

Department of the Army  
Pamphlet 690-10-1

Civilian Personnel

# **A Candidate Evaluation System Model Crediting Plans**

Headquarters  
Department of the Army  
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**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

DA PAM 690-10-1  
A Candidate Evaluation System  
Model Crediting Plans

Not applicable.

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## **FOREWORD**

The model crediting plans contained in this pamphlet were developed for the Department of the Army by various major Commands using the candidate evaluation methodology described in DA Pamphlet 690-10. They have been approved for use by all Department of the Army Civilian Personnel Offices to serve as examples of fully documented, adequate crediting plans. These models may be used for evaluating candidates only in accordance with instructions and restrictions contained herein.

## Civilian Personnel

# A Candidate Evaluation System Model Crediting Plans

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By Order of the Secretary of the Army:

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**History.** This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

**Summary.** This pamphlet supplements the guidance contained in DA Pamphlet 690-10, A Candidate Evaluation System. It contains model crediting plans for a number of positions in selected series and grades which are prevalent throughout the Army. The crediting plans may be used in evaluating candidates only if appropriate recertification is accomplished in accordance with paragraph 1-2 below.

**Applicability.** This pamphlet applies to all personnel responsible for the examination/evaluation of candidates for civilian positions throughout the Army.

**Proponent and exception authority.** The proponent agency of this regulation is Office of the Deputy Chief of Staff for Personnel.

**Interim changes.** Interim changes to this pamphlet are not official unless they

are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-CPR), WASH DC 20310.

**Distribution.** To be distributed in accordance with Special List.

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## **Chapter 1**

### **GENERAL PROVISIONS**

#### **1-1. Purpose.**

This pamphlet supplements the guidance contained in DA Pamphlet 690-10, A Candidate Evaluation System. It contains model crediting plans for a number of positions in selected series and grades which are prevalent throughout the Army. The crediting plans may be used in evaluating candidates only if appropriate recertification is accomplished in accordance with paragraph 1-2 below.

#### **1-2. Applicability.**

This pamphlet applies to all personnel responsible for the examination/evaluation of candidates for civilian positions throughout the Army.

#### **1-3. Validation.**

The crediting plans contained herein are considered to have been validated by a content validity strategy. Before each plan may be used, the Civilian Personnel Office must confirm that the decisions made in its development are relevant to the specific job for which it is to be used. To retain the validity of the plan, the certification statement at Figure 1-1 and the review described therein must be completed.

#### **1-4. Variations.**

If variations are made in the plan, they must be fully documented so that they may be adequately explained to reviewers. When changes are made, responsibility for content validity of the revised plan rests with the office which made the changes, not with the office which originally developed the plan nor with HQDA.

#### **1-5. Format.**

The contents of the plans are presented in the order in which their various components were developed and/or used. Each plan consists of the following documentation:

Section I—General Information

Section II—KSAO Determination (Job Analysis)

Section III—KSAO Weights (Optional)

Section IV—Rating Guide

Section V—Rating Forms. These rating forms are considered to be suggested formats only and should be modified for local use.

1. The critical job duties and tasks in the model job are identical to those of job #(s) \_\_\_\_\_.
2. The job analysis documentation has been fully reviewed by a personnel specialist and \_\_\_\_\_ subject matter experts (SME) at \_\_\_\_\_. SME concur that the essentiality and combinations of the knowledges, skills, abilities, and other characteristics (KSAO) and likelihood that the KSAO will distinguish superior from qualified candidates are accurate and logical conclusions for job #(s) \_\_\_\_\_.
3. Personnel staffing specialists and SME have reviewed the supplemental applicant questionnaire and rating forms and concur they will serve the purpose.
4. The results of use of this plan will be reviewed at least annually for adverse impact on minorities and women and for consistency in rating. Negative findings in these areas will be reason to either correct the plan before further use locally, or cease the use of the plan. HQDA will be notified of the specific problems identified in either case.

signed \_\_\_\_\_  
 Chief, Recruitment and Placement

signed \_\_\_\_\_  
 Personnel Staffing Specialist

signed \_\_\_\_\_ (SME)  
 Name, Title and Org. Location

signed \_\_\_\_\_ (SME)  
 Name, Title and Org. Location

signed \_\_\_\_\_ (SME)  
 Name, Title and Org. Location

Figure 1-1. Certification of Job Relatedness and Applicability.

## Chapter 2 MODEL CREDITING PLAN—Military Personnel Clerk (Typing), GS-204-4

### Section I GENERAL INFORMATION

#### 2-1. MEASUREMENT TOOLS.

- a. Training and Experience (TRAEX) Ratings
- b. Supervisory Ratings

#### 2-2. RATING FORMS.

The following forms are to be obtained or generated on each candidate and used in the rating process:

- Personnel Qualifications Statement, SF 171
- Supplemental Applicant Questionnaire. (Fig 2-12)
- Supplemental Questionnaire for Supervisors. (Fig 2-13)
- Supervisory Rating. (Fig 2-14)
- Individual SME Panel Rating Form. (Fig 2-15)

## 2-3. CANDIDATE EVALUATION.

*a. STEP 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialists will review the Official Personnel Folders (OPF) or Personal Qualifications Statements (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated December 1967 for Military Personnel Clerk, GS-204-4, in OPM Handbook X-118. Applicants must be proficient in the skill of typing. All applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2 and 3 below.

*b. STEP 2—Rating Procedure for Highly Qualified:* The following KSAO are the “highly qualifying criteria” which were developed through a job analysis involving four subject matter experts (SME) in the military personnel field and will be used to evaluate candidates:

1. ABILITY TO UNDERSTAND AND APPLY WRITTEN GUIDANCE—This element includes researching, interpreting, and applying military personnel regulations, SOP, command directives, etc, to individual cases to determine various procedural elements or to provide guidance to individuals.

2. ABILITY TO DEAL AND WORK WITH OTHERS—This element includes the ability to communicate, persuade others and coordinate on various military personnel matters with military and civilians at various ranks and levels.

3. ABILITY TO PLAN AND ORGANIZE—This element includes the ability to arrange priorities consistent with recurring reports, suspenses, personnel action requests and/or special projects.

4. ABILITY TO COMMUNICATE IN WRITING—This element includes the ability to compose routine correspondence that can be answered directly from reference material such as regulations, related correspondence, etc.

The Rating Guide developed with the technical assistance of the above mentioned SME will be used to evaluate the degree to which applicants possess the required skills, knowledges, abilities and other characteristics (KSAO). A panel of subject matter experts, chaired by a personnel staffing specialist, will be convened to rate all eligible and qualified applicants determined in step 1 above.

(1) The appropriate points for Training and Experience (TRAEX) will be credited to each candidate (on the Individual SME Panel Rating Form) as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Questionnaire for Supervisors, and the Supplemental Applicant Questionnaire. Awards and other recognition will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered as such, the award must be identified on the rating form. Awards cannot be used to increase the level of the KSAO beyond four points. For each KSAO, the subject matter expert is required to record the basis for crediting points on the rating form. The following point values will be placed in the TRAEX column of the Individual SME Panel Rating Form 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) The applicant’s supervisor will complete and return the Supervisory Rating Form. The point values used are identical to those in (1) above.

(3) When there is a difference among/between raters of 2 or more points on a KSAO, the staffing specialist will discuss the basis for the ratings with the raters. The intent of this discussion is to insure that all SME noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of the discussion and its outcome. The personnel staffing specialist should also review supervisory ratings for KSAO elements that might not be a part of the applicant’s current position. If the KSAO is obviously not an element of the applicant’s current position, an “X” rating should be considered.

(4) Scoring Procedure:

(a) The Staffing Specialist will complete the Final Rating Form for each candidate by using the formula specified below.

(b) The following weights were derived using the Metric Matrix Hierarchical analysis in accordance with DA Pamphlet 690-10, Appendix D:

---

**KSAO A = .3859**  
**KSAO B = .2175**  
**KSAO C = .2452**  
**KSAO D = .1513**  
**.9999**

**Figure 2A. Weights derived using the Metric Matrix Hierarchical analysis**

---

(c) TRAEX Rating. The ratings awarded by SME will be summed for each KSAO, resulting in the “Rater Sum”. The “Weighted Average TRAEX” rating for each KSAO can be found by using the following formula:

---


$$\frac{\text{Rater Sum} \times \text{KSAO Weight}}{\text{Number of Raters}} = \text{Weighted Average TRAEX}$$

**Figure 2B. “Weighted Average TRAEX” formula**

---

(d) Supervisory Rating. The “Weighted Supervisory Rating” points for each KSAO can be found by using the following formula:

---


$$\text{Supervisory Rating Points} \times \text{DSAO Weight} = \text{Weighted Supervisory Rating Points}$$

If the supervisor has marked "X" for "not observed" for a particular KSAO, an "X" will be placed in the "Supervisory Rating Points" column of the Final Rating Form.

**Figure 2C. “Weighted Supervisory Rating” points formula**

---

(e) Final Score.

1. The Weighted Supervisory Rating Points for each KSAO are added to the Weighted Average TRAEX for the same KSAO to derive the KSAO Score. Where the Supervisory Rating column contains an “X”, the Weighted Average TRAEX points for that KSAO will be doubled to derive the KSAO score.

2. The KSAO scores are then added to derive the Final Score.

(5) Rating to Determine Highly Qualified:

(a) When the weights identified above are used, the cutoff score for a Highly Qualified rating is 5.9994.

(b) If an unweighted system is used, the user should refer to Chapter 3 for an example of an unweighted scoring procedure. Generally, under this procedure, the cutoff score for a Highly Qualified Rating is 3.

c. *STEP 3—Ranking to Determine Best Qualified:* The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors used, if any, will be governed by applicable regulations and the merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **2–4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 2-1)
- b. SME Participating in KSAO determination. (Fig 2-2)
- c. Statement of Duties-Military Personnel Clerk (Typing), GS-204-4. (Fig 2-3)
- d. Job Analysis interview. (Fig 2-4)
- e. KSAO consolidation. (Fig 2-5)
- f. Final KSAO. (Fig 2-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis for Military Personnel Clerk (Typing), GS-204-04

1. Four subject matter experts (SME) representing various organizational elements (AG, ROTC, & PCF) involved in Military Personnel work met with three representatives of the Civilian Personnel Office to include the undersigned to conduct a job analysis review. Two of the CPO representatives were career interns who had past experience in job analysis and one of the career interns had six years previous experience in Military Personnel clerical and technical work. The KSAO were developed through job analysis prescribed by the Turpenoff method. The KSAO were brainstormed and then ranked independently by the SME. Discussion as to essentiality and possible combinations are reflected on the KSAO determination sheet.
2. SME decided to work independently in developing task lists for the KSAO levels and to reconvene at a later date. The task statements were then reviewed as a group and realistic and representative tasks were selected for each level.
3. A TRAEX Rating Guide was developed by the undersigned and reviewed and approved by the SME. Appropriate editorial changes were made at this time. SME also reviewed the completed job analysis to confirm accuracy and completeness.

/signed/  
Personnel Staffing Specialist

Figure 2-1. Memorandum for record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Military Personnel Clerk (Typing) GS-204-5
SME Number 2	Supervisory Military Personnel Clerk, GS-204-6
SME Number 3	Lead Military Personnel Clerk, GS-204-5
SME Number 4	Assistant Military Personnel Officer, GS-205-8

**Technical Support**

<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Staffing Specialist
Personnel Specialist Number 2	Personnel Management Specialist
Personnel Specialist Number 3	Personnel Management Specialist

---

Figure 2-2. Subject Matter Experts Participating in KSAO Determination

---

<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501. the pronoun agency is DCSPER</small>		1. JOB NUMBER DA-90	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE CSC Definition for GS-204-0 Series, August 1961; and CSC General Grade Evaluation Guide for Nonsupervisory Clerical Positions, GS-301-0. Oct 61		5. TITLE Military Personnel Clerk (Typing)	
		6. PAY SCHEDULE GS	7. OCC CODE 204
		8. GRADE 4	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Supervisory controls consist of assignment of work and general oral or written instructions concerning new assignments, priorities, changes in regulations, standing operating procedures and policies. Work is performed on own initiative in compliance with regulations, policies and procedures. Supervisor is available and does provide assistance and guidance in resolving unusual problems on interpretation of policy and regulations.			
<u>MAJOR DUTIES</u>			
Serves as a Military Personnel Clerk performing a wide variety of clerical tasks pertinent to assignment, enlistment, reenlistment, promotion, discharge, retirement, preparation of general and special orders, maintenance of files and other processing actions for officer and/or enlisted personnel. Performs the following:			
1. <u>Processes personnel actions for arriving and departing military personnel.</u> Determines correct primary and secondary military and occupational specialties; examines records of personnel for data essential in determining character of discharge; determines reserve obligation; determines eligibility for transfer to the various components; determines eligibility of lower grade officers for promotion; performs difficult coding of information of a complex nature which covers a wide			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED U.S. Government Printing Office: 1980-341-846/8064

Figure 2-3. Job Description

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range of program activities and data, and requires exercise of judgement and thorough familiarity with rules, regulations, and policies; determines eligibility for decorations and awards; etc. Uses discretion in choosing and selecting proper actions from a large number of procedural guides. Interviews personnel to obtain data necessary to complete a variety of actions, or secures information from previously completed files and records. Initially determines eligibility of the individual for the requested action from a technical knowledge of applicable regulations. Implements routine, new, and revised regulations governing military personnel administration, plans necessary procedures to comply with these regulations, and assures that these are placed in effect. Refers regulatory matters which require major changes to program to supervisor. Answers a variety of inquiries from personnel being processed, e.g., explains well-defined policies of the Standby and Retired Reserve. Completes personnel actions in final form. Assigns the more routine actions for completion to a Military Personnel Clerk of lower grade. As required, provides on-the-job training to newly assigned clerks.

2. Composes and types routine correspondence which requires reference to regulations, related correspondence, precedents, and guides pertinent to the area of military personnel administration. Assists in preparation of efficiency reports and advises on procedures to be followed. Compiles data from records or files maintained and prepares various personnel reports, such as status reports, strength reports, personnel rosters, efficiency reports, reports of personnel eligible for specific types of service, etc.

3. Sets up and maintains all required forms, records and files pertaining to assigned work. Makes additions, revisions, or deletions to records or files to keep them current, complete and accurate in compliance with regulations, policies and procedures.

Performs other duties as assigned.

Figure 2-3. Job Description—Continued

---

JOB TITLE: Military Personnel Clerk  
(Typing), GS-204-04, Job #  
DA-90

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Processes personnel actions.

2. Interviews personnel to obtain data. Answers a variety of inquiries from personnel being processed.

3. Determines eligibility of the individual for the requested action from a technical knowledge of applicable regulations. Implements routine, new and revised regulations governing military personnel administration.

4. Composes and types routine correspondence. Assists in preparation of efficiency reports.

5. Compiles data from records or files maintained and prepares various personnel reports.

6. Sets up and maintains all required forms, records and files pertaining to assigned work.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. A. Ability to understand and apply written guidance.  
B. Ability to work with names, number, codes and symbols.  
C. Knowledge of Military Personnel Regulations.  
D. Ability to work under stress.  
E. Ability to work independently.

