

**Position Description**  
**Supervisory Public Affairs Specialist GS-1035-15**  
**(ARD-External Affairs)**  
**Region SPD**

Introduction

This description covers all Assistant Regional Director for External Affairs positions throughout the regional offices of the U.S. Fish and Wildlife Service. The Service's mission is "working with others, to conserve, protect and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people." The Service helps protect a healthy environment for people, fish, and wildlife, and helps Americans conserve and enjoy the outdoors and our living treasures. The Service's major responsibilities are for national wildlife refuges, migratory birds, endangered species, and certain marine mammals and freshwater and anadromous fish, and the agency addresses these responsibilities in a public trust capacity with a duty of both receiving and providing information and data.

The regions of the Service range in size from several hundred employees to more than two thousand employees, and every region must address the full extent of Service programs and policies within its boundaries, in addition to unique programs that may exist within a single region. Each region includes a large number of field stations within its boundaries. The incumbent serves as the Assistant Regional Director for External Affairs, as a member of the Regional Directorate, and as a key leader working with the Regional Director and other senior managers in the region on the formulation and execution of Service policies. In addition to addressing the full breadth of Service issues as part of the senior leadership team and as advisor to the Regional Director, the incumbent has the lead responsibility for delivering the public service aspect of the bureau's mission ("working with others") with particular expertise in working with stakeholders and special constituencies. The incumbent manages and directs the Regional communication program as an integral and essential component of conservation management, both in receiving or perceiving public interest and positions and in delivering Service programs and messages to the public.

In close coordination with the headquarters leadership of External Affairs, which includes (but is not limited to) the Assistant Director for External Affairs, the Chief of Public Affairs and the Chief of Congressional and Legislative Affairs in Washington, D.C., the incumbent manages development and implementation of a broad strategy for targeted communications in an effective, efficient, and inclusive program with the public, as well as special constituencies of the Service that are essential to the agency's mission, including Congressional members and their staffs, State leaders, Tribal officials, news media on a local, national, and international level, non-governmental organizations, and other key external constituents. This strategy is regionally focused as are all the Service programs in a particular region, but with national and international implications for Service policy and for the broader arena of conservation. The incumbent's leadership in addressing these functions and this strategy enhances and reinforces the Service's mission and communications plan, and incorporates Service and Department of the Interior messages on a regular and recurring basis. The incumbent regularly and routinely handles issues

that are of national significance, attention and impact and reflect national Service policy. Issues often draw international attention.

The core External Affairs program includes Congressional and Native American affairs, intergovernmental affairs, public affairs, public education, Web page design and content, publication development and management, and outreach. The program also provides guidance to field station employees who carry out External Affairs duties and responsibilities and serves as the overarching leader for that network of distributed communications and externally focused staffing.

### Major duties

The incumbent serves as the principal advisor and provides professional communications expertise and guidance as a member of the Regional Directorate during development of all regional policies, programs and decisions, ensuring that effective outreach and communication strategies are integral to the Service's operations in that region across all functions.

The incumbent analyzes and advises the Regional Directorate on the perceptions and reactions of the public and their Congressional representatives to the Service's activities, evaluates field station and regional office communication efforts and achievements, and evaluates and recommends appropriate modifications.

The incumbent actively participates in annual and long-term Service planning for addressing the Service's mission in the region, with particular expertise in addressing the public service responsibility, including effective internal communication, coordination, and information exchange between the regional External Affairs office and headquarters, particularly in strengthening awareness of Service and Departmental priorities among regional programs, and in serving as the primary responsibility for external communications, both in a listening and in a message-delivery capacity.

In coordination with the Regional Directorate and the Assistant Director for External Affairs, the incumbent oversees development and execution of effective communications on regional Service policies, programs, and decisions to regional as well as national stakeholders. This usually involves complex scientific, technical, or legal issues. These issues are regularly and routinely volatile with high political and public interest. The audiences include but are not limited to: Congressional members and their staffs; Governors and their staffs; Tribal governments; Federal, State, and local agencies; local, national, and international news media; non-governmental organizations; industry; academia; and other targeted audiences, in addition to a high degree of responsibility to the general public as part of the public service responsibility of the agency.

