data and Reports:**

Prepares a variety of regular recurring and on-request unique reports on the status of clean-up or removal projects. Computes and compiles statistical data. Consolidates, edits and/or prepares narrative status, briefing and pollution reports for use by management or others. Remains current on general project status through records review and coordination with On-Scene Coordinators (OSCs). Assist Branch personnel on request in records research, data collection and information consolidation.



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Prepares and/or consolidates periodic and routine financial management and summary reports regarding project commitments, obligations and expenditure including internal and external obligations per project. Develops and maintains a suspense and tracking system to assure accountability of Section activities.

### **c. Removal Action Support:**

Supports higher grade specialists in preparing and implementing Community Relations Plans. Attends meetings and conferences and reports on the issues discussed, points covered, etc., and prepares and/or makes public presentations or briefings to convey factual material on specific cleanup or removal actions. Makes arrangements for public meetings by obtaining space, notifying participants, publicizing meeting gathering and assembling required briefing materials, etc.

Perform in the field a variety of program and logistical support functions, as required such as assisting with non-technical sample collection activities, photographic documentation, field office set up, organize and initiate project files, locate and maintain project Administrative Records, etc.

Assists with preparation of incident-specific purchase requests and formal contract documents. Track and monitor document flow against established milestones and project ceilings to ensure conformity with published guidance and approved actions.

### **d. Administration:**

As Custodial Officer for the Branch, maintain adequate levels of safety equipment and survey instrumentation, and track and record disposition of accountable equipment and/or supplies assigned to the Branch.

Prepare Purchase Requests (PRs) and track PRs through the supply system to assure timely receipt of supplies or services.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of procedures and formats used for correspondence and financial reports.

Knowledge of grammar, punctuation, format and the English language so as to prepare correspondence and edit written materials.



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Knowledge of environmental sampling and spill response requirements and procedures.

Skill in screening technical and non-technical response related information and organization, writing and editing written material so as to effectively communicate with supervisor, EPA personnel and other Federal, State and local entities.

Skill in cataloging, filing and retrieving critical information.

Skill in monitoring and tracking Branch investigation, sampling and response actions and extracting appropriate technical information for management review purposes.

Knowledge of data processing methods, computer application and computerized tracking systems.

Skill in computer applications for data processing/management and computerized tracking systems.

### **Factor 2 - Supervisory Controls:**

The immediate supervisor will provide general technical guidance and program policy on new assignments. The incumbent will perform in a relatively independent manner while bringing only significant deviations or problems to the attention of the supervisor. Reports will be reviewed for accuracy and adherence to program objectives and policy. Letters and memos will be prepared independently.

### **Factor 3 - Guidelines:**

Procedures, instructions, regulations and guides are generally available for routine duties. Guidelines in the form of Agency regulations, policies, and contingency plans are also available. The incumbent is routinely expected to apply skills in isolating essential features of all assignments. The incumbent will independently identify techniques, procedures and support to further management efficiency of the Branch.

### **Factor 4 - Complexity:**

Duties may involve a complex variety of specific tasks which may culminate in identifying program support activities which will improve overall efficiency of the Branch. Incumbent will be expected to develop working relationships with individuals possessing expertise to make such identifications. Based on information obtained, the incumbent will



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identify, evaluate, and recommend approaches for streamlining and furthering the effectiveness and efficiency of the Branch.

### **Factor 5 - Scope and Effect:**

The scope of duties assigned to the position range from general administrative to detailed analytical functions. In general, the duties include developing, maintaining and updating reporting and tracking mechanisms and financial management support to the Branch and to the Branch's field operating units. The work affects the overall management effectiveness and efficiency of the Branch.

### **Factor 6 - Personal Contacts:**

Contacts include co-workers in the Emergency Response Branch and staff from other Divisions, operating offices, other Regional offices and Headquarters in related support elements, other State and Federal agencies, contractors and members of the general public. Contacts are for the purpose of defining and where possible, resolving issues, developing concepts or programs and exchanging information.

### **Factor 7 - Purpose of Contacts:**

Contacts are for the purpose of collecting exchanging, providing information and obtaining instructions and identifying methodologies processes and procedures for improving the effectiveness and efficiency of the Branch.

### **Factor 8 - Physical Demands:**

The work is not physically demanding, however, there is considerable pressure in meeting short deadlines.

Must pass an Agency provided medical examination designed to certify incumbent as physically fit for field duty.

### **Factor 9 - Work Environment:**

Work is normally performed in an office setting. However, some travel may be necessary to support management efforts during investigation, assessment or response operations.



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### **15. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position is located in the Wyoming/South Dakota Section, RCRA Implementation Branch, Hazardous Waste Management Division. Employee provides administrative support including conducting compliance monitoring activities; handling the permitting public notice requirements for operating, and closure/post closure permits; entering data on the ground-water workstation; and performing other Section administrative duties.

#### **Major Duties and Responsibilities:**

##### **a. Corrective Action:**

Assists RCRA corrective action project manager in conducting community relation activities. Duties will include scheduling public meetings, developing mailing lists for fact sheets, preparing public notice announcements for newspapers and radio broadcasts, purchase orders for media announcements and meeting room rental, and setting up administrative records for corrective action decisions.

