

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science & Technology
Executive Secretary, Office of the DCI

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Development of New Job Evaluation System for Use
in the Classification of Agency Positions

1. Public Law 91-216, the Job Evaluation Policy Act of 1970, directed the Civil Service Commission (CSC) to develop a new job evaluation system for use throughout the Federal Government. As a result of this Act, the CSC established a Job Evaluation and Pay Review Task Force to study pay practices and job evaluation systems in both government and private industry. After approximately three years of study, the Task Force proposed a new system known as the Factor Evaluation System (FES).

2. In June of 1975, a study group was established in the Agency to review Agency position management and evaluation policies and practices and to recommend changes deemed appropriate. One of the recommendations made was the adoption of FES. A recent review of the Office of Personnel by the Inspector General resulted in a further recommendation that the system be adopted by the Agency. As a result of these recommendations, I am directing the Position Management and Compensation Division (PMCD) of the Office of Personnel to proceed with the development and implementation of a new job evaluation system similar to FES for CIA.

J. Janney

3. In the near future, PMCD representatives will contact appropriate officers in your Directorate for the purposes of explaining the new system and requesting assistance in developing position classification standards and benchmark descriptions. Since position management is the combined responsibility of the Office of Personnel and operating managers, it is my desire to have the latter participate to the fullest extent practicable in these activities. The results of these efforts will be the basis for future position grade allocations.

F. W. M. Janney

Distribution:

Orig - DDA (7D18, Hqs)
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1 - DDS&T (6E45, Hqs)
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1 - D/Pers
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STATINTL

OP/PMCD/PS [REDACTED] tla (29 April 1976)

SECRET

EVALUATION SYSTEM
FOR
GENERAL SCHEDULE
POSITIONS
GS-03 - GS-15

SECRET

EVALUATION SYSTEM FOR ADMINISTRATIVE, PROFESSIONAL, TECHNOLOGICAL,
CLERICAL AND TECHNICIAN POSITIONS

INTRODUCTION: This evaluation system includes all administrative, professional, technological, clerical and technician positions below the supergrade level. Position types are defined as follows:

a. Administrative - This group includes occupations where employees normally are expected to have a college level education or equivalent but there is no qualification requirement for specialized subject matter education. Included are such occupations as administrative officer, supply officer, budget officer, finance officer, etc.

b. Professional - This group includes occupations which normally require a specialized subject matter education or a baccalaureate degree or higher in a university. Normally included are the physical and social science professions, mathematics, law, medicine, engineering, economics, etc.

c. Technological - This group includes occupations which normally require a specialized technical education or the necessary specialized training and experience. Positions are often associated with professional positions. Included are such positions as medical technologist, cartographer, equipment specialist, many inspector positions and specialized enforcement occupations.

d. Clerical, Office Machine Operators, and Technician Positions - Included are positions which are essentially of a non-exempt FLSA status and positions requiring limited specialized training but substantially less than professional qualifications. Included are all types of clerical and office machine operators as well as technicians performing work subordinate to or supportive to pro-

professional, administrative, or technological work.

EVALUATION PROCESS

FACTORS: Factors are established which measure significant and distinct characteristics of the work which are easily identified and susceptible to measurement in terms of levels. The factors utilized are:

1. Job Requirements - This factor measures the nature and extent of knowledges, skills, and abilities needed to perform the work.
2. Difficulty of Work - This factor measures the complexity or intricacy of work and mental demands, i.e., judgements, originality and other mental efforts required as affected by the quality and relevance of guidelines.
3. Responsibility - This factor measures the assistance and control provided by the supervisor, the level of decision making, the consequence of error, the scope and effect of the work including the impact on the accomplishment of organization activities.
4. Personal Relationships - This factor measures the nature and effect of work relationships with others including the importance of such relationships to the success of the organization.
5. Environmental Demands - This factor measures degrees of physical effort and environmental impact on the work.

BENCHMARK POSITIONS

Benchmark Positions are descriptions of positions which have been evaluated under the system and are used as standards for comparison and validation of ratings in the course of the evaluation process. Positions of all types and grades are used in the system so

that for comparison purposes a suitable comparison can be identified for every position. A listing of benchmark positions by grade and point evaluation is included.

POINT VALUES AND FACTOR WEIGHTS

In order to facilitate the application of factors to individual positions a system of step values for each factor defined in terms of points has been included.

INITIAL EVALUATION

The first step in the evaluation of a position is to compare the description with the rating scales and with appropriate benchmark positions to identify the step and point rating which best fits the job for each factor. Interpolation may be made between point values as appropriate.