2. A. Ability to deal and work with others.  
B. Ability to communicate orally.  
1A \_\_\_\_\_  
1C \_\_\_\_\_

3. A. Ability to plan and organize  
1A \_\_\_\_\_  
1C \_\_\_\_\_

4. A. Ability to type.  
B. Knowledge of correspondence rules.  
C. Ability to communicate in writing.  
\_\_\_\_\_

5. A. Ability to prepare graphs and charts for reports  
\_\_\_\_\_  
1B \_\_\_\_\_

6. A. Knowledge of TAFSS.

Figure 2-4. Job Analysis Interview

---

C. Is a medical examination required?  yes  No

1. If yes, circle the required items as indicated on SF-78.

a. Functional Requirements: 1 2 3 4 5 6 7 8 9 10  
11 12 13 14 15 16 17 18 19 20 21 22 23 24 25  
26 27 28 29 30 31 32 33 34 35

b. Environmental Factors: 1 2 3 4 5 6 7 8 9 10  
11 12 13 14 15 16 17 18 19 20 21 22 23 24 25  
26 27 28 29

2. If medical examination not required, indicate items answered negatively on SF-177 that would require a physical: \_\_\_\_\_  
\_\_\_\_\_

3. Eye Examination Code: \_\_\_\_\_

Figure 2-4. Job Analysis Interview—Continued

---

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
a. Ability to understand and apply written guidance.	3, 3, 1, 2, 1	YES	NO	YES	TRAEX SA
b. Ability to work with names, numbers, codes.	10, 10, 11, 11, 3	NO			
c. Ability to deal and work with others.	4, 7, 3, 4, 2	YES	NO	YES	TRAEX SA
d. Ability to communicate orally	9, 1, 2, 8, 8	YES	COMBINE W/C		
e. Ability to plan and organize	2, 8, 4, 1, 6	YES	NO	YES	TRAEX SA
f. Ability to type.	7, 6, 13, 9, 4	YES	NO	NO**	
g. Knowledge of correspondence rules.	6, 4, 8, 6, 10	NO			
h. Ability to communicate in writing.	5, 2, 9, 10, 9	YES	NO	YES	TRAEX SA
i. Ability to prepare graphs and charts for reports	13, 13, 12, 12, 12	NO			
j. Ability to work under stress.	8, 11, 6, 3, 11	YES	NO	NO	
k. Ability to work independently.	1, 9, 5, 7, 7	YES	NO	NO	
l. Knowledge of TAFPS.	11, 12, 10, 13, 13	NO			
m. Knowledge of Military Personnel Regulations.	12, 5, 7, 5, 5	YES	COMBINE W/A*		

\* After reviewing minimum eligibility requirements of X-118, SME's decided that a knowledge of military personnel regulations above the minimum requirements would be a subelement to the "Ability to understand and apply written guidance".

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

\*\*Selective Placement factor.

NOTE: One personnel representative participated in ranking based on knowledge of occupation.

Figure 2-5. KSAO Determination Sheet

Ability to understand and apply written guidance.  
 Ability to deal and work with others.  
 Ability to plan and organize.  
 Ability to communicate in writing.

Figure 2-6. Final KSAO

(Title and paragraph not used.) This paragraph contains no entries.

**Section III  
 KSAO WEIGHTS**

**2-5. KSAO Weights**

This section contains the following documents:

- a. SME participating in weighting process. (Fig 2-7)
- b. KSAO Importance Questionnaires. (Fig 2-8)
- c. KSAO Matrix. (Fig 2-9)
- d. Determination of Highly Qualified cutoff score. (Fig 2-10)

<i>Name</i>	<i>Title, Series, Grade</i>	<i>Years of Experience</i>
SME #1	Lead Military Personnel Clerk, GS-204-5	10
SME #2	Supervisory Military Personnel Clerk, GS-204-6	12½
SME #3	Lead Legal Clerk, GS-986	13
SME #4	Military Personnel Technician, GS-204	13
SME #5	Personnel Management Specialist, GS-201-5	5
SME #6	Military Personnel Clerk (Typing), GS-204-5	7

Figure 2-7. SME Participating in the Weighting Process

---

**Purpose**

The purpose of this questionnaire is to obtain your opinion about the relative importance of the knowledges, skills, abilities, and other characteristics (KSAO) for the position of Military Personnel Clerk (Typing) GS-204-04.

*Instructions*

Compare the KSAO in column 1 to the KSAO in column 2 and decide which one of the two KSAO is more important to superior performance in the position. Use the scale at the right of these instructions to select the degree of importance. Mark your numerical rating in the space beside the KSAO that you think is more important. (If you find no difference, mark a "1" in the box beside the KSAO in Column 1.) Continue this procedure for each pair of KSAO until you have completed the form.

*Rating Scale*

- 1—no difference
- 2—two times more important
- 3—three times more important
- 4—four times more important
- 5—five times more important
- 6—six times more important
- 7—seven or more times important

Figure 2-8. KSAO Importance Questionnaire

---

COLUMN 1	COLUMN 2
<u>1</u> Ability to understand and apply written guidance	____ Ability to deal and work with others
<u>2</u> Ability to understand and apply written guidance	(.5) ____ Ability to plan and organize
<u>3</u> Ability to understand and apply written guidance	(.3333) ____ Ability to communicate in writing
<u>1</u> Ability to deal and work with others	____ Ability to plan and organize
<u>3</u> Ability to deal and work with others	(.3333) ____ Ability to communicate in writing
<u>7</u> Ability to plan and organize	(.1429) ____ Ability to communicate in writing

SME # 1  
Name

Lead Military Personnel Clerk  
Title, Grade and Series GS-204-5

10  
Years of Experience in Subject Matter Area

Figure 2-8. Abilities

COLUMN 1	COLUMN 2
<u>3</u> Ability to understand and apply written guidance	(.3333) ___ Ability to deal and work with others
<u>1</u> Ability to understand and apply written guidance	___ Ability to plan and organize
<u>1</u> Ability to understand and apply written guidance	___ Ability to communicate in writing
___ Ability to deal and work others	<u>2</u> Ability to plan and organize
<u>1</u> Ability to deal and work with others	___ Ability to communicate in writing
<u>2</u> Ability to plan and organize	(.5) ___ Ability to communicate in writing
	<u>SME # 2</u> Name _____
	<u>Suprv. Military Personnel Clerk,</u> Title, Grade and Series <u>GS-204-6</u>
	<u>13½</u> Years of Experience in Subject Matter Area _____

Figure 2-8. Abilities—Continued

---

COLUMN 1

COLUMN 2

4 Ability to understand and  
apply written guidance

(.25)      Ability to deal and work  
with others

4 Ability to understand and  
apply written guidance

(.25)      Ability to plan and  
organize

4 Ability to understand and  
apply written guidance

(.25)      Ability to communicate in  
writing

     Ability to deal and work  
with others

2 Ability to plan and  
organize

5 Ability to deal and work  
with others

(.2)      Ability to communicate in  
writing

4 Ability to plan and organize

(.25)      Ability to communicate in  
writing

SME # 3  
Name

Lead Legal Clerk, GS-986  
Title, Grade and Series

13  
Years of Experience in Subject  
Matter Area

---

Figure 2-8. Abilities—Continued

---

COLUMN 1	COLUMN 2
<u>3</u> Ability to understand and apply written guidance	(.3333) ___ Ability to deal and work with others
<u>1</u> Ability to understand and apply written guidance	___ Ability to plan and organize
<u>1</u> Ability to understand and apply written guidance	___ Ability to communicate in writing
___ Ability to deal and work with others	<u>3</u> Ability to plan and organize
___ Ability to deal and work with others	<u>3</u> Ability to communicate in writing
<u>1</u> Ability to plan and organize	___ Ability to communicate in writing
	<u>SME # 4</u> Name
	<u>Military Personnel Technician GS-204</u> Title, Grade and Series
	<u>13</u> Years of Experience in Subject Matter Area

Figure 2-8. Abilities—Continued

---

COLUMN 1

COLUMN 2

1 Ability to understand and apply  
written guidance

\_\_\_\_\_ Ability to deal and work  
with others

3 Ability to understand and apply  
written guidance

(.3333) \_\_\_\_\_ Ability to plan and  
organize

2 Ability to understand and apply  
written guidance

(.5) \_\_\_\_\_ Ability to communicate in  
writing

3 Ability to deal and work with  
others

(.3333) \_\_\_\_\_ Ability to plan and  
organize

2 Ability to deal and work with  
others

(.5) \_\_\_\_\_ Ability to communicate in  
writing

\_\_\_\_\_ Ability to plan and organize

3 Ability to communicate in  
writing

SME # 5

\_\_\_\_\_  
Name

Personnel Mgmt. Spec. GS-201-5  
\_\_\_\_\_  
Title, Grade and Series

5

\_\_\_\_\_  
Years of Experience in Subject  
Matter Area

Figure 2-8. Abilities—Continued

---

COLUMN 1	COLUMN 2
<u>2</u> Ability to understand and apply written guidance	(.5) Ability to deal and work with others
<u>3</u> Ability to understand and apply written guidance	(.3333) Ability to plan and organize
<u>4</u> Ability to understand and apply written guidance	(.25) Ability to communicate in writing
<u>2</u> Ability to deal and work with others	(.5) Ability to plan and organize
<u>2</u> Ability to deal and work with others	(.5) Ability to communicate in writing
<u>2</u> Ability to plan and organize	(.5) Ability to communicate in writing

SME # 6  
Name

Military Personnel Clerk GS-204-5  
Title, Grade and Series

7  
Years of Experience in Subject  
Matter Area

Figure 2-8. Abilities—Continued

---

KSAO IMPORTANCE MATRIX

Military Personnel Clerk (Typing), GS-204-4

SME # 1

	KSAO 1	KSAO 2	KSAO 3	KSAO 4
KSAO 1	1	1	2	3
KSAO 2	1	1	1	3
KSAO 3	.5	1	1	7
KSAO 4	.3333	.3333	.1429	1
TOTAL	2.8222	3.3333	4.1429	14.0
QUOTIENT	.3529	.3000	.2413	.0714 = .9656
CONSISTENCY MEASURE = .9656				

Figure 2-9. KSAO Importance Matrix

---

KSAO IMPORTANCE MATRIX

Military Personnel Clerk (Typing), GS-204-4

SME # 2

	KSAO 1	KSAO 2	KSAO 3	KSAO 4
KSAO 1	1	3	1	1
KSAO 2	.3333	1	.5	1
KSAO 3	1	2	1	2
KSAO 4	1	1	.5	1
TOTAL	3.3333	7	3	5
QUOTIENT	.3000	.1428	.3333	.2 = .9761
CONSISTENCY MEASURE = .9761				

Figure 2-9. KSAO Importance Matrix—Continued

KSAO IMPORTANCE MATRIX

Military Personnel Clerk (Typing), GS-204-4

SME # 3

	KSAO 1	KSAO 2	KSAO 3	KSAO 4
KSAO 1	1	4	4	4
KSAO 2	.25	1	.5	5
KSAO 3	.25	2	1	4
KSAO 4	.25	.2	.25	1
TOTAL	1.75	7.2	5.75	14.0
QUOTIENT	.5714	.1388	.1739	.0714 = .9555
CONSISTENCY MEASURE = .9555				

Figure 2-9. KSAO Importance Matrix—Continued

KSAO IMPORTANCE MATRIX

Military Personnel Clerk (Typing), GS-204-4

SME # 4

	KSAO 1	KSAO 2	KSAO 3	KSAO 4
KSAO 1	1	3	1	1
KSAO 2	.3333	1	.3333	.3333
KSAO 3	1	3	1	1
KSAO 4	1	3	1	1
TOTAL	3.3333	10	3.3333	3.3333
QUOTIENT	.3000	.1	.3000	.3000 = 1.0000
CONSISTENCY MEASURE = 1.0000				

Figure 2-9. KSAO Importance Matrix—Continued

---

KSAO IMPORTANCE MATRIX

Military Personnel Clerk (Typing), GS-204-4

SME # 5

	KSAO 1	KSAO 2	KSAO 3	KSAO 4
KSAO 1	1	1	3	2
KSAO 2	1	1	3	2
KSAO 3	.3333	.3333	1	.3333
KSAO 4	.5	.5	3	1
TOTAL	2.8333	2.8333	10.0	5.3333
QUOTIENT	.3529	.3529	.1	.1875 = .9933

CONSISTENCY MEASURE = .9933

Figure 2-9. KSAO Importance Matrix—Continued

---

KSAO IMPORTANCE MATRIX

Military Personnel Clerk (Typing), GS-204-4

SME # 6

	KSAO 1	KSAO 2	KSAO 3	KSAO 4
KSAO 1	1	2	3	4
KSAO 2	.5	1	2	2
KSAO 3	.3333	.5	1	2
KSAO 4	.25	.5	.5	1
TOTAL	2.0833	4.0	6.5	9.0
QUOTIENT	.4800	.25	.1538	.1111 = .9949
CONSISTENCY MEASURE = .9949				

Figure 2-9. KSAO Importance Matrix—Continued

Determination of Highly Qualified Cutoff Score

Position: Military Personnel Clerk (Typing) Applicant: \_\_\_\_\_  
 Title, Series, Grade: GS-204-4 Personnel Specialist: \_\_\_\_\_  
 Date: \_\_\_\_\_

A. TRAEX:

	Rater 1	Rater 2	Rater 3	Rater Sum	KSAO Weight	Weighted TRAEX	# Raters	Weighted Avg. TRAEX
KSAO 1.	3	3	3	9	.3859	3.4731	3	1.1577
KSAO 2.	3	3	3	9	.2175	1.9575	3	.6525
KSAO 3.	3	3	3	9	.2452	2.2068	3	.7356
KSAO 4.	3	3	3	9	.1513	1.3617	3	.4539

B. SUPERVISORY RATING

KSAO Weight	Supervisory Rating Points	Weighted Supervisory Rating Points *	Weighted Avg. TRAEX	KSAO Score
KSAO 1. .3859	x 3 = 1.1577	+ 1.1577	1.1577	2.3154
KSAO 2. .2175	x 3 = .6525	+ .6525	.6525	1.3050
KSAO 3. .2452	x 3 = .7356	+ .7356	.7356	1.4712
KSAO 4. .1513	x 3 = .4539	+ .4539	.4539	.9078

\* or weighted average TRAEX

Sum: 5.9994

Highly Qualifying Cutoff Score \_\_\_\_\_

Figure 2-10. Determination of Highly Qualified Cutoff Score

(Title and paragraph not used.) This paragraph contains no entries.

## Section IV RATING GUIDE

### 2-6. Rating Guide.

This section contains the rating guide.

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**KSAO NO. 1.** ABILITY TO UNDERSTAND AND APPLY WRITTEN GUIDANCE—This element includes researching, interpreting, and applying Military Personnel Regulations, SOP's, Command directives, etc. to individual cases to determine various procedural elements or to provide guidance to individuals.

#### Level Descriptions

- 4 pts** Has researched, interpreted, and applied Military Personnel Regulations, SOP's, and Command directives to determine various procedural elements. *Examples:* (1) determines correct primary and secondary MOS/Specialty Skills Indicator (SSI); service obligation; eligibility for promotion actions; eligibility for separation; or, eligibility for service schools; (2) has completed courses equivalent to college level where detailed research in discipline can be documented, e.g. Business law courses which required the study of legal aspects of business and the application of legal theories to cases.
- 3 pts** Has researched and applied Military Personnel Regulations, SOP's, and Command directives to carry out procedures to process personnel actions. *Examples:* (1) processes primary and secondary MOS/SSI actions, service obligations, promotion actions, separations, etc.; (2) has completed a formal training course where research was required: e.g., Advance Freshman Composition course where several weeks of study were devoted to preparation of research.
- 2 pts** Has applied regulations, SOP's, directives, etc., to complete forms and correspondence. *Example:* uses regulations, organizational files, SOP's, etc. to prepare replies to DF's, letters, endorsements and other correspondence or to complete forms.
- 1 pt** Has located and applied written instructions to perform clerical duties. *Examples:* (1) uses samples or SOP's to complete standard forms or basic correspondence; (2) filing, typing, posting.

Figure 2-11. Rating Guide

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**KSAO NO. 2.** ABILITY TO DEAL AND WORK WITH OTHERS—This element includes the ability to communicate, persuade others, and coordinate on various military personnel matters with military and civilians at various ranks and levels.