The incumbent uses interaction with senior leaders of the Service and with the array of stakeholders (described above) to develop strategies on controversial issues that routinely and regularly involve national policy directly or by implication, and reflect the senior leadership of the agency. The interaction with senior leaders sometimes extends to Congressional interests

and invested stakeholders including corporations or special interests groups, and may involve the White House, the Department of the Interior leaders, particular Members of Congress, leaders of organizations, and others. The incumbent coordinates among headquarters, regional offices and field stations to ensure coordinated and effective communications with Congressional offices; local, national, and international news media; and the public.

The incumbent ensures that coordinated and consistent external messages, aligned with Service and Department messages, are delivered by a team of regional personnel performing a variety of work in the areas of Congressional relations, intergovernmental and interagency relations, Native American relations, news media relations, non-governmental organization relations, outreach, and graphic and Web page design and content.

The incumbent maintains extensive contacts with Federal, State, Tribal, and local officials; private sector groups, and other target audiences in order to ensure the accurate communications and enhanced understanding of Service activities, both as a listener and as an official agent and speaker for agency outreach.

The incumbent manages the region's relationship with local, national and international news media, and develops, implements and evaluates strategies for interacting with news media in advancing the mission of the Service on behalf of the full spectrum of Service programs and functions.

The incumbent represents the Regional Director in establishing and maintaining effective relationships with Members of Congress and their staffs, particularly on controversial issues or in resolving problems of interest to senators and representatives. The incumbent regularly and routinely serves as the Service's chief point of contact between a Congressional office and the region. The incumbent manages development and implementation of strategies for working with Members and their staffs to fulfill the mission of the Service. The incumbent also ensures that information and material in response to inquiries and other assistance required by Members of Congress are made available in a timely manner.

The incumbent represents the Regional Director in establishing and maintaining close and effective government-to-government relationships with Tribes within the region, ensuring that the Service's special trust responsibilities with Tribes are considered in all projects and issues and that the Service's special relationship responsibilities with Tribes are fulfilled.

The incumbent regularly and routinely deals with issues across all programs under severe time constraints for developing messages, analyzing incoming information to determine the extent of its urgency and volatility, and coordinating with the Regional Director and the Assistant Director for External Affairs to appropriately address the matter. The incumbent has no room for error in dealing with the press because the incumbent serves as the official spokesperson, sometimes without warning on an issue or question.

The incumbent regularly and routinely plans, in coordination with the Assistant Director for External Affairs and the Department of the Interior Office of Communication, special events in

the region for the Secretary of the Interior, Assistant Secretary for Fish and Wildlife and Parks, Service Director, and other senior Department and Service staff.

The incumbent provides guidance, consultation, assistance, and training to field station employees, project leaders, and information and education staff in carrying out External Affairs activities and advises field staff on developing and using communications tools such as news releases, press conferences, and special events.

The incumbent exercises the full range of managerial authority by allocating resources and staff; applying supervisory and managerial principles and methods to lead External Affairs staff; providing leadership and direction to subordinates; and evaluating the External Affairs program to increase efficiency and effectiveness.

### Knowledge Required by the Position

Comprehensive knowledge of the mission, goals, policies and authorizing legislation of the full range of the Service's policies for all of its programs, including endangered species, habitat conservation, environmental contaminants, the National Wildlife Refuge System, land acquisition, migratory bird management, grants programs, Federal Aid to States, fisheries, the National Fish Hatchery System, law enforcement, federal appropriations and budgeting, hunting programs and policies, etc. Knowledge must be extensive on controversial and complex issues such as critical habitat funding, species reintroductions, new legislatively mandated programs such as grants programs, etc to serve as Chief advisor to the Regional Director and Departmental staff.

Mastery of communication principles, methods, practices, and techniques, and particular application of this knowledge to the special constituencies and the particular programs of the Fish and Wildlife Service to independently respond to complex issues affecting the Service and the Department of the Interior and those issues impacting on the Office of the Secretary, the Assistant Secretary Fish, Wildlife and Parks, members of Congress and their Congressional staff.

Expert skill in analyzing communications needs, and developing and recommending strategies to the Regional Directorate and Assistant Director for External Affairs to advance the Service's mission.