CONVERSION TABLE

After point values for all factors have been carefully established the total is computed and the grade level determined by reference to the conversion table.

CONVERSION TABLE

	<u>POINT SCORE RANGE</u>	<u>SKILL LEVEL</u>
(90)	510 - 600	GS-15
(85)	420 - 505	GS-14
(80)	335 - 415	GS-13
(75)	255 - 330	GS-12
(70)	180 - 250	GS-11
(30)	145 - 175	GS-10
(30)	110 - 140	GS-09
(15)	90 - 105	GS-08
(10)	75 - 85	GS-07
(10)	60 - 70	GS-06
(10)	45 - 55	GS-05
(5)	35 - 40	GS-04
(5)	25 - 30	GS-03
(5)	15 - 20	GS-02

FACTOR SCALE VALUES

	<u>Factor Degrees</u>										
FACTORS	1	2	3	4	5	6	7	8	9	10	11
I. Skills	5	10	15	25	40	55	70	85	100	115	
II. Difficulty	5	10	15	25	40	55	70	85	100	115	130
III. Responsibility	5	12	20	45	70	95	125	155	185	220	255
IV. Personal Relationships	5	10	15	20	25	35	45	55	65	75	
V. Environmental Demand	5	10	15	20	25						

INDEX OF BENCHMARK POSITIONS
BY GRADE LEVEL AND POINT VALUE

Grade and No.	Title	I	II	III	IV	V	Total
15-1	Chemist	115	130	230	75	5	555
15-2	Civil Engineer	85	130	255	75	5	550
15-3	Management Analyst	85	130	255	75	5	550
15-4	Contract Negotiator	70	115	255	75	5	520
15-5 *	Engineer (Gen.)	100	85	255	65	5	510
14-1	Chemist	100	115	185	75	5	480
14-2	Electronic Engineer	100	115	185	75	5	480
14-3	Electronic Engineer	100	115	185	65	5	470
14-4	Auditor	70	100	220	65	5	460
14-5	Aerospace Engineer	85	100	185	75	5	450
14-6	Economist	85	100	185	65	5	440
14-7	Mechanical Engineer	85	100	185	65	5	440
14-8	Physician	85	100	185	65	5	440
14-9	Management Anal. Officer	55	85	220	65	5	430
14-10	Attorney	70	100	185	65	5	425
14-11*	Electronic Engineer	100	100	185	25	5	415
13-1	Chemist	85	100	155	65	5	410
13-2	Industrial Specialist	55	100	185	65	5	410
13-3	Management Analyst	55	100	185	55	5	400
13-4	Budget Analyst	55	85	185	65	5	395
13-5	Civil Engineer	85	85	155	65	5	395
13-6	Criminal Investigator	70	100	155	65	5	395
13-7	Electronic Engineer	85	85	155	65	5	395

13-8	Medical Officer	85	85	155	65	5	395
13-9	Psychologist	85	85	155	65	5	395
13-10*	Authen. Specialist	70	85	185	55	5	385
13-11	Oper. Research Analyst	85	100	155	30	5	375
13-12	Civil Engineer	70	85	155	55	5	370
13-13	Chemist	85	85	155	35	5	365
13-14	Aerospace Engineer	70	70	155	55	5	355
13-15	Economist	70	70	155	55	5	355
13-16	Clinical Psychologist	70	85	125	55	5	340
13-17*	Engineer (Gen.)	85	85	125	35	5	335
13-18	Procurement Agent	70	70	125	65	5	335
13-19	Mechanical Engineer	70	70	125	55	5	335
12-1	Cartographer (Naut)	70	70	125	35	5	305
12-2	Chemist	70	70	125	35	5	305
12-3	Civil Engineer	70	70	125	35	5	305
12-4	Computer Programmer	40	70	155	35	5	305
12-5	Auditor	70	70	125	25	5	295
12-6	Budget Analyst	55	85	125	25	5	295
12-7	Computer Analyst	55	85	125	25	5	295
12-8	Computer Analyst	55	85	125	25	5	295
12-9	Industrial Specialist	55	70	125	35	5	290
12-10	Procurement Agent	55	70	125	35	5	290
12-13	Illustrator	40	100	125	15	5	285
12-14*	Authen. Specialist	55	70	125	25	5	280
12-15	Invent. Mgt. Specialist	55	70	125	25	5	280
12-16	Management Analyst	55	70	125	25	5	280
12-17	Personnel Specialist	55	70	125	25	5	280