##### **b. Compliance Monitoring:**

Helps lead RCRA inspector prepare to conduct inspections. This includes file review of sites to be inspected, preparation of notice of inspection forms, making arrangements with the facility, and assisting in work performed at the site, including keeping field notes, taking pictures, and reviewing facility records.

Reviews State inspection reports as received for technical adequacy as well as violations cited, and tracks State enforcement response to ensure timely and appropriate enforcement actions are taken. Follows up with the State to ensure adequacy of State actions.

##### **c. Enforcement:**

Helps RCRA project manager prepare information request, compliant, and consent agreements under 3007, 3008, 3013, and 7003 of RCRA. May prepare simple enforcement follow-up actions as assigned.



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Tracks RCRA facility compliance with Section enforcement orders and agreements. Maintains case development tracking system for the Branch, and refers Section cases for follow-up to the appropriate RCRA project manager. Gets information from all Branch Regional Counsel staff in order to maintain an up-to-date tracking system. Recommends follow-up in other Branch Sections through the Branch Chief.

Mails out all enforcement orders in the Section using Regional Counsels' procedures. Develops new procedures as necessary to make the process as effective as possible.

Develops Standard Operating Procedures for all Section enforcement activity including standard orders, notices of violation, etc., to be used by all Section staff as a training tool.

### **D. Permitting:**

Develops mailing lists for permit actions and ensures that public notices are mailed to intended recipients. Prepares public notice announcements for newspapers and radio broadcasts. Prepares purchase orders for media announcements. Follows-up to ensure that regulatory public notice dates for permitting or closure/post closure activities are met. Tracks EPA permitting activities.

### **E. Other:**

Responds to Freedom of Information requests for all assigned items. Applies Agency confidentiality requirements as necessary.

Maintains the Section's technical programmatic files. Maintains the Section's controlled and assigned correspondence log.

Maintains time and leave records for Section staff, prepares travel authorizations, makes travel arrangements, reviews travel vouchers, arranges for duplication, prepares purchase orders, and receives Section calls on a limited basis. Types other Section staff's work on an infrequent basis.

Enters data into the ground-water workstation, and assists in providing information to be entered into RCRIS. Produces maps from the workstation that can be used immediately by the project manager.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

Conducts SPMS/STARS, ETS, etc., tracking activities. This includes retrieval of information as well as follow-up to ensure information is in appropriate databases.

Sets up and maintains database system on inspector requirements to ensure that all staff take appropriate training to meet RCRA inspector requirements. Coordinates with the staff and Section Chief to ensure all necessary training is taken during each fiscal year.

### **Factor 1 - Knowledge Required by the Position:**

Working knowledge of the Resource Conservation and Recovery Act (RCRA) as amended. Broad knowledge of corrective action, permitting and enforcement policy, guidance, and directives.

Broad knowledge of hazardous waste technical requirements for generators, transporters and treatment, storage, and disposal facilities.

Extensive training needed to gain RCRA knowledge includes 190 hours of training with 30 hours of the training being field work. Forty hours of health and safety training are required before performing field inspection activities.

Knowledge of the procedures and formats used for correspondence, public notices, and procurement requests for media announcements or public meetings.

Knowledge of grammar, punctuation, format, and English to prepare correspondence and edit written materials. Skill in working with technically oriented staff on public notices and tracking reports. Skill in organizing and tracking information so that it can be readily retrieved and utilized, including knowledge of filing systems. Skill in verbal communications to gather and convey information from and to persons with both technical and non-technical backgrounds

Knowledge of the organization of files and the purpose and content of documents in the file. Knowledge of information management procedures for processing documents, filing and retrieving information, preparing reports and using mailing lists.

Knowledge of microcomputer systems, including word processing, to maintain records and prepare informational materials.



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Familiarity with administrative regulations relating to travel, and time and attendance records.

### **Factor 2 - Supervisory Controls:**

Supervisor or higher graded employee gives assignments by indicating overall objectives, priorities, and deadlines and assists the incumbent with any unusual problems. Incumbent is expected to show initiative, creativity, and originality in the manner and system of data gathering and dissemination.

The employee independently plans and carries out recurring assignments and handles problems and deviations in work assignments in accordance with instructions, policies, previous training, or accepted practices. Any unusual situations are referred to the supervisor. Work is reviewed upon completion for accuracy, completeness, adherence to standard practices, and instructions.

### **Factor 3 - Guidelines:**

Guidelines include the Resource Conservation and Recovery Act (RCRA), associated rules, enforcement guidance, regulations, Agency policy, and standards pertaining to hazardous waste management. Where guidelines are unavailable or inadequate, incumbent seeks guidance from supervisor or senior staff member.

### **Factor 4 - Complexity:**

The incumbent assists in varied corrective action, compliance monitoring, enforcement, permitting and administrative work. Issues encountered vary from one project to another. Work will require organizational literature research work to keep up-to-date on new regulations, requirements and policy. Multiple duties must be prioritized by incumbent and completed within short time frames.

### **Factor 5 - Scope and Effect:**

The work involves performing a variety of administrative, and inspection/enforcement support functions which will aid in improved efficiency and effectiveness of the RCRA program in the Region. Work output will affect the accuracy, reliability, and thoroughness of the Section's RCRA program.