**Level Descriptions**

- 4 pts** Has performed duties requiring the communication, persuasion of others, and coordination of various military personnel matters with military and civilians at various ranks and levels. *Examples:* (1) Interprets and explains military personnel regulations or policies to staff element and/or civilian agencies; (2) answers inquiries from investigative agents or agencies; (3) coordinates personnel actions with other activities, agencies and commands.
- 3 pts** Has communicated and coordinated with military and civilian personnel at various ranks and levels. *Examples:* (1) interviews to elicit or impart information; (2) counsels regarding benefits, obligations, and various military personnel matters; (3) coordinates work related matters with civilian agencies such as police forces, collection agencies, travel agencies, education services, Red Cross, etc.; (4) has completed post high school study in human relations or related behavioral sciences, e.g. Introduction to Psychology or Sociology.
- 2 pts** Has communicated and coordinated with structured groups or peers. *Examples:* (1) serves as a member of a team, committee or special project which required coordinated effort to accomplish goals; (2) coordinates work-related military personnel matters with peers; (3) has completed correspondence courses or in-service training in communication skills, e.g. The Army Institute for Professional Development Courses titled Techniques of Effective Instruction and Methods of Instruction.
- 1 pt** Has performed routine communication with others. *Examples:* Answers telephone, takes and delivers messages.

Figure 2-11. Rating Guide—Continued

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**KSAO NO. 3. ABILITY TO PLAN AND ORGANIZE**—This element includes the ability to arrange priorities consistent with recurring reports, suspenses, personnel action requests, and/or special projects.

**Level Descriptions**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Has planned own activities with that of an office or function, determined own workflow, and set priorities for completion. <i>Examples:</i> (1) implements new procedures that have definite time constraints; (2) establishes suspenses and implements follow-up procedures; (3) has completed college level study in subjects related to planning such as PERT, transportation models, computer programming, computer science, or related courses that included topics such as setting up algorithms of numerical or non-numerical problems, problem solving, or programming methodology and control structures. |
| <b>3 pts</b> | Has performed coordination with co-workers or other functions to carry out work requirements. <i>Examples:</i> (1) coordinates work with other functions to meet deadlines or schedules to complete processing of actions; (2) has completed post high school education or training which required participation in joint projects or assignments, e.g. correspondence courses, or in-service training in work simplification, office management or functional files systems, or other courses which presented methods in organization and planning.   |
| <b>2 pts</b> | Has scheduled work based on predetermined time constraints or priorities. <i>Examples:</i> (1) schedules appointments, interviews, boards, meetings tests, etc.; (2) arranges work schedules to meet recurring or special suspenses.   |
| <b>1 pt</b>  | Has scheduled work based on SOP's and performance standards for completion of assignments. <i>Example:</i> plans work accomplishment in accordance with schedules, standard time frames, or production standards.  |

Figure 2-11. Rating Guide—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to compose routine correspondence that can be answered directly from reference material such as regulations, related correspondence, precedents, etc.

**Level Descriptions**

<b>4 pts</b>	Has composed and typed routine correspondence which required reference to regulations, related correspondence, precedents, and guides pertinent to the area of military personnel administration. <i>Examples:</i> (1) writes a variety of military personnel correspondence for explanatory purposes or to provide requested information; (2) prepares request for orders, SOP's, efficiency reports, or messages utilizing reference material; (3) has satisfactorily completed college level courses in journalism, English composition, or related subjects that required writing research papers.
<b>3 pts</b>	Has written narrative material to provide or elicit information. <i>Examples:</i> (1) writes letters, bulletins, reports, input for regulations, DF's, etc.; (2) has satisfactorily completed correspondence courses or inservice training in writing improvement; e.g. the Army Institute for Professional Development Courses titled Effective Writing and Effective Army Writing.
<b>2 pts</b>	Has expressed ideas, information or chronological sequence of events in narrative form. <i>Examples:</i> (1) Writes memos; (2) completes narrative forms; (3) maintains narrative logbooks for interoffice use.
<b>1 pt</b>	Has prepared drafts which provide specific information requiring little variation in format. <i>Example:</i> drafts letters, DF's, messages, memorandums, reports, etc., from SOP's or samples of precedent correspondence.

Figure 2-11. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section V**

**RATING FORMS**

**2-7. Rating Forms.**

This section contains the following documents.

- a. Supplemental Applicant Questionnaire. (Fig 2-12)
- b. Supplemental Questionnaire for Supervisors. (Fig 2-13)
- c. Supervisory Rating. (Fig 2-14)
- d. Individual SME Panel Rating Form. (Fig 2-15)
- e. Final Rating Form. (Fig 2-16)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 2-12. Supplemental Applicant Questionnaire

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**KSAO NO. 1.** *ABILITY TO UNDERSTAND AND APPLY WRITTEN GUIDANCE*—This element includes researching, interpreting, and applying Military Personnel Regulations, SOP, Command directives, etc., to individual cases to determine various procedural elements or to provide guidance to individuals.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 2–12. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** *ABILITY TO DEAL AND WORK WITH OTHERS*—This element includes the ability to communicate, persuade others, and coordinate on various military personnel matters with military and civilians at various levels and ranks.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 2-12. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** *ABILITY TO PLAN AND ORGANIZE*—This element includes the ability to arrange priorities consistent with recurring reports, suspenses, personnel action requests and/or special projects.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 2-12. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** *ABILITY TO COMMUNICATE IN WRITING*—This element includes the ability to compose routine correspondence that can be answered directly from reference material such as regulations, related correspondence, precedents, etc.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 2-12. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ This is not a Performance Appraisal ★ ★ ★

The person identified below is being considered for the position of Military Personnel Clerk (Typing), GS-204-4.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each knowledge or ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 2-13. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. ABILITY TO UNDERSTAND AND APPLY WRITTEN GUIDANCE**—This element includes researching, interpreting, and applying Military Personnel Regulations, SOP's, Command directives, etc., to individual cases to determine various procedural elements or to provide guidance to individuals.

(Note: Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

\_\_\_\_\_ Has applied regulations, SOP's, directives, etc., to complete forms and correspondence. *Sample Task:* uses regulations, organizational files, SOP's, etc. to prepare replies to DF's, letters, endorsements and other correspondence or to complete forms.

\_\_\_\_\_ Has researched, interpreted, and applied military personnel regulations, SOP's, and Command directives to determine various procedural elements. *Sample Task:* determines correct primary and secondary MOS/Speciality Skills Indicator (SSI); service obligation, eligibility for promotion actions; eligibility for separation; or, eligibility for service schools.

\_\_\_\_\_ Has located and applied written instructions to perform clerical duties. *Sample Tasks:* (1) uses samples or SOP's to complete standard forms or basic correspondence; (2) filing, typing, posting.

\_\_\_\_\_ Has researched and applied Military Personnel Regulations, SOP's, and Command directives to carry out procedures to process personnel actions. *Sample Task:* processed primary and secondary MOS/SSI actions, service obligations, promotion actions, separations, etc.

\_\_\_\_\_ Don't Know.

Figure 2-13. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. ABILITY TO DEAL AND WORK WITH OTHERS**—This element includes the ability to communicate, persuade others, and coordinate on various military personnel matters with military and civilians at various ranks and levels.

(Note: Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

\_\_\_\_\_ Has performed duties requiring the ability to communicate, persuade others, and coordinate on various military personnel matters with military and civilians at various ranks and levels. *Sample Tasks:* (1) Interpreting and explaining military personnel regulations or policies to staff elements and/or civilian agencies; (2) answers inquiries from investigative agents or agencies; (3) coordinates personnel actions with other activities, agencies, and commands.

\_\_\_\_\_ Has communicated and coordinated with structured groups or peers. *Sample Tasks:* (1) serves as a member of a team, committee or special project which required coordinated effort to accomplish goals; (2) coordinates work related military personnel matters with peers.

\_\_\_\_\_ Has performed routine communication with others. *Sample Tasks:* (1) Answers telephone; (2) takes and delivers messages.

\_\_\_\_\_ Has communicated and coordinated with military and civilian personnel at various ranks and levels. *Sample Tasks:* (1) interviews to elicit or impart information; (2) counsels regarding benefits, obligations, and various military personnel matters; (3) coordinates work-related matters with civilian agencies such as police forces, collection agencies, travel agencies, education services, Red Cross; or with relatives, etc.

\_\_\_\_\_ Don't know.

Figure 2-13. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. ABILITY TO PLAN AND ORGANIZE**—This element includes the ability to arrange priorities consistent with recurring reports, suspenses, personnel action requests and/or special projects.

(*Note:* Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

\_\_\_\_\_ Has scheduled work based on SOP's and performance standards for completion of assignments. *Sample Task:* plans work accomplishment in accordance with schedules, standard time frames, or production standards.

\_\_\_\_\_ Has planned own activities with that of an office or function, determined own workflow, and set priorities for completion. *Sample Tasks:* (1) implements new procedures that have definite time constraints; (2) establishes suspenses and implements follow-up procedures.

\_\_\_\_\_ Has performed coordination with co-workers or other functions to carry out work requirements. *Sample Task:* coordinated work with other functions to meet deadlines or schedules or to complete processing of actions.

\_\_\_\_\_ Has scheduled work based on predetermined time constraints or priorities. *Sample Tasks:* (1) schedules appointments, interviews, boards, meetings, tests, etc.; (2) arranges work schedule to meet recurring or special suspenses.

\_\_\_\_\_ Don't know.

Figure 2-13. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to compose routine correspondence that can be answered directly from reference material such as regulations, related correspondence, precedents, etc.

(*Note:* Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and not specifically match tasks performed by the applicant.)

— Has expressed ideas, information, or chronological sequence of events in narrative form. *Sample Tasks:* (1) Writes memos; (2) completes narrative forms; (3) maintains narrative logbooks for interoffice use.

— Has prepared drafts which provide specific information requiring little variation in format. *Sample Task:* drafts letters, DF's, messages, memorandums, reports, etc., from SOP's or samples of precedent correspondence.

— Has composed and typed routine correspondence which required reference to regulations, related correspondence, precedents, and guides pertinent to the area of military personnel administration. *Sample Tasks:* (1) writes a variety of military personnel correspondence for explanatory purposes or to provide requested information; (2) prepares request for orders, SOP's, efficiency reports, or messages utilizing reference material.

— Has written narrative material to provide or elicit information. *Sample Task:* writes letters, bulletins, reports, input for regulations, DF's, etc.

— Don't know

Figure 2-13. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_(To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

The person identified above is being considered for Military Personnel Clerk (Typing), GS-204-4.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

**INSTRUCTIONS ON COMPLETING APPRAISAL**

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

- 4. The employee has demonstrated superior quality of performance in this KSAO.
- 3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
- 2. The employee has demonstrated acceptable quality of performance in this KSAO.
- 1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- x. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 2-14. Supervisory Rating

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**Military Personnel Clerk  
(Typing) GS-204-4**

- 1. **ABILITY TO UNDERSTAND AND APPLY WRITTEN GUIDANCE**—This element includes researching, interpreting, and applying Military Personnel Regulations, SOP's, Command directives, etc., to individual cases to determine various procedural elements or to provide guidance to individuals.
  
- 2. **ABILITY TO DEAL AND WORK WITH OTHERS**—This element includes the ability to communicate, persuade others, and coordinate on various military personnel matters with military and civilians at various ranks and levels.
  
- 3. **ABILITY TO PLAN AND ORGANIZE**—This element includes the ability to arrange priorities consistent with recurring reports, suspenses, personnel action requests and/or special projects.
  
- 4. **ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to compose routine correspondence that can be answered directly from reference material such as regulations, related correspondence, precedents, etc.

**Figure 2-14. Supervisory Rating—Continued**

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**Military Personnel Clerk (Typing) GS-240-4**

**Name of Applicant** \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Ability to understand and apply written guidance.		
2. Ability to deal and work with others.		
3. Ability to plan and organize.		
4. Ability to communicate in writing.		

\_\_\_\_\_  
Panel Member Signature and Date

**Figure 2-15. Individual SME Panel Rating Form**

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FINAL RATING FORM  
 MILITARY PERSONNEL CLERK (TYPING)  
 GS-204-4

Applicant: \_\_\_\_\_

Personnel Specialist: \_\_\_\_\_

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

A. TRAEX:

	Rater 1	Rater 2	Rater 3	Rater Sum	KSAO Weight	Weighted TRAEX	# Raters	Weighted Avg. TRAEX
KSAO 1.	+	+			.3859		3	
KSAO 2.	+	+			.2175		3	
KSAO 3.	+	+			.2452		3	
KSAO 4.	+	+			.1513		3	

B. Supervisory Rating:

KSAO Weight	Supervisory Rating Points	Weighted Supervisory Rating Points	Weighted Avg. TRAEX	KSAO Score
KSAO 1. .3859	x			
KSAO 2. .2175	x			
KSAO 3. .2452	x			
KSAO 4. .1513	x			

Sum: \_\_\_\_\_

Final Score: \_\_\_\_\_

Figure 2-16. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 3**

### **MODEL CREDITING PLAN—Mail and File Clerk, GS-305-4**

#### **Section I**

#### **GENERAL INFORMATION**

##### **3-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Ratings

##### **3-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, SF 171
- Supplemental Applicant Questionnaire (Fig 3-8)
- Supplemental Questionnaire for Supervisors (Fig 3-9)
- Supervisory Rating Form (Fig 3-10)
- Individual SME Panel Rating Form (Fig 3-11)
- Final Rating Form (Fig 3-12)

##### **3-3. CANDIDATE EVALUATION.**

a. Step 1—Review for Basic Eligibility and Minimum Qualifications: Personnel Staffing Specialist(s) will complete a preliminary review of Official Personnel Folders and/or applications (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated April 1980 for Clerk/Assistant, GS-300-4/6, in OPM Handbook X-118. For the selective placement factor of “typing” the X-118 standard for the Clerk Typist Series, GS-322 will be used to determine whether the applicants possess the required minimum degree of typing skill. Applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2 and 3 below.

b. Step 2—Rating Procedure: The following “highly qualifying criteria” which were developed through a job analysis involving one subject matter expert (SME) in administrative functions will be used to evaluate candidates:

- a. Knowledge of mail procedures and regulations.
- b. Knowledge of file procedures and regulations.
- c. Ability to organize work.
- d. Ability to communicate orally.
- e. Ability to comprehend and interpret written material.
- f. Ability to prepare reports.

A Rating Guide developed with the technical assistance of the above mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO). Personnel Staffing Specialist(s) will rate all qualified candidates as determined in Step 1 above.

(1) *TRAEX Rating.* The appropriate points for training and experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, the Supplemental Questionnaire for Supervisors and the Supplemental Applicant Questionnaire. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. The following point values will be placed in the Training/Experience column of the Individual SME Panel Rating form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The applicant’s supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Scoring Procedure.*

(a) The points obtained from the Supervisory Rating will be recorded for each KSAO in the “Supervisory Rating

Points” column of the Final Rating Form. If the supervisor has marked an “X” for “Don’t Know,” an “X” will be placed in the “Supervisory Rating Points” column.

(b) “TRAEX Points” and “Supervisory Rating Points” will be averaged and the result will be recorded in the “Average Points” column. Where the “Supervisory Rating Points” column contains an “X,” the “TRAEX Points” for the KSAO will be recorded in the “Average Points” column. “Average Points” for all KSAO will be summed and recorded as “Total Average KSAO Points.” “Total Average KSAO Points” will be divided by the number of KSAO to achieve the “Final Score.”

c. *Step 3* —Rating to Determine “Highly Qualified.” To be considered a highly qualified candidate for Mail and File Clerk (Typing), GS-305-4, the Final Score must be 3.0 or above.

d. *Step 4* —Ranking to Determine “Best Qualified.” The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors, if any, will be governed by applicable regulations and the merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **3–4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 3-1)
- b. SME Participating in KSAO determination. (Fig 3-2)
- c. Statement of Duties—Mail and File Clerk (Typing), GS-305-4. (Fig 3-3)
- d. Job Analysis interview. (Fig. 3-4)
- e. KSAO Consolidation. (Fig. 3-5)
- f. Final KSAO. (Fig. 3-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis for Mail and File Clerk (Typing), GS-305-4

1. A panel consisting of one Subject Matter Expert (SME), one Personnel Psychologist, and two Personnel Staffing Specialists met to conduct a job analysis to set KSAO and develop a rating guide for the job of Mail and File Clerk (Typing), GS-305-4. The panel members are identified at Figure 3-2. The Personnel Psychologist had developed a list of duties and one representative KSAO for each duty. The panel members approved the duties as essential and brainstormed additional KSAO. The SME and one of the Personnel Staffing Specialists ranked the KSAO. The panel found all KSAO to be essential, but combined B with F. It was decided after some discussion that KSAO I would not distinguish superior from other candidates and it should be used as a selective placement factor rather than a ranking factor. It was agreed that the remaining KSAO would distinguish superior from other candidates as all candidates in the pool would not have demonstrated them to the same degree and the higher levels of possession of each KSAO would clearly correlate to superior performance on the job.
2. The panel decided to brainstorm tasks for each level of the KSAO. This group felt that more representative and realistic tasks would result from a group discussion. After they had developed a task listing, the panel members participated in the development of general level descriptions and definitions and selection of the most representative tasks.