12-18	Economist	70	70	95	35	5	275
12-19	Mechanical Engineer	70	70	95	35	5	275
12-20	Criminal Investigator	55	55	95	55	5	265
12-21	Electronic Technician	40	55	125	35	5	260
12-22*	Reports Officer	55	40	125	35	5	260
12-23	Electronic Technician	35	55	125	20	5	240
11-1 *	Authen. Specialist	55	55	95	25	5	235
11-2	Invent, Mgt. Specialist	55	70	70	35	5	235
11-3	Computer Programmer	40	70	95	20	5	230
11-4	Equipment Specialist	40	70	95	20	5	230
11-5 *	Reports Officer	55	40	95	35	5	230
11-6	Economist	55	55	70	35	5	220
11-7	Equipment Specialist	40	55	95	20	5	215
11-8	Management Technician	40	55	95	20	5	215
11-9	Electronic Technician	40	55	95	15	5	210
11-10	Personnel Specialist	55	55	70	25	5	210
11-11	Procurement Agent	50	25	95	35	5	210
11-12	Chemist	55	55	70	15	5	200
11-13	Civil Engineer	55	55	70	15	5	200
11-14	Computer Analyst	45	55	70	20	5	195
11-15	Nurse (Clin.)	55	25	75	35	5	195
11-16	Auditor	55	45	70	15	5	190
11-17	Management Technician	40	55	70	20	5	190
11-18*	Reports Officer	55	70	40	20	5	190
11-19	Nurse (Occup. Health)	55	25	75	25	5	185
11-20	Cartographer (Naut)	55	25	70	15	5	170
10-1	Illustrator	15	40	85	15	5	160
10-2	Engineer Technician	25	35	70	20	5	155

9-1 *	Reports Officer	40	45	25	20	5	135
9-2	Electronic Technician	25	25	55	15	5	125
9-3	Equipment Specialist	25	25	55	15	5	125
9-4	Management Technician	25	25	55	15	5	125
9-5	Draftsman	25	25	45	15	5	115
9-6	Engineer, Technician	15	25	50	15	5	110
8-1	Accounting Technician	25	35	25	5	5	95
8-2	Engineer, Technician	25	25	30	10	5	95
8-3	Medical Radiol. Technician	25	20	25	15	10	95
8-4	Secretary	15	25	35	15	5	95
8-5	Statistic Assistant	25	25	25	15	5	95
8-6	Draftsman	25	20	30	10	5	90
8-7	Engineer, Technician	25	25	30	5	5	90
7-1	Computer Operator	25	25	20	10	5	85
7-2	Medical Technician	25	20	25	5	5	80
7-3	Computer Operator	20	20	20	10	5	75
7-4	Secretary	10	20	30	10	5	75
6-1	Accounting Clerk	25	15	20	5	5	70
6-2	Payroll Clerk	20	15	20	5	5	65
6-3	Clerk	10	15	20	10	5	60
6-4	File Clerk	10	15	25	5	5	60
6-5	Secretary	10	15	20	10	5	60
5-1	Clerk-Steno	10	15	20	5	5	55
5-2	Engineer, Technician	10	15	20	5	5	55
5-3	Telephone Operator	10	15	15	10	5	55
5-4	Info. Receptionist	10	10	15	10	5	50
5-5	Clerk-Steno	10	10	15	5	5	45

5-6	File Clerk	10	10	15	5	5	45
5-7	Telephone Operator	10	15	5	10	5	45
4-1	Accounting Clerk	15	10	5	5	5	40
4-2	Clerk-Typist	10	10	10	5	5	40
4-3	Draftsman	15	10	5	5	5	40
4-4	Keypunch Operator	10	10	10	5	5	40
4-5	Procurement Clerk	10	10	5	10	5	40
3-1	Clerk-Typist	10	5	5	5	5	30
3-2	File Clerk	10	5	5	5	5	30
3-3	Keypunch Operator	10	5	5	5	5	30
3-4	Mail Clerk	10	5	5	5	5	30
3-5	Supply Clerk	5	5	5	5	5	25