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### **Factor 6 - Personal Contacts:**

Personal contacts will be with a wide variety of persons, including both technical and administrative representatives of industry, contractors, Federal agencies, State and local governments, intra-office professionals, Regional staff members, EPA Headquarters, the general public, and the media.

### **Factor 7 - Purpose of Contacts:**

The purpose of the contacts is to obtain, clarify, or given facts or information concerning corrective action, permitting, compliance monitoring, and enforcement activities.

### **Factor 8 - Physical Demands:**

Work is generally of a sedentary nature. Field activities may require some walking on site, lifting and carrying of moderately heavy items and wearing personal protective gear. The work may include some physical and mental stress due to attendance at public meetings, and court hearings.

### **Factor 9 - Work Environment:**

The work environment involves everyday risks or discomforts which require normal safety precautions typical of offices and training rooms. When on-site, the environment requires constant evaluation and application of OSHA health and safety regulations. Repeated exposure may place employee at risk.



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## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **16. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position is located in the immediate office of the Chief, Superfund Management Branch.

#### **Major Duties and Responsibilities:**

Serves as assistant to the ARCS, TES, and FIT Project Officers (POs). Prepares procurement, work assignment, and technical direction documents in accordance with contracts manuals, applicable guidance, and directives. Assembles and maintains an up-to-date library of procedures, instructions, and requirements. Reviews contractor invoices and progress reports for completeness. Directs portions of the contractor performance evaluation process. Obtains contractor evaluations from Remedial Project Managers (RPMs) and Site Assessment Managers (SAMs) and reviews for completeness, prepares PO reports, reconciles RPM/SAM and contractor evaluations, and schedules Performance Evaluation Boards (PEBs). Assists in training RPMs and SAMs in appropriate contracting procedures. Assists POs in resolving contract disputes. Provides recommendations to the Branch Chief for improvements or problem resolution.

Serves as Branch's coordinator for responses to Freedom of Information Act (FOIA) requests. The Branch's FOIA requests are generally of two types: requests for CERCLIS listings, and requests for review of site assessment files. The incumbent is responsible for drafting responses for the Branch Chief's signature for both types of requests. The incumbent will coordinate with the Planning and Finance Section to obtain necessary CERCLIS reports to respond to the first type of requests. The incumbent will review existing site assessment files for the second type of requests to determine materials that are appropriate for release under FOIA. When necessary, the incumbent will contact SAMs to obtain additional information, determine current site status, and appropriate courses of action. The incumbent will maintain a tracking system for all FOIA requests, and ensure that all appropriate charges are identified and billed, when appropriate, to the requestor.

Serves as the Branch's Coordinator for Training. The incumbent is responsible for overseeing the development, installation, and implementation of a Division-wide tracking system for mandatory training. The incumbent will train designated contacts in each Branch in the Division to maintain and update the tracking system for each employee, subject to mandatory training requirements. The incumbent will analyze reports from



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each Branch at least once each quarter and prepare a status report to the Deputy Division Director. In addition, the incumbent is responsible for acquiring, reviewing, and distributing to appropriate Branch Chiefs various training calendars related to the Superfund Program (OSWER, Regional Training Institute, Hazardous Substance Research Center, program-specific or Regional-specific training calendars). Where scheduling conflicts are evident or apparent, the incumbent will contact appropriate parties and attempt to achieve a resolution. As the Division's point of contact for the OSC/RPM Training Program, the incumbent will track upcoming Academy sessions, and assist, as needed, in the enrollment of OSCs and RPMs.

Serves as Branch Secretary. Coordinates timely and accurate submission of time cards and correction cards. Coordinates Branch travel budgets, travel authorizations, and submission of traveller reimbursement vouchers. Maintains an accurate and up-to-date summary of travel expenditures and planned travel. Reviews and evaluates clerical workload distributions and informs respective Section Chiefs. Develops and revises standard operating procedures for clerical and administrative work within the Branch and works with the Branch's managers, clerical, and administrative staff to identify and recommend improvements. Acts as the Branch's focal point for administrative responsibilities with the Division Secretary, Division Administrative Officer, and other program personnel. Regularly advises the Branch Chief of the status or progress towards meeting Branch clerical and administrative responsibilities.

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

General knowledge of administrative functions.

Knowledge of administrative regulations relating to travel, and time and attendance records.

Knowledge of the organization of files and the purpose and content of documents in the file. Knowledge of information management procedures for processing document, filing and retrieving information, and preparing reports.

Knowledge of data processing methods, tracking systems, and ability to communicate with ADP personnel.

General knowledge of Superfund process as it pertains to site assessment and contract procedures.



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Training in contract management and administration.

Ability to communicate and negotiate in both individual and group settings.

### **Factor 2 - Supervisory Controls:**

Incumbent is supervised by the Chief of the Superfund Management Branch. Supervisor provides general instruction as to objectives, scope, and anticipated problems, and procedures used. Repetitive work is performed independently. Significant deviations or unusual situations are referred to supervisor. Work is reviewed upon completion for accuracy to standard practices, and to assure conformity with requirements.