(signed)

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Personnel Staffing Specialist

Figure 3-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Mail and File Supervisor, GS-305-7

**Technical Support**

<i>Name</i>	<i>Title</i>
Number 1	Personnel Staffing Specialist GS-212-9
Number 2	Personnel Staffing Specialist GS-212-12
Number 3	Personnel Psychologist GS-180-11

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Figure 3-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY JOB DESCRIPTION</b> <small>For use of this form, see CPR 501; the proponent agency is DCSPER.</small>		1. JOB NUMBER	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  CSC FES PCS, GS-305, May 77		5. TITLE Mail and File Clerk (Typing)	
		6. PAY SCHEDULE GS	7. OCC CODE 0305
		8. GRADE 04	9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input checked="" type="checkbox"/> NONEXEMPT
		10. COMP LEVEL 4-071	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>DUTIES</u>			
The primary purpose for this position is to operate the main message center, with approximately 30 internal distribution points, and serve as central file clerk for either Maintenance or Supply Division. Incumbent oversees the activities of one or two messengers, is responsible for overall records management, forms and reports control for the Division; requisitions all publications and blank forms, compiles all related regular and special reports, and performs all typing involved.			
<ul style="list-style-type: none"> <li>- Reviews incoming distribution; determines action and information copy recipients; sets suspense dates; makes additional copies necessary; compile and routes reading file of material determined to be of general interest; maintains suspense file and follows up appropriately. Dispatches all outgoing material in accordance with prescribed mailing regulations.</li> <li>- Using numeric Army Functional Files System (TAFFS) classifies material into three or four major functional categories, ("Housekeeping Files"), breaking these down into up to ten subfunctional categories, which may be further broken down into finer breakdowns. Cross-references as needed.</li> </ul>			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED.

Figure 3-3. Job Description

- 
- Upon request of authorized managerial and clerical personnel searches files and withdraws material.
  - Gives advice and assistance on proper filing procedures to clerical employees of each operating element of the Division who maintain the technical "mission" files. Annually, before AG Records Management Inspection, inspects all files and indicates any remedial action necessary. Visits during year as requested to give advice and assistance. Consolidates and disposes of records as directed by AG Records Management policies.
  - Determines requirements, prepares and forwards requisitions, and distributes all blank forms and publications for operating elements of the Division. Processes requests to AG for new (original) blank forms. Performs clerical duties related to "pinpoint distribution".
  - Compiles all required regular and special reports concerning any of the above duties. Assigns Reports Control Symbols to Division reports where appropriate, keeping responsible members informed of due dates.
  - Performs on own initiative all typing involved in accomplishment of duties listed above, e.g., types DF's, reports, requisitions, file folder headings, index cards, etc., such typing determined by supervisor to require a qualified typist.
  - Performs other duties as assigned.

Factor 1 - Knowledge Required Level 1-2 200 points

- Basic knowledge of missions and functions performed within the organization serviced; good basic knowledge of subject-matter content of materials being processed; and thorough knowledge of correspondence procedures and the Army Functional Files System; thorough knowledge of records disposal procedures; and skill in operating electric typewriter. These knowledges and skills are used to make proper distribution of incoming and outgoing materials, to classify material for filing, to search for requested material, to carry out records disposal functions, and to perform all typing required in the mail and file function.

Factor 2 - Supervisory Controls Level 2-2 125 points

- Work is performed under general supervision of the Administrative Officer who is available to assist in unprecedented problems. Day-to-day work is performed independently, on own initiative. Work is reviewed in terms of timeliness and adequacy of service provided and for compliance with regulations.

Factor 3 - Guidelines Level 3-2 125 points

- Guidelines consist of numerous standing oral instructions and written procedural guides which are applicable in differing work situations. Thus, employee must use judgment and initiative in selecting and applying the proper guide (e.g., in the reading and routing of materials to a number of serviced units when the functions of the units are very similar, in classifying and cross-indexing when the subject matter of the materials may be covered by several possible categories, etc.). Judgment is also used in selecting alternative means of locating materials missing from files when searching information is inadequate or misleading and several locations are possible.

Figure 3-3. Job Description—Continued

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Factor 4 - Complexity Level 4-2 75 points

- Complexity is present in the requirement for performance of a full range of both mail and file functions, including responsibility for records disposition and for serving as authoritative source to other clerks in the organization responsible for filing of technical material.

Factor 5 - Scope and Effect Level 5-2 75 points

- The purpose of the position being to provide certain vital clerical services to the Division, the effect on operating elements is direct and tangible, e.g., prompt mail service, efficient filing methods, up-to-date publications library, availability of blank forms and technical manuals, etc.

Factor 6 - Personal Contacts Level 6-2 25 points

- Regular contacts are with supervisors and employees of all organizational elements<sup>3</sup> of the Division, with representatives of AG Records Management, U.S. Postal Representatives, AG Publications warehouse personnel with other Division and Directorate personnel, and Federal Printing Plant representatives.

Factor 7 - Purpose of Contacts Level 7-1 20 points

- Contacts are for giving advice and assistance to Division personnel in proper filing procedures; in searching within own "Housekeeping" and publications files for specific documents; in researching and furnishing information regarding mail regulations, publications and blank forms requisitioning, reports control symbols, duplicating services and printing; and arranging priorities for message center pickup and delivery.

Factor 8 - Physical Demands Level 8-1 5 points

- Work is sedentary in nature but does require some walking, bending, or stooping to search for materials in files.

Factor 9 - Work Environment Level 9-1 5 points

- Work is performed in an office setting.

TOTAL POINTS 655

Typing skill in this job is as high as that required in the competitive standard for clerk typing positions.

Figure 3-3. Job Description—Continued

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JOB TITLE: Mail & File Clerk (Typing)  
GS-305-04

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Operates main message center - receives incoming distribution determines action, sets suspenses, etc. Dispatches all outgoing material in accordance with prescribed mailing regulations.

2. Serves as central file clerk - Classifies material into major functional categories; searches and withdraws. Gives advice and assistance on proper filing procedures to clerical employees.

3. Requisitions all publications and blank forms.

4. Prepares reports.

5. Types correspondence, reports, index cards, etc.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Knowledge of mail procedures & regulations.  
Ability to comprehend & interpret written material.  
Ability to organize work.

2. Ability to communicate orally.  
Knowledge of the Army Functional File System (TAFFS).  
Knowledge of file procedures and regulations.  
Ability to organize work.

3. Ability to organize work.

4. Ability to prepare reports.

5. Skill in typing.

Figure 3-4. Job Analysis Interview

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
A. Knowledge of mail procedures & regulations	1 1	Yes		Yes	TRAEX & SR
B. Ability to comprehend & interpret written material	3 4	Yes		Yes	TRAEX & SR
C. Knowledge of file procedures and regulations	2 2	Yes		Yes	TRAEX & SR
D. Ability to communicate orally	9 9	Yes		Yes	TRAEX & SR
E. Knowledge of TAFFS	5 3	No			
F. Ability to interpret regulations	4 5	Yes	Combine with B		
G. Ability to organize work	6 6	Yes		Yes	TRAEX & SR
H. Ability to prepare reports	7 8	Yes		Yes	TRAEX & SR
I. Skill in typing	8 7	Yes		No	

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Figure 3-5. KSAO Determination Sheet

- 
1. Knowledge of mail procedures and regulations.
  2. Knowledge of file procedures and regulations.
  3. Ability to organize work.
  4. Ability to communicate orally.
  5. Ability to comprehend and interpret written material.
  6. Ability to prepare reports.

**Figure 3-6. Final KSAO**

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III  
RATING GUIDE.**

**3-5. Rating Guide.**

This section contains the rating guide.

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<b>KSAO NO. 1.</b>	<b>KNOWLEDGE OF MAIL PROCEDURES AND REGULATIONS</b> —This element includes a knowledge of the regulations, procedures, and processes pertaining to the proper distribution of the mail.
	<b>Level Descriptions</b>
<b>4 pts</b>	Has operated a message center for a large number of distribution points (approximately 30 or more), requiring knowledge of mail regulations or procedures. <i>Sample Tasks:</i> (1) Reads incoming mail; determines action/information recipients by subject matter; selects items of general interest for inclusion in reading file; and routes accordingly; (2) Dispatches outgoing mail in accordance with prescribed mailing regulations.
<b>3 pts</b>	Has routed mail within an organization or specific office, requiring knowledge of mail procedures. <i>Sample Tasks:</i> (1) Reads incoming mail and routes by subject matter to appropriate individual or unit (e.g. directorate/division/branch); (2) Reviews outgoing mail; decides which mail can be forwarded directly to message/mail center and which requires further action prior to dispatch (e.g., signature, coordination); and routes.
<b>2 pts</b>	Has distributed mail for which recipient already has been designated. <i>Sample Task:</i> Sorts mail according to addresses on correspondence/envelopes and places in proper mail slots/boxes.
<b>1 pt</b>	Has delivered mail already sorted and clearly marked as to addressee and location. <i>Sample Task:</i> Reads addresses and locations on mail and delivers as indicated.

**Figure 3-7. Rating guide**

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**KSAO NO. 1. KNOWLEDGE OF MAIL PROCEDURES AND REGULATIONS**—This element includes a knowledge of the regulations, procedures, and processes pertaining to the proper distribution of the mail.

**Level Descriptions**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Has operated a message center for a large number of distribution points (approximately 30 or more), requiring knowledge of mail regulations or procedures. <i>Sample Tasks:</i> (1) Reads incoming mail; determines action/information recipients by subject matter; selects items of general interest for inclusion in reading file; and routes accordingly; (2) Dispatches outgoing mail in accordance with prescribed mailing regulations.      |
| <b>3 pts</b> | Has routed mail within an organization or specific office, requiring knowledge of mail procedures. <i>Sample Tasks:</i> (1) Reads incoming mail and routes by subject matter to appropriate individual or unit (e.g. directorate/division/branch); (2) Reviews outgoing mail; decides which mail can be forwarded directly to message/mail center and which requires further action prior to dispatch (e.g., signature, coordination); and routes. |
| <b>2 pts</b> | Has distributed mail for which recipient already has been designated. <i>Sample Task:</i> Sorts mail according to addresses on correspondence/envelopes and places in proper mail slots/boxes.   |
| <b>1 pt</b>  | Has delivered mail already sorted and clearly marked as to addressee and location. <i>Sample Task:</i> Reads addresses and locations on mail and delivers as indicated.  |

**Figure 3-7. Rating guide—Continued**

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**KSAO NO. 3.** ABILITY TO ORGANIZE WORK—This element includes the ability to organize the work of the mail and/or file functions through various means, such as establishing priorities and suspenses and coordinating with various offices for proper distribution and action.

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Has scheduled time and workload to insure timely processing of a variety of mail and/or file actions with varying time frames. <i>Sample Tasks:</i> (1) Assigns suspense dates, maintains control records and makes follow-up to insure information is furnished in time to meet deadlines; (2) Determines workload and sets own goals, and initiates tracer action when appropriate. |
| <b>3 pts</b> | Has determined order of processing for a wide range of activities with a set sequence of action. <i>Sample Task:</i> Processes routine vouchers, travel orders, personnel actions, etc.   |
| <b>2 pts</b> | Has determined order of processing for a narrow range of tasks. <i>Sample Tasks:</i> (1) Schedules typing; (2) Organizes filing; (3) Routes mail.   |
| <b>1 pt</b>  | Has processed actions using specific procedural instruction. <i>Sample Task:</i> Date stamps incoming material and places in designated bins/boxes.   |

Figure 3-7. Rating guide—Continued

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**KSAO NO. 4.** ABILITY TO COMMUNICATE ORALLY—This element includes the ability to communicate on the telephone and face-to-face with other persons.

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Has been required to interact with a variety of individuals for the purpose of resolving discrepancies and/or gathering and providing factual information. <i>Sample Tasks:</i> (1) Explains various actions pertaining to mail and/or file functions; (2) Determines problem involved and initiates appropriate course of action for resolution. |
| <b>3 pts</b> | Has been required to answer recurring type inquiries that involve providing specific information and/or instructions. <i>Sample Task:</i> Explains proper form to use with an action, number of copies to be submitted, etc.  |
| <b>2 pts</b> | Has been required to provide or request routine information. <i>Sample Tasks:</i> (1) Contacts responsible individual to follow up on suspense item; (2) Contacts appropriate individual to request extension of due date for an action.  |
| <b>1 pt</b>  | Has been required to give simple directions. <i>Sample Task:</i> Receives visitors and callers and directs to proper individuals.   |

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Figure 3-7. Rating guide—Continued

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**KSAO NO. 5.**    **ABILITY TO COMPREHEND AND INTERPRET WRITTEN MATERIAL**—This element includes comprehension and interpretation of correspondence, reports, publications, orders, circulars, directives and electrical messages.

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Has interpreted incoming and outgoing materials for the purpose of determining required action, establishing suspense, or for completion of action. <i>Sample Tasks:</i> Calls supervisor's attention to items of interest; (2) composes responses; (3) prepares required reports; (4) assigns suspense; (5) interprets Army terminology. |
| <b>3 pts</b> | Has reviewed and processed incoming material to assure proper routing and that pre-established time limits on responses have been met. <i>Sample Task:</i> Sorts and routes incoming mail such as regulations, correspondence, electrical messages, etc.  |
| <b>2 pts</b> | Has reviewed content of materials for processing routine actions for the purpose of categorization. <i>Sample Tasks:</i> (1) Categorizes material for filing; (2) Sorts incoming material.  |
| <b>1 pt</b>  | Has followed routine written instructions. <i>Sample Task:</i> Files material which has been annotated with file number, subject, etc.  |

Figure 3-7. Rating guide—Continued

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**KSAO NO. 6.** ABILITY TO PREPARE REPORTS—This element includes the ability to compile statistical and/or numerical data for reports.

**Level Descriptions**

<b>4 pts</b>	Has been required to prepare reports using data from a variety of sources. <i>Sample Task:</i> Compiles numerical/statistical data from various sources or documents, resolves problems or discrepancies, and prepares report according to prescribed guidelines.
<b>3 pts</b>	Has been required to prepare reports using data from limited sources. <i>Sample Task:</i> Compiles numerical/statistical data from one or two sources and enters on report form or prepares report according to standard format.
<b>2 pts</b>	Has been required to prepare reports/requests involving basic mathematical computations. <i>Sample Task:</i> Adds number of requests for a particular publication and enters total on requisition form.
<b>1 pt</b>	Has been required to maintain running records of information for others to use in compiling reports. <i>Sample Task:</i> Posts to a log information such as the date an action/request is received, responsible action office/official, suspense date, completion date.

Figure 3-7. Rating guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV**  
**RATING FORMS**

**3-6. Rating Forms.**

This section contains the following documents.

- a. Supplemental Applicant Questionnaire. (Fig 3-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 3-9)
- c. Supervisory Rating. (Fig 3-10)
- d. Individual SME Panel Rating Form. (Fig 3-11)
- e. Final Rating Form. (Fig 3-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING: Date: \_\_\_\_\_

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 3-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1. KNOWLEDGE OF MAIL PROCEDURES AND REGULATIONS**—This element includes a knowledge of the regulations, procedures, and processes pertaining to the proper distribution of the mail.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 3-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2. KNOWLEDGE OF FILE PROCEDURES AND REGULATIONS**—This element includes a knowledge of the regulations, procedures, and processes pertaining to file functions.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 3–8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** ABILITY TO ORGANIZE WORK—This element includes the ability to organize the work of the mail and/or file functions through various means, such as establishing priorities and suspenses and coordinating with various offices for proper distribution and action.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 3-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** ABILITY TO COMMUNICATE ORALLY—This element includes the ability to communicate on the telephone and face-to-face with other persons.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 3–8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 5. ABILITY TO COMPREHEND AND INTERPRET WRITTEN MATERIAL**—This element includes comprehension and interpretation of correspondence, reports, publications, orders, circulars, directives and electrical messages.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 3-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 6. ABILITY TO PREPARE REPORTS**—This element includes the ability to compile statistical and/or numerical data for reports.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 3-8. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★ ★

The person identified below is being considered for the position of Mail and File Clerk (Typing), GS-305-4.