Broad knowledge of current national political trends, as well as regional political trends, in order to contribute to the shaping of policy through speeches, statements, presentations, web publication, and other messaging that formulates and articulates Service policy and positions.

Mastery of interpersonal relation skills to enable the incumbent to serve as the principal advisor and authority on communication issues for the Regional Director, and for the GS-15 members of the Regional Directorate, and to work with other communications professionals throughout the Service to address problem-solving through communications. Issues are regularly and routinely controversial and complex and require emphasis on interpersonal skill in order to fulfill the

position's requirement to facilitate communication both internally and externally, and both by listening and delivering information.

Ability to formulate, articulate, and coordinate an overall communications program that integrates Service issues and conveys complex information on Service policies, programs, and decisions – often involving legal issues – that affect local, regional, and national constituencies.

Mastery in communicating highly technical information to both technical and non-technical audiences, and to regularly and routinely address national policy issues by their application to regional topics and outreach to the region's constituencies and stakeholders.

Skill in managing External Affairs resources so that the goals of the organization can be accomplished. Leadership and management skills in directing External Affairs staff in planning and executing communications programs.

Broad knowledge of the legislative process, and laws and regulations governing Service activities, including newly legislated provisions. Thorough understanding of and the ability to explain litigation processes and sensitivities regarding national policy issues.

Ability to guide and evaluate preparation of materials conveying complex or controversial information about national Service policies, programs, or decisions, as well as the ability to review the work of others to ensure accuracy, completeness, timeliness, and coordination with national policies.

Strong writing skills in order to write or oversee the writing of speeches, opinion pieces, news releases, magazine stories, and other communications for the Regional Director, Deputy Regional Director, and other officials, and the skill to know national policy in order to make sure regional messages are in conformance.

Knowledge of event planning and coordination to manage and advise staff on special event productions that may include the President or Vice President; Members of the Cabinet; and Members of Congress.

Skill in meeting and dealing effectively with Members of Congress, State legislators, Governors, and Tribal leaders and establishing effective lines of communication so that the Service's policies, programs, and decisions are understood, and in order to participate in regional and national events with these individuals.

Skill in responding orally, regularly and routinely under pressure, to criticisms or questions concerning Service policies, programs, or decisions and to logically and effectively explain the Service's national position to gain understanding and support of the position.

Skill in evaluating the effectiveness of the regional External Affairs program, analyzing feedback from stakeholders and internal managers, and making improvements to internal operations to enhance the program and to support the Service's mission.

## Factor 1, Program Scope and Effect

The purpose of the work is to contribute leadership for the Service's mission, programs, policies, and decisions regionally and nationally in order to elicit understanding and support necessary for mission accomplishment, and to fulfill the public service responsibility for the agency's natural resource management programs. While the incumbent has primary responsibility for communications in one of seven regions in the country, the work regularly and routinely involves consultation and coordination beyond regional boundaries because of the national policy implications of regional issues and as part of the regional input into national policy making. The work regularly involves highly complex issues requiring independent action on the part of the incumbent. The actions evolve directly at higher levels within the Department requiring the incumbent to deal directly with the Assistant Secretary for Fish, Wildlife, and Parks, and/or the Office of the Secretary. The incumbent must determine the most efficient methods and approaches for dealing with the issues and determining the best means of implementing strategies.

The External Affairs program typically consists of professional communicators skilled in relations with local, national, and international news media; Congresspersons from several states; Native American Tribes; and many governmental agencies and private organizations.

The work involves: identification and analysis of areas of difference as well as commonalities between the agency and its audiences. These audiences always include an oppositional element due to the political issues or differences in scientific conclusions, and the incumbent must be skilled in working directly, inclusively and effectively with the news media; development and recommendation of appropriate and often new communications opportunities; and evaluation and revision of communication methods in response to changing circumstances. The incumbent must have a high degree of skill in receiving information from multiple sources and sorting out concerns, trends, lines of questioning, and other analyses to best shape response by the agency and influence to decisions and policy, including a high degree of national policy being addressed and impacted in a particular region. The ARD-External Affairs' recommendations to top officials regularly establish the Agency's position on significant policy matters.