### **Factor 3 - Guidelines:**

Procedures, instructions, regulations and guides are generally available. Agency policy and other Federal requirements involving contracts are available for reference. The incumbent works under general guidance for performing duties and exercises judgment and ingenuity in interpreting guidelines and adapting to alternative methods.

### **Factor 4 - Complexity:**

Incumbent operates in a program which is acknowledged to be of highest priority. Assignments involve assistance to efforts affecting critical Agency planning and remediation activities. Complex issues are evaluated by the Branch Chief and professional staff with input from the incumbent. Work products directly facilitates Branch accomplishments.

### **Factor 5 - Scope and Effect:**

The primary purpose of this position is the provision of administrative and technical assistance to Branch staff, the Branch Chief, and the Deputy Division Director. The incumbent provides status reports and recommendations.

### **Factor 6 - Contracts:**

The incumbent has frequent contact with co-workers, Section Chiefs of the Branch, the Branch Chief, other Branch Chiefs, the Deputy Division Director, representatives of other EPA Regions and Headquarters, State agencies, contractors, and the general public.



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### **Factor 7 - Purpose of Contacts:**

Personal contacts within the Agency are to assure that routine matters continue without delay or conflict. Contacts outside the Agency are to obtain, clarify, or give facts or information concerning contracts, FOIAs, and training.

### **Factor 8 - Physical Demands:**

Work is generally of a sedentary nature. Physical demands are those which would normally be expected in an office environment. The ability to travel by air and car is required.

### **Factor 9 - Work Environment:**

The work environment involves everyday risks or discomforts, and thus normal safety precautions, typical of offices and training facilities. Occasional travel to EPA-HQ, other Regional offices, contractor offices, and State program offices may be required.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **17. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position is located in the Office of the Chief, Emergency Response Branch.

#### **Major Duties and Responsibilities:**

Serves as assistant to the ERCS Deputy Project Officer. Assists in the preparation of procurement documents in accordance with contracts manual, applicable guidance, and directives. Assembles and maintains an up-to-date library of procedures, instructions, and requirements. Trains On-Scene Coordinator (OSCs) in appropriate contracting procedures. Assists in resolution of contract dispute actions. Provides improvement and/or problem resolution recommendations to Branch Chief.

Serves as IAG Project Officer for utilization of other Federal agencies in environmental investigations and cleanup actions. Negotiates IAG considerations with respective Federal agencies, and coordinates activities with the Regional EPA Grants Office. Assists OSCs in the development of technical workplans.

Monitors the costs, expenditures, and overall performance under ERCS contracts and IAGs. Ensures accuracy of computerized cost documentation. Ensures that all procedures, costs, and requirements are complete and available for audit at all times. Periodically travels to response action cleanup sites to ensure that appropriate procedures, requirements and records are being maintained. Provides guidance to OSCs and Response Section Chief. Performs independent cost-effectiveness reviews and provides improvement recommendations to Branch Chief.

Tracks multi-million dollar intramural and extramural accounts, makes projections of fiscal year expenditure needs, and advises Branch Chief. Provides recommendations for meeting current year needs and future year budget proposals. Tracks Branch accomplishments and ensures accurate and timely submission of computerized data. Confers with other program officers to ensure coordination of quarterly accomplishment projects. Analyzes workload pricing factors and workload models. Participates in Regional and National workload distribution meetings, and provides recommendations to the Branch Chief. Prepares detailed reports, charts, and other graphical representations as needed, or requested.



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Tracks availability of EPA nationally provided training. Determines Branch training needs, including OSC required training. Advises Branch Chief of staff training requirements and compliance status. Determines distribution of EPA nationally provided 165 Series Training at various State locations within the Region.

Serves as the Branch Secretary. Coordinates, tracks, and distributes for response, Freedom of Information Act requests. Coordinates timely and accurate submission of time cards and correction cards. Coordinates Branch travel authorization procedures, and traveler reimbursement vouchers. Maintains an accurate and up-to-date travel expenditure summary. Reviews and evaluates clerical workload distributions, coordinates training uniformity, and advises respective Section Chiefs. Acts as Branch focal point for administrative responsibilities with Division Secretary, Division Administrative officer, and other program personnel. Regularly advises Branch Chief of status in meeting Branch clerical and administrative responsibilities, and provides improvement recommendations.

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

General knowledge of administrative functions.

Knowledge of economics and accounting principles.

General knowledge of (or experience with) environmental control practices.

Ability to communicate and negotiate in both individual and group settings.

Skill in organizing, writing, editing and presenting materials for EPA upper management and outside groups.

Knowledge of data processing methods, tracking systems, and ability to communicate with ADP personnel.

### **Factor 2 - Supervisory Controls:**

Incumbent is supervised by the Chief of the Emergency Response Branch. Supervisor provides specific instructions as to objectives, scope, anticipated problems, and procedures used. Repetitive work is performed independently. Significant deviations or unusual situations are immediately referred to supervisor. Work is reviewed upon



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completion for accuracy to standard practices, and to assure conformity with requirements.

### **Factor 3 - Guidelines:**

Procedures, instructions, regulations, and guides are generally available. Agency policy and other Federal requirements involving contracts and IAGs are available for reference. The incumbent works under general guidance for performing duties, and exercises judgment and ingenuity in interpreting guidelines, and adapting to alternative methods. For areas without instruction or guidance, special ability to cope is expected.