* Agency Positions

FACTOR I

Job RequirementsPoint
Score

1. Knowledge of prescribed procedures and routines; simple office skills and abilities; ability to follow specific instructions and guidelines; as necessary, ability to operate one or more simple office machines (e.g., date stampers, mailing machines, reproduction equipment). 5
2. Detailed knowledge of clerical systems and techniques, e.g. filing system, ~~S~~specialized skills may include: operation of equipment such as typewriter, key punch, desk calculator, switchboard. 10
3. Understanding of and ability to make practical application of principles, practices, procedures, rules, regulations, precedents, or techniques relevant to assigned task. Specialized skill at this level; shorthand or stenotype. 15
4. Practical knowledge of the standard methods, practices, procedures, rules, regulations, theories, principles or techniques developed through on-the-job training and experience. OR specialized office support skills, skill to operate equipment such as photographic development and enlarging equipment, peripheral data processing equipment, engineering, scientific or medical equipment. 25
5. Specialized knowledge of highly specialized office support skills or knowledge of varied procedures involving techniques, methods and practices of standard administrative or management processes, knowledge of the functioning characteristics of technical equipment or skill in adapting or modifying test equipment and instruments. 40

6. A basic foundation of professional or administrative theories, concepts and practices needed to perform basic professional or administrative assignments, or knowledge of a narrow range of a speciality field or advanced technical methods and practices. 55

7. Professional or administrative skills with knowledge of established theories, principles or practices to perform limited assignments or parts of projects, to participate as a professional team member, or to perform professional or administrative developmental assignments, or technical skills with a knowledge of a wide range of specialized technical methods, principles, and practices equivalent to a limited area or ^Anarrowly specialized aspect of professional knowledge. 70

8. Full performance skills with knowledge of a wide range of professional or administrative theories, principles, and practices to perform studies or assignments involving conventional methods or established research techniques. A comprehensive broad range of quasi-professional knowledge including development of new methods and knowledge of related disciplines. 85

9. Mastery of the professional or administrative field and skill in applying experimental theories and new developments to problems not susceptible to treatment by accepted methods. 100

10. Expert knowledge of the professional or administrative field and ability to devise modifications of existing system and techniques and to originate new theories and principles. 115

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FACTOR II

<u>Difficulty of Work</u>	<u>Point Score</u>
1. Simple repetitive standardized task processes or operations having little impact beyond the immediate organizational unit.	5
2. Moderately complex tasks but requiring some discretion or discrimination in choosing alternatives. May require some knowledge of a technical area.	10
3. Moderately complex to complex, with related sequential steps and usually standardized tasks, processes or operations or repetitive tasks having effect beyond the unit, e.g., switchboard operation.	15
4. Relatively restricted ^{ED} scope scope and intricacy of nonstandardized work with well established applicable guidelines, judgement requires only to relate guidelines to specific cases and to determine interrelationships.	25
5. Varied duties of a portion of a functional area requiring assessment of unusual circumstances, variations in approach, with judgement needed to select and interpret precedence and to adapt methods and procedures.	40
6. Complex and intricate work involving a major segment of a functional area with several variables and guidelines generally applicable but requiring judgement in making adaptations of rules, regulations and procedures in the speciality field.	55
7. Broad in scope and of substantial intricacy with many variables or conflicting aspects requiring individual treatment. Affects design/operations, adequacy of investigative or research conclusions, social physical or economic well being of persons.	70

8. Broad range of activities requiring establishment of criteria for review, formulation of projects, assessment of program effects. 85
Affects major activities of other organizations.

9. Extensive program area of great intricacy involving many complex and significant variables or considerations which are new, either in 100
basic character or in the circumstances ~~for~~ situations in which they occur. Judgement needed for extensive adaptation of ambiguous guidelines to ~~get~~ ^{FIT} unusual or complex situations. Creativity and ingenuity are needed to devise new approaches. Affects works of other experts and major aspects of programs.

10. In addition to broad scope, great intricacy and of a new and unprecedented nature, also requires consideration impact of alternative~~s~~, possible solutions on other major programs, situations, organizations or 115
future developments. Guidelines are frequently obscure, irrelevant, contradictory or nonexistent. Continuing efforts must be made to establish concepts, theories, programs or to resolve problems.

11. Plan, develop and carry out vital programs essential to the mission of the ^{ORGANIZATION.} program. Affects large numbers of persons and extensive 130
areas.