The work of the incumbent assures that a wide variety of target audiences are informed and have opportunities to provide input on programs and policies. This affects the economic, social, and recreational aspects of many groups that support or oppose agency actions. The work affects how members of Congress and other Federal agencies, and State and local agencies interpret the Service's programs. Additionally, the technical duties and responsibilities independently performed by the incumbent influences the way audiences react to on-going complex issues of the Service and effects successful achievement of major programs carried out by the agency. The work can affect the very survival of some fish, wildlife, or plant species. This work influences the way audiences respond to Service issues and is therefore essential to gaining and maintaining support for the Department's and Service's actions. This crucial support affects the ability of the agency to function both regionally and nationally and affects attainment of mission

and program goals and is essential to the mission of the Service in fulfilling legal and executive mandates, and court-ordered actions.

### Factor 2, Organizational Setting

The incumbent performs supervisory and managerial duties under the general administrative and policy guidance of the Regional and Deputy Regional Director, who set the goals and objectives through broad mission statements for the office in accordance with national policy and program guidance. The incumbent is accountable to the Regional and Deputy Regional Director as well as the Assistant Director for External Affairs for working across all of the Service's programs to ensure that regional External Affairs plans and actions support the Department's and the Service's goals on national issues.

The position's first-line supervisor is the Regional Director (SES) or the GS-15 Deputy Regional Director, as part of their responsibility and authority over the Regional Directorate, which is comprised primarily of GS-15 leaders who are the highest-level managers of the region.

### Factor 3, Supervisory and Managerial Authority

The incumbent exercises a full range of supervision and management skills in directing and building a team of subordinates that includes leaders, coordinators, and, in many regions, supervisors of other External Affairs staff.

Tasks include: preparing job descriptions and performance standards; recruiting, interviewing and selecting staff; supervising and counseling staff; resolving complaints, disputes and group grievances; disciplining subordinates; identifying and providing staff training that may be non-routine or costly; approving personnel expenditures such as within-grade increases, overtime, and travel; subject to higher level approval, recommending bonuses and changes in position classifications; evaluating the performance of staff and reviewing evaluations of staff under subordinate supervisors; and recommending selections for subordinate supervisory and leadership positions.

The work involves: planning, prioritizing, and establishing completion dates for work; assigning work to subordinates; seeking and implementing improved working conditions, methods of accomplishing work, and quality controls; making decisions on complex issues presented by subordinates; maintaining frequent contact with other Service managers throughout the region and the nation regarding the progress, potential problems, and wide-ranging implications of Service actions and communications; and providing communications counsel and guidance to other Service managers, including peers, the Deputy Regional Director, and the Regional Director.

Non-supervisory technical duties that are performed at least 25 percent of the time involve planning, designing, executing, and evaluating controversial situations and determining the methods, approaches and strategies for dealing with these complex issues. The incumbent carries out these assignments in total autonomy of the supervisors and deals independently with

the Office of the Assistant Secretary for Fish, Wildlife, and Parks, Office of the Secretary, and with members of Congress and their Congressional staff. The work is technically authoritative and receives little or no review.

#### Factor 4, Personal Contacts

##### 4A - Nature of Contacts

The incumbent serves as a principal advisor and as a member of the leadership team directly advising and reporting to an SES position, the Regional Director. The incumbent serves on a regional leadership team of GS-15 senior managers and leaders and regularly and routinely provides team members advice and designs and implements policy and program strategies pertaining to policy implementation and communication. Personal contacts, conducted in person and through written correspondence, include Members of Congress and their staffs; State officials, including Governors and their staffs; Tribal government leaders; Service and Departmental officials; other Federal government personnel; U.S. Attorneys and the Solicitor's Office; leaders of private sector entities in business, industry, conservation, and academia; local, national, and international news media; SES leaders of the Service and the Department of the Interior; Service staff in regional offices and in field stations; Washington senior leadership, and target audiences.

Contacts involve decision-making and substantive exchanges of information and not routine administrative tasks. Parties regularly and routinely hold opposing points of view on a given course of action, and the incumbent must be proficient and timely in response to hostile questions, in addition to providing more measured communications. Contacts may be at formal meetings, news conferences, workshops, or special events, or increasingly through the developing technology for real-time electronic discussion.