### **Factor 4 - Complexity:**

Incumbent operates in a program which is acknowledged as being of highest priority. Assignments involve assistance to crucial and time-critical Agency response actions. Complex sites are evaluated by the Branch Chief and professional staff with input by incumbent. Work products directly facilitates Branch accomplishments.

### **Factor 5 - Scope and Effect:**

The primary purpose of this position are to provide both administrative and technical assistance to the staff, and to provide both program status reports and direction recommendations to the Branch Chief.

### **Factor 6 - Personal Contacts:**

The incumbent has frequent contact with co-workers, Section Chiefs of Branch, representatives from other EPA Regions, other Federal offices, State agencies, contractors and the Branch Chief.

### **Factor 7 - Purpose of Contacts:**

Personal contacts within the Agency are to assure that routine matters continue without delay of conflict. Contacts outside the Agency are for the purpose of supplying and/or obtaining information.

### **Factor 8 - Physical Demands:**

Physical demands are those which would normally be necessary in an office environment. The ability to travel by air and car is required.



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### **Factor 9 - Work Environment:**

Work, for the most part, is performed in an office setting. However, occasional travel to EPA-HQ, other Regional offices, cleanup site field offices, State program offices, etc., may be required. Periodic overtime is also anticipated.



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### **18. ENVIRONMENTAL PROTECTION ASSISTANT (GS-029-07)**

#### **Introduction:**

This position serves as an Environmental Protection Assistant in the Quality Assurance Management Section (QAMS) of the Analytical Support Branch, Environmental Services Division. The incumbent performs a variety of duties in support of the Regional Superfund Program. These duties include serving as the Regional Sample Control Coordinator (RSCC) for the Contract Laboratory Program (CLP) and as the Document Control Officer for Superfund CLP laboratory records.

#### **Major Duties and Responsibilities:**

##### **A. Regional Sample Control:**

Administers and manages the logistics of the Regional Sample Control Center. Develops local procedures to assure timely and effective preparation and coordination of Special Analysis Samples (SAS); requests routing of samples, tracking, data maintenance and reporting. Provides input to CLP staff on issues relating to RSCC functions and procedures. Assists in the definition, implementation, and evaluation of the Regional RSCC policy. Briefs Regional personnel and contractors on RSCC policy and procedures and answers inquiries.

Routes samples to Regional Laboratory, in-house support contractor (ESAT), CLP, or non-program laboratories, based on relative workloads, capacity, time limitations and special analytical capabilities. Reviews analytical requests for contract compliance and adherence to Regional policy. Technical review of these requests is performed by staff chemists. Verifies that the quality control and quality assurance requirements are adequately defined, and that reporting formats are appropriate. Coordinates with Senior Chemists, Contractors, Regional Project Managers and Sample Management Organization (SMO) to insure that SAS contracts are designed to produce the required data. Assists QAMS Superfund Chemists in redefining Regional policies procedures in order to provide optimal laboratory support to the programs. Receives inquiries from laboratories on requested procedures, alternate procedures, procedure modifications, and confers and coordinates with EPA and contractor technical staff to resolve these questions.



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Provides guidance to Contract Administrators on contractor performance in the delegated RSCC function. This includes utilization of proper documentation, meeting of shipping schedules, providing information on schedule delays, providing appropriate estimates of support needs, and providing the adequate and timely information necessary to allow proper definition of analytical needs. Establishes, oversees, integrates, and maintains CLP tracking systems. Provides reports on Regional CLP utilization. Provides assistance to the Data Review Chemist, QA Chemist, and CLP Deputy Project Officer. This includes such activities as the preparation of reports, tabulation of data, and literature review/searching.

### **B. Document Control:**

Represents Division on the Regional Superfund Document Control Workgroup whose function is to develop, implement, and oversee Superfund document control policies.

Briefs Division personnel on Workgroup proceedings. Reviews contractor performance in the control of Superfund-CLP related documents.

Establishes and maintains document control tracking system.

Performs other duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Knowledge of chemical terminology and chemical analysis is required to effectively route samples and coordinate with contractors and Regional personnel. Knowledge of the practices, policies, and procedures of the Regional Sample Control Center. Knowledge of the information and data pertinent to the Regional CLP Support Program. Knowledge of computer-based DBMs systems and the ability to maintain and modify such systems.

Ability to communicate clearly and concisely, verbally and in writing. Verbal communications skills are required to communicate Regional policy and procedures to users and to coordinate with RPMs and laboratories. Written skills are needed to communicate analytical support requests clearly to assure that analytical results meet the needs.



## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **Factor 2 - Supervisory Controls:**

The incumbent receives general supervision from the Chief, Quality Assurance Section who defines continuing assignments. A higher-graded chemist provides assistance and technical input on difficult or controversial aspects of the work. The Assistant uses initiative in planning and carrying out day-to-day work.

Final work is reviewed for conformance to policies and procedures and effectiveness of overall operation of the RSCC.

### **Factor 3 - Guidelines:**

The guidelines include: Agency policies, contract procedures, methodology manuals, precedents, standard chemical references, and the Regional RSCC policy. The incumbent must use initiative, resourcefulness, and exceptional tracking skills to monitor and oversee the administrative aspects of the Regional CLP program. The incumbent pursues and explores developments and changes to determine the need for new procedures, and modification of the current RSCC procedures.