To help us determine the degree to which this applicant possesses the knowledge, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

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Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

### INSTRUCTIONS FOR COMPLETING FORM

For each Knowledge or Ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job which was performed for you. If you have not observed any level of a KSAO being performed, mark "Don't Know". Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

Figure 3-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. KNOWLEDGE OF MAIL PROCEDURES AND REGULATIONS**

This element includes a knowledge of the regulations, procedures, and processes pertaining to the proper distribution of the mail.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_\_\_ Has routed mail within an organization or specific office, requiring knowledge of mail procedures. *Sample Tasks:* (1) Reads incoming mail and routes by subject matter to appropriate individual or unit (e.g. directorate/division/branch); (2) Reviews outgoing mail; decides which mail can be forwarded directly to message/mail center and which requires further action prior to dispatch (e.g., signature, coordination); and routes.
- \_\_\_\_\_ Has delivered mail already sorted and clearly marked as to addressee and location. *Sample Task:* Reads addresses and locations on mail and delivers as indicated.
- \_\_\_\_\_ Has operated a message center for a large number of distribution points (approximately 30 or more), requiring knowledge of mail regulations or procedures. *Sample Tasks:* (1) Reads incoming mail; determines action/information recipients by subject matter; selects items of general interest for inclusion in reading file; and routes accordingly; (2) Dispatches outgoing mail in accordance with prescribed mailing regulations.
- \_\_\_\_\_ Has distributed mail for which recipient already has been designated. *Sample Task:* Sorts mail according to addresses on correspondence/envelopes and places in proper mail slots/boxes.
- \_\_\_\_\_ Don't Know

Figure 3-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. KNOWLEDGE OF FILE PROCEDURES AND REGULATIONS**  
This element includes a knowledge of the regulations, procedures, and processes pertaining to file functions.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- Has maintained a set of files. *Sample Tasks:* (1) Files materials in personnel folders and withdraws materials as instructed by supervisor; (2) Files regulations and posts and files changes to same.
- Has established and/or maintained a file system involving procedures for filing materials alphabetically, numerically by date, and/or subject matter, etc. *Sample Task:* Classifies material for file according to subject matter and/or date, etc; files; searches and withdraws material; destroys, retains or transfers files according to office procedure.
- Has arranged items in logical sequence. *Sample Task:* Arranges items in proper sequence, e.g., numerically, alphabetically, etc.
- Has established and/or maintained an Army functional file system. *Sample Tasks:* Classifies material according to Army Regulation (AR); determines applicable retention and disposition; prepares and affixes labels on folders; searches and withdraws material; transfers files to records holding, retains, or destroys in accordance with AR.
- Don't know

Figure 3-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. ABILITY TO ORGANIZE WORK**

This element includes the ability to organize the work of the mail and/or file functions through various means, such as establishing priorities and suspenses and coordinating with various offices for proper distribution and action.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)*

**Level descriptions**

- \_\_\_\_\_ Has processed actions using specific procedural instruction.  
*Sample Task:* Date stamps incoming material and places in designated bins/boxes.
- \_\_\_\_\_ Has determined order of processing for a narrow range of tasks.  
*Sample Tasks:* (1) Schedules typing; (2) Organizes filing; (3) Routes mail.
- \_\_\_\_\_ Has determined order of processing for a wide range of activities with a set sequence of action. *Sample Task:* Processes routine vouchers, travel orders, personnel actions, etc.
- \_\_\_\_\_ Has scheduled time and workload to insure timely processing of a variety of mail and/or file actions with varying time frames.  
*Sample Tasks:* (1) Assigns suspense dates, maintains control records and makes follow-up to insure information is furnished in time to meet deadlines; (2) Determines workload and sets own goals, and initiates tracer actions when appropriate.
- \_\_\_\_\_ Don't know

Figure 3-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE ORALLY**

This element includes the ability to communicate on the telephone and face-to-face with other persons.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)*

**Level descriptions**

- Has been required to interact with a variety of individuals for the purpose of resolving discrepancies and/or gathering and providing factual information. *Sample Tasks:* (1) Explains various actions pertaining to mail and/or file functions; (2) Determines problem involved and initiates appropriate course of action for resolution.
- Has been required to answer recurring type inquiries that involve providing specific information and/or instructions. *Sample Task:* Explains proper form to use with an action, number of copies to be submitted, etc.
- Has been required to provide or request routine information. *Sample Tasks:* (1) Contacts responsible individual to follow up on suspense item; (2) Contacts appropriate individual to request extension of due date for an action.
- Has been required to give simple directions. *Sample Task:* Receives visitors and callers and directs to proper individuals.
- Don't know

Figure 3-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 5. ABILITY TO COMPREHEND AND INTERPRET WRITTEN MATERIAL**

This element includes comprehension and interpretation of correspondence, reports, publications, orders, circulars, directives and electrical messages.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_\_\_ Has reviewed content of materials for processing routine actions for the purpose of categorization. *Sample Tasks:* (1) Categorizes material for filing; (2) Sorts incoming material.
- \_\_\_\_\_ Has interpreted incoming and outgoing materials for purpose of determining required action, establishing suspense, or for completion of action. *Sample Task:* (1) Calls supervisor's attention to items of interest; (2) composes responses; (3) prepares required reports; (4) assigns suspense; (5) interprets Army terminology.
- \_\_\_\_\_ Has followed routine written instructions. *Sample Task:* Files material which has been annotated with file number, subject, etc.
- \_\_\_\_\_ Has reviewed and processed incoming material to assure proper routing and that pre-established time limits on responses have been met. *Sample Task:* Sorts and routes incoming mail such as regulations, correspondence, electrical messages, etc.
- \_\_\_\_\_ Don't know

**Figure 3-9. Supplemental Questionnaire for Supervisors—Continued**

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**KSAO NO. 6. ABILITY TO PREPARE REPORTS**

This element includes the ability to compile statistical and/or numerical data for reports.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- Has been required to maintain running records of information for others to use in compiling reports. *Sample Task:* Posts to a log information such as the date an action/request is received, responsible action office/official, suspense date, completion date.
- Has been required to prepare reports using data from a variety of sources. *Sample Task:* Compiles numerical/statistical data from various sources or documents, resolves problems or discrepancies, and prepares report according to prescribed guidelines.
- Has been required to prepare reports/requests involving basic mathematical computations. *Sample Task:* Adds number of requests for a particular publication and enters total on requisition form.
- Has been required to prepare reports using data from limited sources. *Sample Task:* Compiles numerical/statistical data from one or two sources and enters on report form or prepares report according to standard format.
- Don't Know

Figure 3-9. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:  
 \_\_\_ Immediate Supervisor  
 \_\_\_ Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Organization Tel. No.: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Mail and File Clerk (Typing), GS-305-4.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 3-10. Supervisory Rating

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**KSAO**

*Level of  
Performance*

**KSAO NO. 1: KNOWLEDGE OF MAIL PROCEDURES AND REGULATIONS**—This element includes a basic knowledge of the regulations, procedures, and processes pertaining to the proper distribution of the mail.

\_\_\_\_\_

**KSAO NO. 2: KNOWLEDGE OF FILE PROCEDURES AND REGULATIONS**—This element includes a basic knowledge of the regulations, procedures, and processes pertaining to file functions.

\_\_\_\_\_

**KSAO NO. 3: ABILITY TO ORGANIZE WORK**—This element includes the ability to organize the work of the mail and/or file functions through various means, such as establishing priorities and suspenses and coordinating with various offices for proper distribution and action.

\_\_\_\_\_

**KSAO NO. 4: ABILITY TO COMMUNICATE ORALLY**—This element includes the ability to communicate on the telephone and face-to-face with other persons.

\_\_\_\_\_

**KSAO NO. 5: ABILITY TO COMPREHEND AND INTERPRET WRITTEN MATERIAL**—This element includes comprehension and interpretation of correspondence, reports, publications, orders, circulars, directives and electrical messages.

\_\_\_\_\_

**KSAO NO. 6: ABILITY TO PREPARE REPORTS**—This element includes the ability to compile statistical and/or numerical data for reports.

\_\_\_\_\_

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reviewing Official

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

**COMMENTS:**

Figure 3-10. Supervisory Rating—Continued

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Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1.		
2.		
3.		
4.		
5.		
6.		

\_\_\_\_\_  
Panel member signature and date

**Figure 3-11. Individual SME Panel Rating Form**

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 3-12. Final Rating Form

(Title and paragraph not used.)  
This paragraph contains no entries.

## **Chapter 4**

### **MODEL CREDITING PLAN—Computer Operator, GS-332-8**

#### **Section I**

#### **GENERAL INFORMATION**

##### **4-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

Training and Experience Ratings  
Supervisory Rating

##### **4-2. RATING FORMS.**

The following forms will be obtained from or generated on each candidate and used in the rating process:

Personal Qualifications Statement, SF 171  
Supplemental Applicant Questionnaire. (Fig 4-8)  
Supplemental Questionnaire for Supervisors. (Fig 4-9)  
Supervisory Rating. (Fig 4-10)  
Individual SME Panel Rating Form (Fig 4-11)  
Final Rating Form. (Fig 4-12)

##### **4-3. CANDIDATE EVALUATION.**

a. Step 1—Review for Basic Eligibility and Minimum Qualifications. Personnel staffing specialist(s) will complete a preliminary review of applications (SF 171) and/or Official Personnel Folders to determine basic eligibility and minimum qualifications in accordance with the standard dated September 1979 for Computer Operator, GS-332-8, in OPM Handbook X-118. All applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2 and 3, below.

b. Step 2—Rating Procedures. The following “highly qualifying criteria”, which were developed through a job analysis involving three subject matter experts (SME) in computer operations, will be used to evaluate candidates:

1. ABILITY TO READ, INTERPRET, AND APPLY OPERATING INSTRUCTIONS—This element includes the ability to comprehend and apply oral and written instructions from manufacturers, programmers, and data controllers.
2. SKILL IN OPERATING CONSOLES AND PERIPHERAL DEVICES—This element includes the ability to man the computer console and supportive devices.
3. KNOWLEDGE OF SYSTEMS PROCESSING REQUIREMENTS—This element includes the ability to restore the system to an operational status for day to day processing.
4. ABILITY TO ANALYZE PROGRAM PROBLEMS/MALFUNCTIONS AND ARRIVE AT SOUND SOLUTIONS—This element includes skill in the identification and resolution of production/system/program problems/malfunctions during processing.

A rating guide developed with the technical assistance of SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO).

A panel of subject matter experts chaired by a personnel staffing specialist will convene to rate all qualified candidates as determined in step 1 above.

(1) *Training and Experience Ratings.* The appropriate points for training and experience (TRAEX), as indicated in the rating guide, will be assigned by the SME by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for supervisors. Awards and other employee recognition will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the remarks section of the rating form. For each KSAO, the subject matter expert is required to record the number of points and the basis for the points awarded in the appropriate columns of the Individual SME

Panel Rating Form. The following are the point values:

4—Superior, 3—Highly Acceptable, 2—Acceptable, 1—Barely Acceptable.

(2) *Supervisory Rating*. The candidate's supervisor will complete and return the Supervisory Rating Form. The point values to be assigned are identical to those in (1) above.

(3) *Reviewing Ratings*. When there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnelist will open a discussion of the basis for the ratings. This discussion is intended to insure that all SME generally noted the same facts and interpreted the rating guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the rating guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedure* : (1) SME points for TRAEX will be averaged for each KSAO. The personnel specialist will record this average on the Final Rating Form in the "TRAEX Points" column. (2) The points obtained from the Supervisory Rating Form will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Not Observed" for any KSAO, an "X" will be placed in the "Supervisory Rating Points" column for that KSAO. (3) TRAEX Points and Supervisory Rating Points will be averaged and the results will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the "TRAEX Points" for that KSAO will be recorded in the "Average Points" column. "Average Points" for all KSAO will be summed and recorded as "Total Average KSAO Points". "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score".

c. *Step 3—Rating to determine "Highly Qualified"*. To be considered as a highly qualified candidate for the Computer Operator, GS-332-08 position, the final score must be 3.0 or above.

d. *Step 4—Ranking to determine "Best Qualified"*. The candidates with the highest scores will be referred to the selecting official. The maximum number referred and tie breaking factors used, if any, will be governed by applicable regulations and the local merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **4-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 4-1)
- b. SME Participating in KSAO Determination. (Fig 4-2)
- c. Statement of Duties—Computer Operator, GS-332-08. (Fig 4-3)
- d. Job Analysis Interview. (Fig 4-4)
- e. KSAO Consolidation. (Fig 4-5)
- f. Final KSAO. (Fig 4-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis for Computer Operator, GS-332-08

1. Three subject matter experts (SME) in Computer Operations met with the undersigned on 5 September 1979 to conduct a job analysis interview. The undersigned had developed a list of three major duties and one representative KSAO for each duty. The SME approved the duties as essential and added an additional one. They brainstormed additional KSAO for a total of 18 KSAO. They did not force rank, but determined fourteen KSAO to be essential. They combined the following KSAO to eliminate duplications: KSAO #3 & 12 with 1; #9 with #2; #10 & 19 with #4. Number 4 was subsequently reworded and KSAO #8 & 14 were combined with it because they are prerequisites to #4; #18 was combined with #15 to eliminate duplication; KSAO #16 & 17 were subsequently combined with 15 as prerequisites. Therefore, measuring KSAO 4 will inferentially measure KSAO 8 & 14, and measuring KSAO 15 will inferentially measure KSAO 16 & 17. After some discussion, it was decided that the remaining KSAO would distinguish superior from other candidates (i.e., all candidates in the applicant pool would not have demonstrated them to the same degree, and higher levels of possession of each KSAO would clearly correlate to superior performance on the job).
2. SME decided to brainstorm tasks for each level of the KSAO. The personnelist recorded these on the chalk board. The group of SME felt that more representative and realistic tasks would result from a group discussion, and they requested active participation as a group effort throughout the completion of the project. They were permitted to develop task listings and assist in the development of general level definitions and selection of the most representative tasks. The final results are recorded on the inclosed worksheets.
3. A TRAEX Rating Guide was developed by the undersigned and reviewed and approved by the SME. SME also reviewed the Supplemental Questionnaires to confirm the likelihood of the questions to elicit the information needed from the applicants.

/signed/  
Personnel Staffing Specialist

Figure 4-1. Memorandum for record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Lead Computer Operator, GS-332-09
SME Number 2	Computer Specialist, GS-334-12
SME Number 3	Supervisory Computer Operator, GS-332-10

**Technical Support**

<i>Name</i>	<i>Title, Series, Grade</i>
Personnel Specialist Number 1	Personnel Staffing Specialist GS-212-xx

**Figure 4-2. Subject Matter Experts Participating in KSAO Determination**

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DEPARTMENT OF THE ARMY JOB DESCRIPTION <small>For use of this form, see CPR 501; the proponent agency is DCSPER</small>		JOB NUMBER 16463	
2. INSTALLATION OR HEADQUARTERS OFFICE Western Area, Military Traffic Management Command		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE CSC PCS GS-332, Dec 68		5. TITLE Computer Operator	
		6. PAY SCHEDULE Class Act	7. OCC CODE GS-332
		8. GRADE 8	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES <u>SUPERVISORY CONTROLS</u>			
Works under general supervision of the Chief of shift to which assigned and usual presence of a team chief who establish general priorities, methods and techniques approves recommendations for outside assistance and is available for advice on solution of unusual problems encountered. Conducts assigned work independently during operations seeking assistance as needed. Work is reviewed for accuracy, effectiveness in quick response to machine control indicators, recognition and solution of normal stop and error situations and selection of alternatives for maximum utilization of equipment without overload.			
<u>MAJOR DUTIES</u>			
Serves as a full journeyman computer operator in an integrated data processing system including two 3rd generation digital computers with augmented memory sharing same disk storage with remote terminal inquiries, data communications and transmission system, and multi-processing equipment primarily utilized in support of AUTOS Applications include on-line programs in real time, batch and multi-processing. Operates the console (SPO or Supervisory Print-out) in the most critical production periods. Assists team leader or shift supervisor in resolving errors, interpreting malfunctions, recommending program modification and advising and training lower grade operators. Works on any shift or tour of duty on a portion of which the team leader is serving as shift supervisor and other supervisory personnel, computer specialists and the field			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED

☆ U. S. GPO: 1977-0-765-037/91

Figure 4-3. Job Description

engineer are not available at the installation. May assist in scheduling and data controlling activities and may serve as team leader in his absence.