##### 4B - Purpose of Contacts

Contacts with the Washington office maintain essential and critical coordination on national issues, politics and positions and ensure effective communication regarding Service policies, programs, and decisions. Direct assignments can come from the Secretary's office or the Director's office, placing upon the incumbent responsibility for evaluating and assigning tasks to the appropriate staff and coordinating responses, and keeping the SES leader of the region fully informed, and articulating the region's issues appropriately. The incumbent actively participates in inter-Regional meetings that directly influence the agency's External Affairs efforts nationwide.

Contacts within the regional office serve to exchange information and to counsel and advise management on appropriate communication approaches. Field station contacts guide employees in carrying out their External Affairs responsibilities and elicit information about newsworthy issues.

Non-Service and non-federal contacts deal with exchanging information, explaining controversial issues, and organizing special events. A significant number of these outside contacts deal with decision-making on highly controversial issues, and the incumbent is frequently called upon to explain and defend policies against criticism, usually under severe time

constraints which therefore require the incumbent to be well-informed on current and complex policy and political issues across the full spectrum of Service programs.

These contacts help determine opinions of individuals and organizations. They help persuade individuals and organizations to understand, accept, or support Service programs, which is a key component to achieving the agency's conservation mission.

#### Factor 5, Difficulty of Typical Work Directed

The typical work directed demands at least 25 percent of the incumbent's duty hours and is classified at no less than the GS-12 grade level; or the incumbent directs GS-13 level work at least 50 percent of the time. The incumbent exercises supervision and management over subordinates with widely diverse responsibilities related to various aspects of the region's communications programs, and persons under the supervision of the incumbent are routinely in a position to broadly influence agency messages and public perception because of outreach duties assigned to them. Some of the work may be directed through subordinate supervisors. Assignments are both broad and complex in nature, requiring significant knowledge and understanding of the Service, its policies, mission, and goals. The incumbent provides support, direction, and guidance to communications professionals assigned to other programs in the region and works directly with GS-15 colleagues on the Regional Directorate and leads outreach coordination for GS-14 and GS-13 Project Leaders throughout the region on key initiatives and outreach projects.

#### Factor 6, Other Conditions

The incumbent is the national communications and public service expert for that particular region, and serves as counsel and advisor on External Affairs issues to Service managers, including those at the highest level. The work is managerial and authoritative. The majority of work involves consultation and coordination with other Service managers. It always involves a significant amount of coordination with a variety of agencies and organizations.

The incumbent identifies work activities, plans projects or assignments, interprets policy in terms of established objectives, and considers and implements methods and techniques to be employed. Most circumstances are unique and require careful consideration of the appropriate communications approach. There are frequent and substantive communications with peers and higher level Service managers in order to develop policy and both short-term and long-term plans for Service communications in the mercurial and sensitive communications arena. The work is usually accomplished on short notice with limited resources.

The work supervised is principally performed by professional communicators at the GS-12 or GS-13 grade level. The work is performed almost entirely by Federal employees; although incumbents develop instruments for hiring contractors and consultants for some of the work. Supervision requires coordination and integration of a variety of work assignments, usually involving several different means of communication such as video, electronic images, and

Internet. These work assignments stem from the incumbent identifying and formulating solutions to the communications needs of professional Service staff. These can involve Service plans and actions that impact other government agencies, organizations, and the public. The success of the communications work directly impacts the Service and the Department, and the incumbent is the chief expert and responsibility party for the effective delivery of the agency's public service interaction, both receiving and giving information that reflects or affects national policy.

## EVAULATION STATEMENT

CURRENT TITLE, SERIES AND GRADE: Supervisory Public Affairs Specialist,  
GS-1035-14

PROPOSED: Supervisory Public Affairs Specialist,  
GS-1035-15

LOCATION: Servicewide

SOURCES: Position Description, Information  
obtained from ARD-External Affairs  
Management Officials

REFERENCES: U.S. OPM PCS GSSG, 4/93;  
U.S. OPM PCS GS-1035, 7/81

### TITLE AND SERIES DETERMINATION:

The duties and responsibilities of the position clearly fall within the Public Affairs Series, Gs-1035. This series includes positions responsible for administering, supervising, or performing work involved in establishing and maintaining mutual communications between Federal Agencies and the general public and various other pertinent publics including internal and external, foreign or domestic audiences. Positions in this series advise management on policy, and identify and carry out the public communication requirements inherent in disseminating policy decisions. Public Affairs Specialist is the basic title authorized for all positions in this series. However, the position meets the coverage criteria in the General Schedule Supervisory Guide (GSSG). Consequently, the appropriate title is Supervisory Public Affairs Specialist.