### **Factor 4 - Complexity:**

The work involves applying basic technical knowledge and administrative skills to a widely diverse set of circumstances. Samples will vary from pristine to highly contaminated. The RSCC must be able to assess the probable outcome of sample distribution to various laboratory facilities and be able to serve as the Regional focal point for such distribution. These activities require highly developed organizational abilities.

### **Factor 5 - Scope and Effect:**

The work includes: Developing and implementing the guidelines to be used by contractors, providing advice, training, and assistance on a full range of administrative problems, routing samples, and document control. The work affects the accuracy, completeness, and useability of the data required to make sound clean-up decisions.

### **Factor 6 - Personal Contacts:**

Contacts are with co-workers, managers, Regional program staff, Agency contractors, and the Sample Management Office (SMO).



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### **Factor 7 - Purpose of Contacts:**

Contacts with co-workers in the Regional office are primarily to provide semi-technical and administrative support. Contact with Agency contractors and SMO is to provide and receive information.

### **Factor 8 - Physical Demands:**

The work is primarily office work but on occasion includes light physical exertion such as lifting small packages and light-weight office equipment.

### **Factor 9 - Work Environment:**

Work is generally performed in an office setting but occasionally the employee may be asked to provide laboratory audit assistance.





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **19. ADMINISTRATIVE ASSISTANT (GS-303-6)**

#### **Introduction:**

This position is located in the Administrative Unit of a Division. The incumbent performs a variety of administrative duties in support of the Administrative Unit and as assistant to the Administrative Officer and/or Administrative Specialist.

#### **Major Duties and Responsibilities:**

- a. Responsible for coordinating the administrative processing of all timecards, amended timecards, payroll redistribution timesheets. This ensures all documents and forms are submitted on time. The integrity of the timekeeping system requires there be no review of timecards. However, review of timesheets ensures correct documentation, accounting accuracy, and compliance with the Division's Staffing Plan. As first line coordinator of timekeeping for the Division, the incumbent advises timekeepers and program staff on timekeeping policies and procedures, and assists in conducting training sessions for the Division's timekeepers. Identifies issues and problems that need to be addressed by either the Administrative Officer or the Administrative Specialist.
- b. Maintains the Division's computerized Procurement Tracking System. Researches all procurement items for current status and disposition. This requires confirming orders and delivery dates, tracking items through the Administrative Management Branch approval chain and identifying problems and delays. The incumbent maintains the status of all items in the computerized data base and generates exceptions reports including explanations regarding delays.
- c. Coordinates and tracks Division-wide submissions for certification by Division Director and Division personnel file. These submissions include: Performance Standards, Performance Appraisals, Employee Development Plans. Assists the Administrative Officer in coordinating financial disclosure statements, yearly awards submissions, budget request submissions, and FMFIA.
- d. Prepares requests for Personnel Actions (SF-52) for all Division actions including position description cover sheets, staffing requisitions, and other necessary documents. This also includes checking for proper account numbers, insuring that all documents are signed by the appropriate official, and filing copies for the Division files. Assembles all required forms and routes package through the appropriate signature chain. May assist the Administrative Specialist in performing related assignments.



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e. Incumbent is the designated Custodial Officer for the custodial area covering all office equipment under the control of the Division in accordance with the Agency's procedures.

f. Assists the Administrative Officer and Administrative Specialist in special property and facilities assignments and projects.

g. Assists the Administrative Specialist in FTS control by special assignments.

h. Responsible for keeping materials and handbook updated for orienting new employees. Coordinates training for new employees conducted by Administrative Unit.

i. Performs a variety of clerical duties in support of the Administrative Unit including photocopying, telephone support. Responsible for processing incoming/outgoing inter-office mail, logging travel and personnel items, FAX transmissions from the Administrative Officer to EPA Headquarters. Distributes personnel notifications and other information for Division-wide routing. Maintains the Administrative Unit forms cabinet. Order supplies and arranges for equipment repair in support of the Administrative Unit.

j. Maintains and develops the Division's system for personnel records, fiscal documents by types, and various other administrative files, reference materials, and policy documents.

k. Working from rough draft copy performs a variety of typing/ word-processing assignments including memos, tabulations, correspondence, reports, etc. Most work is performed on a personal computer. Ensures correct punctuation, spelling, grammar, format, attachment of related materials, routing, and general adherence to applicable correspondence procedures and requirements. A qualified typist is required.

### **Supervision:**

Incumbent receives instructions regarding the scope of the assignments, deadlines, priorities, and expected results. The assignments require the incumbent to have knowledge of a wide variety of administrative guidelines most of which are unwritten and/or not fully descriptive. The employee is regarded as a Division expert source of information on timekeeping practices. By its very nature much of the work cannot be reviewed in details. However, the work is reviewed for compliance with general instructions, adequacy, appropriateness and conformance to established policy.