FACTOR III

Responsibility

Point
Score

1. Repetitive routinized work is performed under close controls with specific instructions and close review. There are established procedures and specific guidelines readily available and normally decision must be made between established alternatives. 5

2. Similar to (1) but requires exercise of judgement, discretion or tact in handling simple problems. (12)

3. Fairly close control is exercised over somewhat standardized tasks but guidelines are not always clearly applicable and must be interpreted and adapted to certain cases. Analyze results and recommend changes. 20

4. Varied nonstandardized work is done independently with detailed instructions given for new, difficult or unusual work. Review is for technical accuracy and guidelines are located, interpreted and adapted to specific cases. Analyze results and recommend changes. 45

5. Supervisor determines objectives, priorities and deadlines. Work is performed according to established practices ^{WITH EMPLOYEE} but there are ~~only general administrative policies and limited guidelines.~~ ^{LOCATING APPROPRIATE GUIDELINE MATERIAL, INTERPRETING AND ADAPTING TO SPECIFIC CASES} Deviates from usual methods, develops new methods or researches trends, Work is reviewed for adequacy, soundness, appropriateness and conformity. 70

6. Supervisor determines objectives, priorities and deadlines. Work is performed according to established practices but there are only general administrative policies and limited guidelines. Deviates from usual methods, develops new methods or researches trends, Work is reviewed for adequacy, soundness, appropriateness and conformity. 95

7. Supervisor sets overall objectives. Work is performed with substantial independence. Most conflicts are resolved and work is coordinated with others. Procedures are generally well established but in many cases guidelines are not clearly applicable and must be interpreted and adapted to specific cases. Work is reviewed for adequacy, ~~flexibility and for effectiveness,~~ *AND CONFORMANCE WITH POLICY.* 125

8. Essentially the same as preceding but policies and guidelines are more limited, deviation must be made from the usual methods and new techniques and methods devised. 155

9. Same as preceding except that guidelines are in general terms and must be interpreted, serves as technical authority in development and interpretation of guidelines. 185

10. Administrative direction is received with broadly defined missions and functions. Plans, designs and carries out programs, projects or other work independently. Work results are reviewed only for influence on the overall program. Only general policies and guides are available. Deviation must be made from the usual methods and techniques and new methods and techniques devised. 220

11. Similar to preceding except that guidelines are ambiguous or not clearly applicable. Serves as technical authority in development and interpretation of functions and activities. 255

FACTOR IV

Personal RelationshipsPoint
Score

1. Personal work contacts are with other employees in the immediate office project or work unit, ^{OR} in related units to obtain, clarify or give facts or information directly related to the work. 5
2. Personal work contacts are with employees within the immediate office project or work unit for the purpose of planning, coordinating or advising work efforts or to resolve operating problems, or outside contacts to furnish or obtain factual information. 10
3. Personal work contacts are with employees within the Agency, outside the immediate office to obtain, clarify or give facts or information related to the work. 15
4. Personal work contacts are with employees of the Agency, outside the immediate office, to plan, coordinate or advise work efforts or to resolve operating problems. 20
5. Contacts are with employees of the Agency, outside the immediate office, to influence, motivate, interrogate or control persons, or to ~~resolve operating problems.~~ *JUSTIFY, DEFINE, NEGOTIATE OR SETTLE MATTERS INVOLVING SIGNIFICANT OR CONTROVERSIAL ISSUES.* 25
6. Personal work contacts include those with officials of other agencies and organizations to obtain, clarify or give facts or information directly related to the work. 35
7. Personal work contacts are with officials of other agencies and organizations to plan, coordinate or advise on work efforts or to resolve operating problems. 45
8. Personal work contacts are with officials of other agencies and organizations to influence, motivate, interrogate or control persons or to justify, define, negotiate or settle matters involving significant ~~or~~ controversial issues. 55

9. Personal work contacts are with high ranking officials outside the Agency to obtain, clarify or give facts or information directly related to the work. 65

10. Personal work contacts are with high ranking officials outside the Agency to plan, coordinate or advise on work efforts, to influence, motivate or to justify, define, negotiate or settle matters involving significant ^{OR} controversial issues. 75

FACTOR V

Environmental DemandsPoint
Score

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|---|----|
| 1. Sedentary work. Employee typically sits but may do some walking, standing, stooping, light lifting or driving. No special or unusual physical requirements. | 5 |
| 2. Some physical exertion, e.g., long periods of standing, walking, bending, crouching, stooping or moderately heavy lifting. Specific but common physical abilities including above average dexterity and ability to distinguish colors. | 10 |
| 3. Moderate risk, discomforts or unpleasantness such as high level of noise or vibration, dust or grease, contagious diseases, irritant chemicals, etc, safety precautions or use of protective devices may be required. | 15 |
| 4. Considerable or strenuous physical exertion such as frequent climbing on tall ladders, lifting objects over 50 lbs. and self defense from physical attack. | 20 |
| 5. High risk with exposure to potentially dangerous situations or unusual environmental stress such as working with explosives, at great heights, in a submarine or mine, under extreme weather conditions etc. A wide range of safety and other precautions may be required. | 25 |