### GRADE DETERMINATION:

Approximately 75% the position involves supervisory and managerial duties and responsibilities. The remaining 25% are non-supervisory in nature. The grade level of the supervisory and managerial duties will be evaluated by the criteria found in the General Schedule Supervisory Guide. The non-supervisory duties and responsibilities will be evaluated by the criteria found in the Public Affairs standard. The supervisory and managerial duties and responsibilities will be evaluated first.

### SUPERVISORY

The GSSG employs a point-factor evaluation approach with six evaluation factors designed specifically for supervisory work. Under each factor are several factor level definitions, which assign specific point values. The points for all levels are fixed and no interpolation or extrapolation of point totals is permitted. Points are credited for the higher factor level fully met. If on level of a factor is exceeded, but the next higher level

is not fully met, the lower factor level is credited. The following is the evaluation of the position in terms of these six factors.

#### Factor 1 – Program Scope and Effect

This factor assesses the general complexity and breadth of the program area and work directed, including its geographic and organizational coverage. It also assesses the impact of the work both within and outside the organization. To meet the full intent of a level under this factor, a position must match the criteria for **both** scope and effect at this level.

a. Scope

This element addresses the general complexity and breadth of the program (or program segment) directed, the work, the products produced, or the services delivered. The geographic and organizational coverage of the program (or program segment) within the agency structure is also considered.

The incumbent directs a staff of public affairs and other administrative-type positions that provide support to regional personnel in such areas as media coverage, Congressional affairs, Native American affairs, and outreach efforts. Among other responsibilities, the incumbents of these positions communicate directly with national, regional, and local media to keep them abreast of the latest issues affecting the Service within the region; work with regional Congressional affairs staffs to keep them abreast of the latest fish and wildlife issues and how these issues could impact their constituency; contact the regional Native American tribes to explain laws pertaining to the Service and how they affect them; provide written guidance on how to deal with the public; and reach out to the general public to explain the Service's functions and how they impact on the public at large.

By reference to the guide, this degree of scope matches level 1-3 where employees direct a program segment that performs technical, administrative, protective, investigative, or professional work. The program segment and work directed typically have coverage which encompasses a major metropolitan area, a State, or a small region of several States.

It does not meet level 1-4 of the guide where employees direct a segment of a professional, highly technical, or complex administrative program, which involves the development or major aspects of key agency, medical, legal, administrative, regulatory, policy development or comparable, highly technical programs. Work at this level includes the direction of administrative activities conducted throughout, or covering the operations of, the agency's headquarters or most of the field establishment.

- b. This element assesses the impact of the work, the products, and/or the programs described under scope on the mission and programs of the customer(s), the activity, other activities in or out of the Government, the agency, other agencies, the general public, or others.

The services provided by the incumbent and staff significantly affect how members of Congress, other Federal agencies, State and local agencies, business and industry groups, special interest groups, tribe members, and the general public at the regional level see and interpret the Service's programs.

By reference to the guide, this degree of effect matches level 1-3 where activities, functions, or services accomplished directly and significantly impact a wide range of agency activities, the work of other agencies, or operations of outside interests, or the general public.

It does not match level 1-4 of the guide where the program segment impacts an agency's headquarters operations, several bureau-wide programs, or most of an agency's entire field establishment, or facilitates the agency's accomplishment of its primary mission or programs of national significance; or receives frequent or continuing congressional or media attention.

The guide provides an illustration for the scope and effect of work at this level. It indicates supervisors direct mission-oriented, major operating programs or program segments at:

- large, complex aerospace, undersea, or multi-mission research and development center;
- production departments of the largest Navy shipyards or the aircraft management directorates at Air Logistics Centers;
- major medical centers which include research programs or other medical programs of national interest and standing.