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### **20. ADMINISTRATIVE ASSISTANT (GS-303-06)**

#### **Introduction:**

**Serves as an Administrative Assistant responsible for assisting the Administrative Officer in implementing a broad range of administrative responsibilities in the areas of program planning and execution, personnel, budget and office services. Assignments require contact with organizational units within the Water Division and with other organizational units in the Regional office, at Headquarters, and with State water programs.**

#### **Major Duties and Responsibilities:**

**Assists the Administrative Officer in monitoring Division performance in implementing the Water Division workplan, including tracking of performance measures identified in the Office of Water Operating Guidance and Accountability System (OWOGAS) and the Strategic Planning and Management System (SPMS).**

**Initiates and/or tracks actions in progress, continuously evaluates performance and periodically conducts studies on a full range of program activities (e.g., program relations with the States, quarterly program reviews, program accomplishments and utilization of resources) and administrative services (e.g., communications, procurement, printing and reproduction, property, space and records management, mail service, facilities and equipment maintenance and transportation). May involve identifying real or potential problem areas, gathering data to evaluate the situation and recommending methods and/or solutions to resolve programmatic problems or improve delivery of administrative services.**

**Gathers and assembles available and pertinent data relative to the annual budget, personnel actions, program planning efforts and special projects. This involves researching files, extracting information from reports and/or requesting supporting documentation from within the Division, as needed. Develops charts, graphs and illustrations to present the data, as appropriate.**

**Assists in managing the Division training program by reviewing requests for format and signature, determining if alternative training is available at a different data or lower price, scheduling or conducting training for clerical staff on policy and procedural matters, as necessary, and tracking actions in progress until completed.**



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Maintains a running balance on the budget, e.g., travel, contingency funds, award funds, and prepares periodic recurring status reports, as directed.

Reviews for format and tracks all personnel action requests and prepares periodic recurring status reports on actions in-progress and FTE utilization.

Prepares reports, letters, memoranda and other similar documents for the Administrative Officer's signature that may require input from other Branches within the Division.

Attends and/or arranges for conferences called by the Administrative Officer. Schedules meetings and trips for the Administrative Officer and for visiting officials. Trip scheduling may involve contacting key participants at Headquarters, the Region and State organizations, coordinating necessary arrangements and providing briefing materials.

Performs other related duties as assigned.

### **Factor 2 - Supervisory Controls:**

Receives assignments and performs under the supervision of the Administrative Officer, who defines scope and objectives of assignments and results expected.



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### **21. BUDGET ASSISTANT (GS-561-06)**

#### **Introduction:**

The incumbent provides for maintenance of a variety of manual and automated accounting systems for all intramural and extramural funds allocated to the organization. Incumbent reports directly to the Administrative Officer.

#### **Major Duties:**

- a. Maintains automated document control register system for travel, training, and procurement documents. Responsible for ADP entry related to posting commitments and obligations and monitoring running balances. Keeps supervisor informed of the status of all balances by appropriation, program element, and object class.
- b. Processes travel, training, and procurement documents for the Division. Checks to make sure all required information and signatures are present and assigns accounting data. Insures that all accounting assigned is consistent with budgets allocated. Types accounting data on financial documents and distributes copies to the proper personnel and offices.
- c. Prepares on a regular basis a variety of complex accounting and budget status reports, both standard and specialized, for supervisor. Compiles statistical information related to the Division's budget and accounting activities for incorporation into the Administrative Unit's monthly and annual reports. Based on spending trends, advises supervisor when account reprogrammings are needed.
- d. Reconciles financial data by comparing information from the Division's automated document control register reports with that reported in the Financial Management System. All discrepancies are researched and resolved.
- e. Assists the Administrative Officer in designing automated budget and accounting reports for use both internal to the Administrative Unit and for the Division's management personnel. Compiles accounting data into special purpose reports as needed by the supervisor.
- f. Primary Divisional liaison with the Regional Comptroller's Officer in matters relating to travel, training, and procurement accounting. Identifies problems with financial documents and insures correction with regular follow-up.



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- g. Maintains a variety of financial document files, researching files as needed for hardcopy back-up to automated accounting system.
- h. Provides guidance to Division staff on procedural requirements related to preparation of travel, training, and procurement documents.
- i. Inputs Personal Action data into automated FTE management system to keep staffing plans and FTE glidepaths up-to-date.
- j. Performs other related duties as assigned.

### **Factor 1 - Knowledge Required by the Position:**

Detailed knowledge of procedures and regulations covering the processing of a wide range of budgetary transactions under two or more appropriations is used to process and extract budgetary data from a variety of forms, documents, and reports (e.g., work orders, vouchers, and accounting records). Knowledge is also applied to resolve problems in balancing accounts, adjust discrepancies, develop control records, verify the accuracy of budgetary data, adjust dollar amounts of accounts by program elements, object class and line item, and prepare reports on status of funds.

Knowledge of funding limitations and policies to notify others of possible violations of procedural and regulatory requirements.

Skill and proficiency in operating a keyboard to extract and input budget and financial data into an automated computer terminal. Knowledge of ADP systems, programs, operating commands and procedures.

### **Factor 2 - Supervisory Controls:**

The employee works under the supervision of the Administrative Officer who establishes general priorities and deadlines for processing budgetary transactions, and preparing recurring and special, one-time reports.