1. Operates the Burroughs B5500 computer complex, manning the console or supervisory print-out at critical production periods or when frequent testing and debugging runs are in process. Sets up and operates equipment requiring continuous quick reaction and sound judgment in the proper mixing of priorities for a wide variety of applications and diversity of multi-programs which may have highly particularized requirements. Computer complexity is indicated by a potential of 451 responses on the supervisory print-out of which many require quick reaction to preclude delays and/or termination of jobs in process, a total systems core memory in excess of 131M words and disk storage capacity in excess of 345 Mil. characters. Operates DC1200 computer and micromation equipment (Sycor and Microfiche),

2. Reviews batch assignment and program instructions after assuring proper mix, frequently as many as five jobs in mix, adequacy of guideline and machine capacity being utilized, loads program into computer and performs test run, checking input and output data to insure that program and equipment are functioning properly. Directs movement of tape on and off magnetic units and is responsible for timely coordination for peripheral equipment products.

3. Observes equipment lights indicating proper functioning whether immediately assigned to console or relieved by other operators. Is readily available for advice and provides guidance to other operators, assisting in resolving stop or error situations when operating guidelines are not available by identifying and locating equipment failures and program or processing errors. Recommends to team leader or shift chief calls for assistance of field engineer or computer specialist. Recommends changes in instructions and assists in recording and identifying data conditions necessary for resolution of situation. Assists team leader or shift supervisor in control and maintenance of proper input levels. Determines the amount of multi processing at any given time and is responsible for timely output of many programs. As required, reconstructs data and records lost or damaged through processing errors. Makes compilation or test runs to adjust or overcome unusual operating problems. Uses sound judgment to determine or recommend a deviation from planned schedule.

4. Assists in maintenance of logs and records, participates in operator maintenance of equipment, operation of peripheral equipment when relieved from the console, any other assignment necessary for smooth flow of shift work. Participates in testing, debugging and modification of new or revised programs. Cleans tape drive, card punch, card reader, and printer using vacuum cleaner and detergents provided. Performs other duties as assigned.

I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes and their implementing regulations.

\_\_\_\_\_  
(Signature of approving supervisor)

\_\_\_\_\_  
(Date)

WORKING CONDITIONS

Must be able to stand for long periods of time in operating and loading of equipment, reach tape racks 78 inches high in close quarters, lift or push 60 lb boxes of listings and/or cards. Must work under normal conditions of continual noise and cool temperatures

Figure 4-3. Job Description—Continued

JOB TITLE: Computer Operator GS-332-08

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Operates computer console/master control station and peripheral devices.

2. Assists team leader/supervisor in resolving errors by interpreting malfunctions and recommending change.

3. Reviews instructions and loads program into computer to insure that program and equipment are functioning properly.

4. Is responsible for timely output of multiprocessing: reconstructs data and records lost or damaged through processing errors.

5.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Knowledge of operating system console, output messages and appropriate responses.

Knowledge of system responses.

Ability to function under minimum supervision.

Knowledge of console, output messages and responses

Ability to perform under pressure.

2. Skill in typing.

Ability to work accurately.

Ability to make independent judgements.

Ability to work accurately

Ability to perform under pressure

3. Ability to read and interpret instructions.

Ability to follow instructions.

4. Knowledge of systems processing requirements.

Knowledge of programming signs and symbols.

Knowledge of system initialization procedure.

Knowledge of job processing and systems requirements.

5.

Figure 4-4. Job Analysis Interview

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> <b>Knowledges, skills, abilities, and other characteristics</b>	<b>COLUMN 2</b> <b>KSAO Ranking Column</b>	<b>COLUMN 3</b> <b>Essential</b>	<b>COLUMN 4</b> <b>KSAO Combination</b>	<b>COLUMN 5</b> <b>Distinguishes Superior from Barely Acceptable</b>	<b>COLUMN 6</b> <b>Measurement Tool *</b>
1. Knowledge of operating system console, out-put messages, and appropriate responses.		Yes	3 & 12 revised	Yes	TRAEX, S.A.
2. Ability to read and interpret instructions		Yes	9 revised	Yes	TRAEX, S.A.
3. Knowledge of system responses		Yes	1 & 12 combined with 3		
4. Ability to recognize system errors/conditions and take corrective action.		Yes	10 & 8 & 14 revised	Yes	TRAEX, S.A.
5. Skill in typing		No			
6. Ability to work under pressure.		No			
7. Ability to work accurately.		No			
8. Ability to make independent judgments		Yes	4, 10, 14 combined with 8		
9. Ability to follow instructions		Yes	2 combined with 9		
10. Ability to recognize systems errors/conditions and recommend necessary corrective action		Yes	4, 8, 14 combined with 10		
11. Ability to function under minimum supervision		No			

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

\* TRAEX = Training & Experience  
S.A. = Supervisory Appraisal

Figure 4-5. KSAO Determination sheet

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> <b>Knowledges, skills, abilities, and other characteristics</b>	<b>COLUMN 2</b> <b>KSAO Ranking Column</b>	<b>COLUMN 3</b> <b>Essential</b>	<b>COLUMN 4</b> <b>KSAO Combination</b>	<b>COLUMN 5</b> <b>Distinguishes Superior from Barely Acceptable</b>	<b>COLUMN 6</b> <b>Measurement Tool</b>
12. Knowledge of console, out-put messages and responses		Yes	1 & 3 combined with 12		
13. Ability to perform under pressure		No			
14. Knowledge of appropriate recovery procedures		Yes	4, 10 & 8 combined with 14		
15. Knowledge of systems processing requirements		Yes	16, 17, & 18	Yes	TRAEX, S.A.
16. Knowledge of programming signs and symbols		Yes	15, 17, & 18 combined with 16		
17. Knowledge of system initialization procedures		Yes	15, 16 & 18 combined with 17		
18. Knowledge of job processing and systems requirements		Yes	15, 16 & 17 combined with 18		

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Figure 4-5. KSAO Determination sheet—Continued

- 
1. Ability to read, interpret, and apply operating instructions.
  2. Skill in operating console and peripheral devices.
  3. Knowledge of systems processing requirements.
  4. Ability to analyze program problems/malfunctions and arrive at sound solutions.

Figure 4-6. Final KSAO

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(Title and paragraph not used.)  
 This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**4-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1.**    **ABILITY TO READ, INTERPRET, AND APPLY OPERATING INSTRUCTIONS**—This element includes the ability to comprehend and apply all instructions received from manufacturers, programmers, and data controllers.

**Level Descriptions**

<b>4 pts</b>	Interpret systems messages to determine hardware and software failure/malfunctions. <i>Sample Task:</i> Researches/translates messages generated by system/software to isolate or correct systems problems. Recommend changes, modifications or revisions to programmers.
<b>3 pts</b>	Utilize understanding of systems messages/responses to determine hardware failures. <i>Sample Task:</i> Interprets, researches, and translates systems messages to isolate malfunctioning equipment and record data with minimum time loss.
<b>2 pts</b>	Understands and applies SOP to utilize maximum system capability. <i>Sample Task:</i> Directs output to various peripheral sources; interprets job requirements to determine amount of multiprocessing necessary.
<b>1 pt</b>	Reads, interprets and applies day-to-day instructions on a medium/large scale computer system. <i>Sample Task:</i> Serves as an operator on a multiprocessing computer system involving single programs.

Figure 4-7. Rating guide

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**KSAO NO. 2.** SKILL IN OPERATING CONSOLE AND PERIPHERAL DEVICES — This element includes the ability to man the computer console and supportive devices.

**Level Descriptions**

- 4 pts** Operates and trouble shoots on a large scale system. *Sample Task:* Full utilization of a large scale system with multi-processing and on line capabilities; debug and analyze systems problems.
- 3 pts** Operates computer system with on line capabilities. *Sample Task:* operating medium/large scale system with multiprocessing and online functions; change job stream to keep production on schedule.
- 2 pts** Operates computer console and peripheral devices in processing multiprograms. *Sample Tasks:* Operates console in batch mode; selects data from a series of input tape and/or uses portions of several programs-tapes in response to programming needs.
- 1 pt** Operates computer console in processing single programs. *Sample Task:* Operate console, mount tapes on tape drives, check set-up sheets or run sheets for accuracy.

Figure 4-7. Rating guide—Continued

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**KSAO NO. 3.** KNOWLEDGE OF SYSTEMS PROCESSING REQUIREMENTS—This element includes the ability to restore the system to an operational status for day to day processing.

**Level Descriptions**

- 4 pts** Organizes and controls the operating system. *Sample Task:* Determines availability of systems thru close observation; anticipates degree of complexity of jobs to schedule or re-schedule work; determines the necessity to perform system initialization (i.e. cold start, re-boot, cool start).
- 3 pts** Determines availability of systems resources. *Sample Task:* Monitors core availability to execute as many jobs as possible (multi-processing) to complete work on schedule.
- 2 pts** Reviews run packages for accuracy. *Sample Task:* checks for correct input to packages; checks packages for correct options; checks output for accuracy.
- 1 pt** Possesses knowledge of systems processing requirements. *Sample Task:* Execute jobs into system as directed by supervisor or when called for by schedule.

Figure 4-7. Rating guide—Continued

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**KSAO NO. 4.** ABILITY TO ANALYZE PROGRAM PROBLEMS/MALFUNCTIONS AND ARRIVE AT SOUND SOLUTIONS—This element includes skill in the identification and resolution of production/system/program problems/malfunctions during processing.

**Level Descriptions**

<b>4 pts</b>	Identifies hardware/software/program failures and takes corrective actions. <i>Sample Task:</i> Reconstructs lost or damaged data/records; traces the display of program logic through language and/or detailed programming to locate errors; and determines if cause of error is machine malfunction, programming or processing error.
<b>3 pts</b>	Identifies hardware/software/program failures. <i>Sample Tasks:</i> Modifies/deviates from planned schedule; recommends alternate use of setup techniques and debugging aids; locates and identifies difficult equipment failures/program errors—where operating guidelines are unavailable.
<b>2 pts</b>	Recognizes problems/malfunctions and makes corrections when specific guidelines are available. <i>Sample Tasks:</i> Switches input/out files from one to another; lists contents of storage devices; returns to check point restart.
<b>1 pt</b>	Recognizes problems/malfunctions. <i>Sample Task:</i> Bring problems to supervisor's attention for guidance on corrective action.

**Figure 4-7. Rating guide—Continued**

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV  
RATING FORMS**

**4-6. Rating Forms.**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 4-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 4-9)
- c. Supervisory Rating. (Fig 4-10)
- d. Individual SME Panel Rating Form. (Fig 4-11)
- e. Final Rating Form. (Fig 4-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection, and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING: Date: \_\_\_\_\_

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 4-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1.** *ABILITY TO READ, INTERPRET, AND APPLY OPERATING INSTRUCTIONS*—This element includes the ability to comprehend and apply all instructions received from manufacturers, programmers, and data controllers.

1. *Work Experience:* (Describe the tasks you have performed which best demonstrate your ability to perform successfully in the KSAO above. Give the dates and locations where you did this.)
  
2. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability.)
  
3. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received training and/or awards described. Include the narrative description of the acts for which you received the awards.)

Figure 4-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2. SKILL IN OPERATING CONSOLES AND PERIPHERAL DEVICES**—This element includes the ability to man the computer console and supportive devices.

1. *Work Experience:* (Describe the tasks you have performed which best demonstrate your ability to perform successfully in the KSAO above. Give the dates and locations where you did this.)
  
2. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability.)
  
3. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received training and/or awards described. Include the narrative description of the acts for which you received the awards.)

Figure 4-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** *KNOWLEDGE OF SYSTEMS PROCESSING REQUIREMENTS*—This element includes the ability to restore the system to an operational status for day to day processing.

1. *Work Experience:* (Describe the tasks you have performed which best demonstrate your ability to perform successfully in the KSAO above. Give the dates and locations where you did this).
  
2. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability.)
  
3. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received training and/or awards described. Include the narrative description of the acts for which you received the awards.)

Figure 4-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** *ABILITY TO ANALYZE PROGRAM PROBLEMS/MALFUNCTIONS AND ARRIVE AT SOUND SOLUTIONS*—This element includes skill in the identification and resolution of production/system/program problems/malfunctions during processing.

1. *Work Experience:* (Describe the tasks you have performed which best demonstrate your ability to perform successfully in the KSAO above. Give the dates and locations where you did this.)
  
2. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability.)
  
3. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received training and/or awards described. Include the narrative description of the acts for which you received the awards.)

**Figure 4–8. Supplemental Applicant Questionnaire—Continued**

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

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The person identified below is being considered for the position of Computer Operator, GS-332-08.

To help us determine the degree to which this applicant possesses the knowledge, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

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Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

#### INSTRUCTIONS FOR COMPLETING FORM

For each knowledge or ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her current job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

Figure 4-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. ABILITY TO READ, INTERPRET, AND APPLY OPERATING INSTRUCTIONS**—This element includes the ability to comprehend and apply all instructions received from manufacturers, programmers, and data controllers.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- \_\_\_\_\_ Utilizes understanding of systems messages/responses to determine hardware failures. *Sample Task:* Interprets, researches and translates systems messages to isolate malfunctioning equipment and record data with minimum time loss.
- \_\_\_\_\_ Interprets systems messages to determine hardware and software failure/malfunctions. *Sample Task:* Researches/translates messages generated by system/software to isolate or correct system problems. Recommends changes, modifications or revisions to programmers.
- \_\_\_\_\_ Reads, interprets, and applies day-to-day instructions on a medium/large scale computer system. *Sample Task:* Serves as an operator on a multiprocessing computer system involving single programs.
- \_\_\_\_\_ Understands and applies SOP to utilize maximum system capability. *Sample Task:* Directs output to various peripheral sources; interprets job requirements to determine amount of multiprocessing necessary.
- \_\_\_\_\_ Don't Know

**Figure 4-9. Supplemental Questionnaire for Supervisors—Continued**

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**KSAO NO. 2. SKILL IN OPERATING CONSOLE AND PERIPHERAL DEVICES**—This element includes the ability to man the computer console and supportive devices.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)

**Level Descriptions**

- Operates computer system with on line capabilities. *Sample Task:* operating medium/large scale system with multiprocessing and online functions; change job stream to keep production on schedule.
- Operates computer console in processing single programs. *Sample Task:* Operate console, mount tapes on tape drives, check set-up sheets or run sheets for accuracy.
- Operates and trouble shoots on a large scale system. *Sample Task:* Full utilization of a large scale system with multiprocessing and online capabilities; debug and analyze systems problems.
- Operates computer console and peripheral devices in processing multiprograms. *Sample Tasks:* Operates console in batch mode; selects data from a series of input tape and/or uses portions of several programs-tapes in response to programming needs.
- Don't Know.