The program segments directed at this level affects segments of large industries, or receive frequent congressional or media attention, or essential to major defense, space exploration, or public health programs. There is no evidence that the scope and effect of this position meets this level.

Since both scope and effect are evaluated at level 1-3, this factor is evaluated at level 1-3 (550 points).

## Factor 2 – Organizational Setting

This factor considers the organizational situation of the supervisory position in relation to higher levels of management.

The incumbent reports to the deputy regional director who is a GS-15. The deputy reports to the regional director who fills an SES position. Information in the guide indicates a position reporting to a deputy or full assistant chief position is credited as reporting to the chief. Consequently, this position is credited with reporting to an SES position.

This organizational setting meets level 2-3 of the guide where the position is accountable to a position that is SES level.

Consequently, organizational setting is evaluated at level 2-3 (350 points).

### Factor 3 – Supervisory and Managerial Authority Exercised

This factor covers the delegated supervisory and managerial authorities, which are exercised on a recurring basis.

The incumbent prepares plans for the accomplishment of the subordinate's work; determines assignments based on the functional areas and the capabilities of the subordinates; determines the accuracy and adequacy of work products received from the subordinates; periodically evaluates the overall work performance of the staff; counsels on such administrative issues as leave, training, the use of compensatory time, etc.; interviews candidates for vacant positions and makes selections; resolves complaints among subordinates; handles minor disciplinary matters; identifies training and development needs; develops process for better flow of work and more streamlined administrative procedures, and develops performance standards for subordinate positions.

By reference to the guide, these authorities meet level 3-2(c). Employees at that level plan work to be accomplished by subordinates, assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of the employees; evaluate work performance of subordinates; give advice, counsel, or instruction to employees on both work and administrative matters; interview candidates for positions in the unit; hear and resolve complaints from employees; identify training and development needs of staff; find ways to improve production or increase quality of the work directed; and develop performance standards.

It does not meet level 3-3(a) of the guide. Supervisors at that level set a series of annual, multi-year, or similar types of long-range work plans; plan for long-range staffing needs; and work with high level program officials (or comparable agency level staff personnel) in the development of overall goals and objectives for assigned staff function(s). While the incumbent works with the deputy regional director and regional director in the development of overall goals of the regional external affairs program and provides input at the Service level, there is no evidence he/she works with Department of Interior personnel on these issues on a regular and recurring basis.

The authorities of the position do not fully meet level 3-3(b). They do meet level 3-3(b) to the extent that the incumbent exercises significant responsibilities in dealing with officials of other units or organizations, or in advising management officials of higher rank; approves within-grade increases and travel; and finds and implements ways to eliminate or reduce bottlenecks and barriers to production. However, on a regular and recurring basis, the incumbent does not use subordinate supervisors, team leaders, team chiefs, etc., to oversee the work; assure reasonable equity (among groups, units, teams,

etc.) of performance standards and rating techniques developed by subordinates; direct a multimillion dollar program; make decisions on work problems presented by subordinate supervisors, team leaders, etc.; evaluate the work of subordinate supervisors or leaders; recommend selections for subordinate supervisory positions; review and approve serious disciplinary actions; etc.

Consequently, supervisory and managerial authority exercised is evaluated at level 3-2 (450 points).

Factor 4 – Personal Contacts. This factor consists of two parts, which assess the nature and the purpose of personal contacts related to supervisory and managerial responsibilities. The nature of the contacts, credited under subfactor 4A, and the purpose of those contacts, credited under subfactor 4B, must be based on the same contacts.

The incumbent contacts all levels of personnel within the regional office. These contacts include the regional director, deputy regional director, assistant regional directors, and a variety of other managers and specialists. Contacts are also made with project leaders in the field stations and other field personnel such as outdoor recreation specialists who are concerned with public affairs issues. Similarly, the incumbent deals with such individuals as counterparts in other Federal agencies within the region, counterparts at various State departments of natural resources, communications personnel at the Department level, director of the Service, and assistant regional directors at other Service regional offices. The incumbent must be well prepared when presenting information to the contacts to make the region's views on the issues very clear.