The employee is responsible for independently choosing the proper methods and procedures to be followed in processing the full range of appropriated fund transactions in assigned accounts, and for following up on all actions to assure they are properly completed.



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The employee independently resolves problems in the work which are covered by established guides and instructions for the work. This includes advising managers and their staffs on alternate means of obtaining and/or using funds. The employee also determines when to inform management of problems in accounts.

Completed work is spot checked by the supervisor for agreement with overall funding levels. Work methods used by the employee are not reviewed in detail so long as account balances are in agreement.

Budgetary problems of a precedent-setting nature, or work situations which are not clearly covered by instructions or guides available to the employee are referred to the supervisor for resolution.

Completed work is reviewed by the supervisor or his/her assistance for conformance with accepted budgetary requirements.



# ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM





## **ADMINISTRATIVE SUPPORT CAREER MANAGEMENT SYSTEM**

### **22. PROGRAM ASSISTANT (GS-303-09)**

#### **Introduction:**

Performs a variety of support duties to provide the management of internal and external data and information needs of the branch or division. Has full delegated authority to deal with staff and develop necessary data/information systems working closely with units responsible. The size of the organization, the impact of data management needs, and technical nature of the data all impact the requirements of this position.

#### **Major Duties and Responsibilities:**

Provides information management support to entire unit.

Analyzes data collection and dissemination needs of the unit to determine methods and procedures to capture information needs.

Keeps abreast of data inquiries from external and internal OPTS sources to insure systems are compatible with other organizational elements.

Works with unit staff to insure information management needs are being met and to provide necessary coordination on all work efforts.

Keeps abreast of current technology, as well as "state-of-the-art" improvements. Works with appropriate staff to obtain necessary technical information requirements.

Personally prepares programs or software packages to capture data/information needs of unit.

Works closely with OPTS information manager to ensure compatibility and coordination of data systems.

Works with diverse data collection problems involving CBI, scientific and program information, etc.



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**Designs and maintains a variety of information databases such as:**

- **Project Plan Agreements**
- **Work Plan Budgets**
- **Procurement Actions**
- **Overhead Accounts**
- **Personnel Actions**
- **Training Actions**
- **Office Equipment Inventories**
- **Office Facility Status**
- **Monthly and Quarterly Progress Reports**
- **Travel Budgets**
- **Expenditures of Resources (Dollars and Labor)**
- **Other Management Information Items as Required**

**Performs regularly-scheduled and special-purpose analyses of operational information to check office performance against plans, demonstrate trends identify problems or predict potential problems, set budgets, make management plans, and evaluate management activities.**

**Compiles and submits reports/data/forms in response to all standing requirements as well as to special requests for management information imposed by superior offices, administration, or other external agencies or general public.**

**Coordinates inputs and publishes monthly and quarterly program progress reports, designs, and produces special reports (graphs, bar charts, block diagrams, etc.) of information for program reviews with other agencies, and coordinates dissemination of all other office information items on the status of programs.**

### **Factor 1 - Knowledge Required by the Position:**

**Comprehensive knowledge of EPA information databases and sources relevant to the processes being executed within the office.**

**Knowledge of systems to access EPA databases and to prepare special management reports requiring knowledge of complex information retrieval processes resident on the EPA central computer.**

**Knowledge of and facility in basic statistical analysis to prepare management reports.**



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Demonstrated skill in basic English composition to prepare correspondence and management reports as well as to edit textual information inputs such as progress reports and biweekly highlights.

Skill in using computer terminals (including personal computers) to input and extract administrative/program information and to generate management-information reports.

### **Factor 2 - Supervisory Controls:**

Supervisor delineates areas of responsibility, associated products and overall schedules. Incumbent sets intermediate goals and proceeds independently. Advice and assistance is provided for new problems of unusual difficulty. Continuing tasks are accomplished without instruction and regularly-scheduled products are provided without supervisory restatement of the requirements. Work efforts are reviewed for effectiveness in dealing with unexpected problems or requirements as well as with achievement of objectives in standing assignments. Products are reviewed for accuracy, effectiveness or presentation, and timeliness.

### **Factor 3 - Guidelines:**

General guidelines include EPA Orders, administrative procedures and information management manuals and guidelines. Specific guidelines include personal-computer software manuals and equipment handbooks.

The incumbent is also guided by having a current understanding of general program, management and administrative policies and uses them for making independent judgments or interpretations to carry out those frequent actions that are not explicitly covered by existing guidelines.

### **Factor 4 - Complexity:**

The assignment involves the information gathering, data assembly, record keeping, analysis, and reporting required to manage unit operations. Items include program plans, workplan budgets, overhead accounts, travel expenditures, procurement requests, office equipment and facilities inventories, training actions, progress reports, and personnel actions. The assignment covers a range of activities depending upon the item. For example, in the case of overhead accounts, the incumbent, employing an overall understanding of unit program plans, formulates annual overhead budget requests for unit



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and makes projects of salary, benefits, travel, reproduction, office equipment, and data processing needs.

Incumbent originates and/or selects the basic data recording and reporting techniques associates with the above items. Also creates and maintains all of the associated computerized databases.

### **Factor 5 - Scope and Effect:**

The work directly supports the management of the unit and its divisions. It provides the fundamental program and management information, analyses and surveillance without which the office could not function.