Figure 4-9. Supplemental Questionnaire for Supervisors—Continued

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---

KSAO NO. 3. **KNOWLEDGE OF SYSTEMS PROCESSING REQUIREMENTS**—This element includes the ability to restore the system to an operational status for day to day processing.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)

**Level Descriptions**

- \_\_\_\_\_ Organizes and controls the operating system. *Sample Task:* Determines availability of systems thru close observation; anticipates degree of complexity of jobs to schedule or reschedule work; determines the necessity to perform system initialization (i.e. cold start, re-boot, cool start).
- \_\_\_\_\_ Possesses knowledge of systems processing requirements. *Sample Task:* Execute jobs into system as directed by supervisor or when called for by schedule.
- \_\_\_\_\_ Reviews run packages for accuracy. *Sample Task:* Checks for correct input to packages; checks packages for correct options; checks output for accuracy.
- \_\_\_\_\_ Determines availability of systems resources. *Sample Task:* Monitors core availability to execute as many jobs as possible (multi-processing) to complete work on schedule.
- \_\_\_\_\_ Don't Know.

Figure 4-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO ANALYZE PROGRAM PROBLEMS/MALFUNCTIONS AND ARRIVE AT SOUND SOLUTIONS**—This element includes skill in the identification and resolution of production/system/program problems/malfunctions during processing.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)

**Level Descriptions**

- Identifies hardware/software/program failures. *Sample Task:* Modifies/deviates from planned schedule; recommends alternate use of setup techniques and debugging aids; locates and identifies difficult equipment failures/program errors—where operating guidelines are unavailable.
- Recognizes problems/malfunctions and makes corrections when specific guidelines are available. *Sample Task:* Switches input/out files from one to another; lists contents of storage devices, return to check point restart.
- Identifies hardware/software/program failures and takes corrective actions. *Sample Task:* Reconstructs lost or damaged data/records; traces the display of program logic through language and/or detailed programming to locate errors; and determines if cause of error is machine malfunction, programming, or processing error.
- Recognizes problems/malfunctions. *Sample Task:* Brings problems to supervisor's attention for guidance on corrective action.
- Don't Know

Figure 4-9. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Office Telephone Extension
Prepared By	Title & Grade	Office Telephone Extension

Working Relationship to Employee:

Immediate Supervisor

Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Office Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Computer Operator GS-332-08.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledge, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this appraisal promptly and return it by the due date. The information you provide will not be held in confidence should the applicant request to see it.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO

*Points:*

4. The employee has demonstrated superior quality of performance in this KSAO: Continuously exceeds performance standards in this element.
3. The employee has demonstrated good quality of performance in this KSAO above that of a fully competent employee: Frequently exceeds performance standards for this element.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

**Figure 4-10. Supervisory Rating**

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**Computer Operator  
GS-332-08**

- \_\_\_\_\_ 1. **ABILITY TO READ, INTERPRET, AND APPLY OPERATING INSTRUCTIONS**—This element includes the ability to comprehend and apply all instructions received from manufacturers, programmers, and data controllers.
- \_\_\_\_\_ 2. **SKILL IN OPERATING CONSOLE AND PERIPHERAL DEVICES**—This element includes the ability to man the computer console and supportive devices.
- \_\_\_\_\_ 3. **KNOWLEDGE OF SYSTEMS PROCESSING REQUIREMENTS**—This element includes the ability to restore the system to an operational status for day-to-day processing.
- \_\_\_\_\_ 4. **ABILITY TO ANALYZE PROGRAM PROBLEMS/MALFUNCTIONS AND ARRIVE AT SOUND SOLUTIONS**—This includes skill in the identification and resolution of production/system/program problems or malfunctions during processing.

Figure 4-10. Supervisory Rating—Continued

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**Computer Operator GS-332-08**  
Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1.		
2.		
3.		
4.		

\_\_\_\_\_  
Panel Member Signature and Date

Figure 4-11. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 4-12. Final Rating Form

(Title and paragraph not used.)  
This paragraph contains no entries.

## **Chapter 5**

### **MODEL CREDITING PLAN—Computer Specialist, GS-334-11**

#### **Section I**

#### **GENERAL INFORMATION**

##### **5-1. MEASUREMENT TOOLS.**

The following measurement tools were used in the rating process:

- Training and Experience Ratings
- Supervisory Ratings

##### **5-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Supplemental Applicant Questionnaire. (Fig 5-14)
- Supervisory Rating. (Fig 5-15)
- Individual SME Panel Rating Form. (Fig 5-16)
- Final Rating Form. (Fig 5-17)

##### **5-3. CANDIDATE EVALUATION.**

*a.* Step 1—Review for Basic Eligibility and Minimum Qualifications: Personnel Staffing Specialists will review the Official Personnel Folders (OPFs) of all applicants to determine basic eligibility and minimum qualifications in accordance with the standard dated December 1968 for Computer Specialist, GS-334, in OPM Handbook X-118 (combination of programmer and system analyst specializations). All applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2 and 3 below.

*b.* Step 2—Rating Procedure for Highly Qualified: The following KSAO are the “highly qualifying criteria” which were developed through a job analysis involving four subject matter experts (SME) in the computer specialist area and will be used to evaluate candidates:

1. **ABILITY TO ORGANIZE**—This element involves the cognitive and manual sorting and ordering of facts, data and information during all major functions of analysis, design, programming and testing.

2. **ABILITY TO PROGRAM**—This element involves a knowledge of ADP equipment capability, programming languages and programming techniques as well as the writing of computer programs in various languages and the actual programming by use of various ADP equipment and techniques.

3. **ABILITY TO ANALYZE SYSTEMS**—(exclusive of one-time systems application)—This element involves defining systems problem, developing systems proposal and developing computer program specification each in terms of the systems requirements of functions, personnel, cost, time, equipment, input, report, edit, file, data organization, security, recovery and methodology.

4. **ABILITY TO DESIGN SYSTEMS**—This element involves defining and modifying various design requirements so that programming can be accomplished.

5. **ABILITY TO TEST AND DE-BUG**—This element involves the use of reference manuals, diagnostic tools and desk checks in testing programs to insure that program errors are kept to a minimum.

The Rating Guide that was developed as a part of this plan, with the technical assistance of SME, will be used to evaluate the degree to which candidates possess the above KSAO.

An ad hoc panel of subject matter experts chaired by a Personnel Staffing Specialist will be convened to rate all eligible and qualified candidates as determined in step 1 above.

(1) The appropriate points for Training and Experience will be credited to each candidate (on the Individual SME Panel Rating Form) as indicated in the Rating Guide by considering all information provided on the Supplemental Applicant Questionnaire. Awards and other employee recognition will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered as such, the award must be identified on the rating form. Awards cannot be used to increase the level of a

KSAO beyond four points. For each KSAO, the subject matter expert is required to record the basis for crediting points on the rating form. The following point value will be placed in the TRAEX column of the form: 4—Superior, 3—Highly Acceptable, 2—Acceptable, 1—Barely Acceptable.

(2) The appropriate points from the Supervisory Quality Rating will be transferred to the Quality Points column of the Final Rating Form (point values identical to (1) above) by the Personnel Staffing Specialist. If an “X” appears for any KSAO, the Staffing Specialist will obtain the “weighted average TRAEX” points determined in paragraph (4) below and record them in the “weighted quality points” column for that KSAO.

(3) The TRAEX Points credited on the Individual SME Panel Rating Forms by the three raters will be recorded on the Final Rating Form by the Personnel Staffing Specialist. When there is a difference among raters in TRAEX ratings of 2 or more points on any particular KSAO, the personnel specialist will discuss the basis for ratings with the raters to assure that the rating guide is being applied by each rater in the same way.

(4) Scoring Procedure: (a) Weights will be applied in scoring candidates. These weights were derived by applying DA Pamphlet 690-10, appendix C. KSAO Importance Questionnaires obtained from SME are included in this chapter. (b) The Personnel Staffing Specialist will complete the Final Rating Form for each candidate by using the formulas specified. Candidates with “Final Scores” of 5.9994 or above will be considered highly qualified. (5.9994 has been computed as the weighted equivalent to a score of 3 on each KSAO.)

*c. Step 3—Ranking Procedure for Best Qualified* : The candidates with the highest scores will be referred to the selecting official. Tie-breaking factors used, if any, will be in accordance with the local merit promotion plan or other applicable local regulations.

## **Section II**

### **KSAO DETERMINATION (Job Analysis)**

#### **5-5. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum documenting the job analysis process. (Fig 5-1)
- b. SME participating in KSAO determination. (Fig 5-2)
- c. Job descriptions. (Fig 5-3)
- d. Job analysis interview. (Fig 5-4)
- f. Brainstorming KSAO. (Fig 5-4-1 through 5-4-4)
- g. KSAO refinement. (Fig 5-5)
- h. SME KSAO determinations. (Fig 5-6)
- i. KSAO consolidation. (Fig 5-7)
- j. Final KSAO. (Fig 5-8)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis, Determination of Highly Qualifying Criteria and Development of Task Examples for Rating Computer Specialist, GS-334-11

1. A panel of subject matter experts (Fig 5-2) was convened and agreed on the major duties for the Computer Specialist positions (GS-334-11) documented at Figure 5-3.
2. The KSAO required to perform these major duties were brainstormed by the panel (Fig 5-4) and further condensed by panel discussion due to the large number of KSAO (Fig 5-5). Determination of KSAO to be used as highly qualifying criteria is documented at Figure 5-8. The KSAO "meet and deal" was dropped because the measurement tool (structured interview) was considered too costly and difficult to administer.
3. Task examples at four different levels of performance for KSAO 1 through 4 (superior, good, satisfactory, marginal) were developed by the panel and are documented in the Rating Guide (Sec IV). KSAO No. 5, Ability to Test and De-bug, could be described at only two levels. Task examples at each level are considered sufficient basis for raters to judge candidate training and experience since candidates must possess two years of specific (programmer and systems analyst) experience to be minimally qualified under Handbook X-118. Therefore, general level definitions have not been developed.

/Signed/  
Personnel Staffing Specialist

Figure 5-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Supervisory Computer Specialist GS-334-13
SME Number 2	Computer Specialist GS-334-12
SME Number 3	Computer Specialist GS-334-11
SME Number 4	Computer Specialist GS-334-11

**Technical Support**

<i>Name</i>	<i>Title, Series, Grade</i>
Personnel Specialist Number 1	Personnel Staffing Specialist GS-212-12

Figure 5-2. Subject Matter Experts (SME) Participating in KSAO Determination

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DEPARTMENT OF THE ARMY JOB DESCRIPTION <small>For use of this form, see CPR 501, the proponent agency is DCSPER</small>		JOB NUMBER 96783	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  CSC, Comp Spec Series, GS-334, Part I, Oct 65 and Part II, Aug 67.		5. TITLE Computer Specialist	
		6. PAY SCHEDULE GS	7. OCC CODE 334
		8. GRADE 11	
		9. FAIR LABOR STANDARDS ACT <input checked="" type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Works under the general supervision of the Branch Chief, or higher graded specialist, who assigns projects, outlines objectives, and discusses problems to be solved. Works independently within established policy and systems controls where applicable. Exercises selective judgment in developing programs and performing related tasks. Completed assignments are reviewed for adequacy and accuracy, efficient use of machine time, and overall effectiveness in meeting management and customers' needs.			
<u>MAJOR DUTIES</u>			
Analyzes and designs systems, and produces machine programs for assigned projects. Working alone or as a member of a team, engages in fact-finding, determines feasibility of converting work operations to computer processing, designs the system, and participates on a continuing basis in the actual programming of components and runs for both work processing systems and predominantly administrative support systems. Develops new data processing systems, and works in established systems to extend or restructure, update, and maintain them in			

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1 JUN 75

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Figure 5-3. Job Description

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light of regulation changes and other requirements.

Work requires a technical knowledge of computer requirements and techniques, competence in systems design and analysis, programming skills, and substantial knowledge (or ability to gain an understanding) of subject matter work processes.

1. Systems Analysis and Design: Conducts studies to determine the nature of the problem connected with automating work processes and design of individual systems or complete phases of large interrelated complex data systems which can be programmed and processed by computers, to include how the system will be organized and what equipment will be used. Analyze subject matter actions and transactions to be produced. Identifies number and kind of records, files, and documents necessary to accomplish work by computer means. Identifies specific data elements to be used in the system. Designs documentation and devises procedures to obtain, organize, and use the information. Develops coding structures, outlines programming actions and employee actions. Documents the system to the degree of detail required for presentation to management. Prepares programming from systems application charts and run diagrams. Coordinates development of test problems and conditions and participates in trial runs. Describes and explains proposals and recommendations concerning key features of systems. Provides advice and suggestions in resolving operational problems. Participates in meetings with management and users regarding new work products, proposals, recommendations, presentation of proposed systems, etc. Assists in contributing to computer equipment studies, e.g., main frame, in conjunction with long range planning for new equipment, need for modification or adaption to consider proposed system applications. Proposes peripheral equipment requirements in conjunction with system analysis work.

2. Programming: Produces programs for subject matter applications. Works from system application charts and run diagrams. Performs basic program development tasks such as analyzing program unit specifications, determining basic decisions and actions required to produce output, and planning the sequence of such actions. Devises logic necessary to accomplish tasks, provides instructions for machine manipulations of data required, and determines degree to which library or utility routines can be applied. Analyzes and insures that all conditions and actions necessary to produce accurate work products are considered. Analyzes general information concerning requirements in master application plans. Determines need for additional intermediate runs necessary for further refinement of data. Develops format and layouts for individual tape files and records involved. Develops intermediate or final formats of outputs, and develops data to test accuracy of runs under various conditions. Formulates and uses subject matter rules for making decisions in which numerous conditions affect the outcome of individual actions and must be considered.

Performs other duties as assigned.

"I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this

Figure 5-3. Job Description—Continued

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information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.'

\_\_\_\_\_  
(Signature of Immediate Supervisor)

\_\_\_\_\_  
Date

**Figure 5-3. Job Description—Continued**

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501; the proponent agency is DCSPER.</small>		1. JOB NUMBER 98297	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE CSC, PCS, Comp Spec Series, GS-334, Aug 67.		5. TITLE Computer Specialist	
		6. PAY SCHEDULE GS	7. OCC CODE 334
		8. GRADE 11	
		9. FAIR LABOR STANDARDS ACT <input checked="" type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Works under the general supervision of the supervisor, or higher grade specialist, who assigns projects, outlines objectives, and discusses problems to be solved. Works independently within established policy and systems controls where applicable. Exercises selective judgment in developing programs and completing assignments. Work performance is reviewed for adequacy and accuracy, efficient use of machine time, and over all effectiveness in meeting management and customers' needs.			
<u>MAJOR DUTIES</u>			
Analyzes and designs moderately complex systems, and produces machine programs in support of the DOD Single Service Manager for Conventional Ammunition. Working alone or as a member of a team, engages in fact-finding, determines feasibility of converting work operations to computer processing, designs the system, and participates on a continuing basis in the actual programming of components and runs for both work processing systems and predominantly administrative support systems. Recommends			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED.

Figure 5-3. Job Description—Continued

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development of new data processing systems, and works in established systems to extend or restructure, update, and maintain them in light of regulation changes and other requirements. Work requires a technical knowledge of computer requirements and techniques, competence in systems design and analysis, programming skills, and substantial knowledge of subject matter work processes.

1. **Systems Analysis and Design:** Conducts studies to determine the nature of the problem connected with automating work processes and design of individual systems or complete phases of large interrelated complex data systems which can be programmed and processed by computers, to include how the system will be organized and what equipment will be used. Analyzes subject matter actions and transactions to be produced. Identifies number and kind of records, files, and documents necessary to accomplish work by computer means. Identifies specific data elements to be used in the system. Designs documentation and devises procedures to obtain, organize, and use the information. Develops coding structures, outlines programming actions and employee actions. Documents the system to the degree of detail required for presentation to management. Prepares programming from system application charts and run diagrams. Coordinates development of test problems and conditions and participates in trial runs. Describes and explains proposals and recommendations concerning key features of systems. Provides advice and suggestions in resolving operational problems. Participates in meetings with management and users regarding new work products, proposals, recommendations, presentation of proposed systems, etc. Assists in contributing to computer equipment studies, e.g., main frame, in conjunction with long range planning for new equipment, need for modification or adaption to consider proposed system application. Proposes peripheral equipment requirements in conjunction with systems analysis work.

2. **Programming:** Produces programs for subject matter applications. Works from system application charts and run diagrams. Performs basic program development tasks such as analyzing program unit specifications, determining basic decisions and actions required to produce output, and planning the sequence of such actions. Devises logic necessary to accomplish tasks; provides instructions for machine manipulations of data required; and determines degree to which library or utility routines can be applied. Analyzes and insures that all conditions and actions necessary to produce accurate work products are considered. Analyzes general information concerning requirements in master application plans. Determines need for additional intermediate runs necessary for further refinement of data. Develops format and layouts for individual tape files and records involved. Develops intermediate or final formats of outputs, and develops data to test accuracy of runs under various conditions. Formulates and uses subject matter rules for making decisions in which numerous conditions affect the outcome of individual actions and must be considered.

Performs other duties as assigned.

"I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out government functions for which I am responsible. This certification is made with the knowledge that this

Figure 5-3. Job Description—Continued

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information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statement may constitute violations of such statutes or their implementing regulations."

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(Signature of Immediate Supervisor)

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Date

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Figure 5-3. Job Description—Continued

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JOB TITLE: Computer Specialist

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

**1. Systems Analysis**  
Conducts systems analysis by reviewing and evaluating project requests, performing fact-finding as to cost, organization, function, time/frequency, impact to determine feasibility or to present alternatives.

**2. Systems Design**  
Conducts system design by defining data elements to be used (i.e., inputs, files, outputs), their configuration and attributes, where to obtain the elements, and writing computer program specifications.

**3. Programming**  
Produces programs by analyzing specifications, determining required actions and planning sequence of actions, developing formats of outputs and program test data.

**4. Coordination of Systems Implementation Test**  
Coordination of the implementation of operational systems tests to determine if user needs are met and to resolve operational problems

**5.**

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

**1.** See Figure 5-4-1  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2.** See Figure 5-4-2  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3.** See Figure 5-4-3  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4.** See Figure 5-4-4  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Figure 5-4. Job Analysis Interview

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**(1) SYSTEMS ANALYSIS**

1. Ability to analyze
2. Ability to meet and deal
3. Ability to organize facts
4. Ability to research
5. Ability to read and comprehend
6. Ability to make decisions
7. Ability to be decisive
8. Ability to communicate in writing and orally
9. Logical mind
10. Knowledge of basic analysis techniques
11. Ability to apply analysis techniques
12. Knowledge of high school math
13. Ability to define problems
14. Creativity
15. Ability to train and provide tech leadership
16. Self starter
17. Ability to work under stress
18. Tact
19. Honesty, candor, integrity
20. Cooperation—work as a team member

Figure 5-4-1. Brainstorming KSAO

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## (2) SYSTEMS DESIGN

1. Knowledge of design techniques
2. Knowledge of equipment configuration and capability
3. Ability to define data elements
4. Ability to translate raw data to hard format
5. Ability to write clearly
6. Ability to organize facts/data/information
7. Ability to translate customer requirements into computer specifications
8. Ability to design formats—inputs, files, outputs
9. Ability to improve/refine customer needs
10. Knowledge of computer language
11. Ability to define problem solution
12. Ability to meet and deal
13. Ability to work as a member of a team
14. Cooperation
15. Knowledge of logic and high school algebra
16. Ability to train and provide technical leadership
17. Self starter
18. Ability to work under stress
19. Tact

Figure 5-4-2. Brainstorming KSAO—Continued

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### **(3) PROGRAMMING**

1. Knowledge of Programming languages
2. Knowledge of de-bugging techniques
3. Attention to detail
4. Ability to print clearly (code)
5. Ability to think logically
6. Ability to de-bug
7. Ability to desk-check read through
8. Ability to develop test data
9. Knowledge of programming techniques
10. Knowledge of equipment capability
11. Ability to organize/schedule work
12. Cooperation
13. Ability to communicate
14. Self Starter
15. Ability to program
16. Adaptability
17. Ability to meet deadline
18. Ability to work under stress
19. Tact

Figure 5-4-3. Brainstorming KSAO—Continued

---

### **(4) COORDINATION OF SYSTEMS TEST AND IMPLEMENTATION**

1. Ability to coordinate
2. Ability to make rapid, quality decisions
3. Ability to work under stress
4. Ability to communicate
5. Tact
6. Sensitivity
7. Ability to organize
8. Ability to accept change
9. Ability to adjust
10. Candidacy and honesty
11. Admit mistakes and learn by them

Figure 5-4-4. Brainstorming KSAO—Continued

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**FURTHER REFINEMENT OF INITIAL KSAO  
WHICH WERE BRAINSTORMED BY THE PANEL \***

1. Ability to organize facts/data/information (1-3, 2-6, 4-5, 1-4, 3-11)
2. Knowledge of ADP equipment capability and programming languages, programming techniques (2-10, 2-2, 3-1, 3-16, 3-9)
3. Meet and deal effectively (2-12, 2-19, 4-5, 4-6, 1-2, 1-18, 3-19)
4. Ability to be decisive (1-6, 1-7, 4-2)
5. Ability to train and provide technical leadership (1-15, 2-16)
6. Initiative (1-16, 2-17, 3-14)
7. Adaptability (adjust to changing conditions) (1-17, 2-18, 3-18, 4-9, 4-8, 4-3)
8. Honesty, candor, integrity (4-10, 4-11, 1-19)
9. Cooperation (work as a member of a team) (2-13, 2-14, 1-20, 3-12)
10. Attention to detail (3-3, 3-7) (applies to all major duties) Other
11. Creativity (1-14, 2-9)
12. Knowledge of basic (i.e. H.S.) math (algebra, logic (1-12, 2-15)
13. Ability to analyze (1-1, 1-9, 2-15, 2-11, 3-5, 1-11, 2-3, 2-4)
14. Ability to research (1-4)
15. Ability to communicate in writing and orally (1-8, 2-5, 3-13, 4-4)
16. Knowledge of analysis techniques (1-10)
17. Knowledge of design techniques (2-1)
18. Ability of translate customer requirements into computer specs. (2-7)
19. Ability to design formats—inputs, files, outputs (2-8)

Figure 5-5. Further Refinement of Initial KSAO Which Were Brainstormed by the Panel

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20. Knowledge of de-bugging techniques (3-2)
21. Ability to print clearly (code) (3-4)
22. Ability to de-bug (see 11 above, desk check) (3-6)
23. Ability to develop test data (3-8)
24. Ability to complete programs (3-15)
25. Ability to meet deadlines (3-17)
26. Ability to coordinate (4-1)

*\*Note—*The numbers recorded in parenthesis after each KSAO are written as 1-3, etc. The first numeral identifies one of the major functions listed under column 1 of figure 5-4. The numeral after the hyphen identifies one of the KSAO required to perform the major function. Therefore, 1-3 refers to the third KSAO listed under the first major function of the job; that of programming.

Figure 5-5. Further Refinement of Initial KSAO Which Were Brainstormed by the Panel—Continued

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**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool *
1. Ability to organize facts/data/information.	4	YES		YES	
2. Knowledge of ADP equipment capability, programming languages/techniques.	2	YES		YES	
3. Personal Characteristic meet and deal effectively.	9	YES		YES	
4. Ability to be decisive	8	YES		NO	
5. Ability to train and provide technical leadership.	10	YES		NO	
6. Personal Characteristic initiative	20	YES		NO	
7. Personal Characteristic adaptability	23	YES	25	NO	
8. Personal Characteristic honesty/integrity	21	universal			
9. Personal Characteristic cooperation	22	universal			
10. Personal Characteristic attention to detail	19	YES	20 22	YES	
11. Personal Characteristic creativity	18	YES		NO	
12. Knowledge of basic math (H.S. algebra, logic)	7	YES		Selective Placement Factor NO	
13. Ability to analyze systems.	1	YES	14 16	YES	

\* On this and all following KSAO Determination Sheets the following abbreviations will be used to identify measurement tools  
 SA-Supervisory Appraisal  
 T&E - Training and Experience Ratings  
 SI - Structured Interview

**SIGNATURE:** \_\_\_\_\_ SME # 1

Figure 5-6. KSAO Determination Sheet



**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
1. Ability to organize facts/data/information	4	YES		YES	
2. Knowledge of ADP equipment capability, programming languages/techniques	2	YES		YES	
3. Personal Characteristic - meet and deal effectively	9	YES		YES	
4. Ability to be decisive	12	YES		NO	
5. Ability to train and provide technical leadership	13	YES		NO	
6. Personal Characteristic - initiative	20	YES		NO	
7. Personal Characteristic - adaptability	18	YES	25	NO	
8. Personal Characteristic - honesty/integrity	19	universal			
9. Personal Characteristic - cooperation	25	universal			
10. Personal Characteristic - attention to detail	17	YES	20 22	YES	
11. Personal Characteristic - creativity	16	YES		NO	
12. Knowledge of basic math (H.S. algebra, logic)	15	YES		Selective Placement Factor NO	
13. Ability to analyze systems	5	YES	14 16	YES	

**SIGNATURE:** \_\_\_\_\_ **SME #** 2 **DATE:** \_\_\_\_\_

Figure 5-6. KSAO Determination Sheet—Continued





**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>
<b>Knowledges, skills, abilities, and other characteristics</b>	<b>KSAO Ranking Column</b>	<b>Essential</b>	<b>KSAO Combination</b>	<b>Distinguishes Superior from Barely Acceptable</b>	<b>Measurement Tool</b>
14. Ability to research	14	YES	13 16		
15. Ability to communicate in writing	7	YES		NO	
16. Knowledge of analysis techniques	13	YES	13 14		
17. Knowledge of design techniques	22	YES	18 19		
18. Ability to translate customer reqmnts into computer specifications	2	YES	17 19		
19. Ability to design formats; inputs, files, outputs	23	YES	17 18	YES	
20. Knowledge of debugging techniques	15	YES	10 22		
21. Ability to print clearly (code)	26	NO			
22. Ability to de-bug	10	YES	10 20	YES	
23. Ability to develop test data	12	NO			
24. Ability to program	16	YES		YES	
25. Ability to meet deadlines	11	YES	7		
26. Ability to coordinate	17	YES		NO	

**SIGNATURE:** \_\_\_\_\_ **SME #** 3 **DATE:** \_\_\_\_\_

Figure 5-6. KSAO Determination Sheet—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
1. Ability to organize facts/data/information	8	YES	7 25	YES	
2. Knowledge of ADP equipment capability, programing languages/techniques	3	YES		YES	
3. Personal Characteristic - meet and deal effectively	16	YES		YES	
4. Ability to be decisive	7	YES		NO	
5. Ability to train and provide technical leadership	15	YES		NO	
6. Personal Characteristic - initiative	17	YES		NO	
7. Personal Characteristic - adaptability	22	YES	25 1	NO	
8. Personal Characteristic - honesty/integrity	24	universal			
9. Personal Characteristic - cooperation	21	universal			
10. Personal Characteristic - attention to detail	14	YES	20 25	YES	
11. Personal Characteristic - creativity	13	YES		NO	
12. Knowledge of basic math (H.S. algebra, logic)	23	YES		Selective Placement Factor NO	

**SIGNATURE:** \_\_\_\_\_ **SME #** 4 **DATE:** \_\_\_\_\_

Figure 5-6. KSAO Determination Sheet—Continued





CONSOLIDATION  
**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
14. Ability to research	12 9 14 23	YES	13 16		
15. Ability to communicate in writing (orally also)	11 6 7 7	YES		NO	
16. Knowledge of analysis techniques	3 2 13 6	YES	13 14		
17. Knowledge of design techniques	5 1 22 8	YES	18 19		
18. Ability to translate customer reqmts into computer specifications	6 4 2 1	YES	17 19		
19. Ability to design formats; inputs, files, outputs.	14 5 23 3	YES	17 18	YES	T & E SA
20. Knowledge of de-bugging techniques	15 12 15 14	YES	10 22		
21. Ability to print clearly (code)	13 26 26 10	NO			
22. Ability to de-bug	16 10 10 11	YES	10 20	YES	T & E SA
23. Ability to develop test data	26 20 12 22	NO			
24. Ability to compile programs	17 25 16 26	NO			
25. Ability to meet deadlines	25 19 11 21	YES	7		
26. Ability to coordinate	24 18 17 24	YES		NO	
27. Ability to program	#2 - re-stated	YES	2	YES	T & E SA

**SIGNATURE:** ALL SME **DATE:** \_\_\_\_\_

Figure 5-7. Consolidation KSAO Sheet—Continued

1. Ability to organize
2. Ability to program
3. Ability to analyze systems
4. Ability to design systems
5. Ability to test and de-bug

Figure 5-8. Final KSAO

(Title and paragraph not used.)

This paragraph contains no entries.

**Section III  
KSAO WEIGHTS**

**5-5. KSAO Weights.**

This section contains the following documents:

- SME Participating in Weighting Process.
- KSAO Importance Questionnaires. (Fig 5-10)
- KSAO Matrices. (Fig 5-11)
- Determination of Highly Qualified cutoff score. (Fig 5-12)

A portion of the weighting process was accomplished through automated means. Program A was utilized in this process. Refer to paragraph D-7 of DA Pamphlet 690-10 for a further explanation of this process.

<i>Name</i>	<i>Title, Series, and Grade</i>	<i>Years of Experience</i>
SME Number 1	Computer Specialist GS-334-11	8
SME Number 2	Computer Specialist GS-334-11	10
SME Number 3	Computer Specialist GS-334-11	15
SME Number 4	Computer Specialist GS-334-11	10
SME Number 5	Computer Specialist GS-334-11	8
SME Number 6	Computer Specialist GS-334-11	12
SME Number 7	Computer Specialist GS-334-11	15
SME Number 8	Computer Specialist GS-334-11	28
SME Number 9	Computer Specialist GS-334-11	15

Figure 5-9. SME Participating in the Weighting Process

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**PURPOSE:** To obtain your opinion about the relative importance of certain abilities determined to be essential for rating candidates for the position of computer specialist, GS-334-11.

*Instructions*

Compare the ABILITY in Column 1 to the ABILITY in Column 2 and decide which one of the two ABILITIES is more important to superior performance as a Computer Specialist GS-11. Use the scale at the right of these instructions to select the degree of importance. Mark your numerical rating in the box beside the ABILITY that you think is more important. (If you find no difference, mark a "1" in the box beside the ABILITY in Column 1.) Continue this procedure for each pair of ABILITIES until you have completed the form.

*Rating Scale*

- 1—no difference
- 2—two times more important
- 3—three times more important
- 4—four times more important
- 5—five time more important
- 6—six times more important
- 7—seven or more times important

Figure 5-10. KSAO Importance Questionnaire

---

_____	Ability to organize		<u>1</u>	Ability to program
_____	Ability to organize	(.3333)	<u>3</u>	Ability to analyze systems*
_____	Ability to organize	(.3333)	<u>3</u>	Ability to design systems
_____	Ability to organize	(.3333)	<u>3</u>	Ability to test and de-bug
_____	Ability to program	(.50)	<u>2</u>	Ability to analyze systems*
_____	Ability to program	(.50)	<u>2</u>	Ability to design systems
<u>1</u>	Ability to program			Ability to test and de-bug
<u>1</u>	Ability to analyze systems*			Ability to design systems
_____	Ability to analyze systems*	(.3333)	<u>3</u>	Ability to test and de-bug
_____	Ability to design systems	(.3333)	<u>3</u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #1  
NAME

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE

8 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities

_____	Ability to organize	(.2)	<u>5</u>	Ability to program
<u>5</u>	Ability to organize	_____	_____	Ability to analyze systems*
<u>5</u>	Ability to organize	_____	_____	Ability to design systems
_____	Ability to organize	(.2)	<u>5</u>	Ability to test and de-bug
<u>7</u>	Ability to program	_____	_____	Ability to analyze systems*
<u>7</u>	Ability to program	_____	_____	Ability to design systems
<u>1</u>	Ability to program	_____	_____	Ability to test and de-bug
<u>1</u>	Ability to analyze systems*	_____	_____	Ability to design systems
_____	Ability to analyze systems*	(.1429)	<u>7</u>	Ability to test and de-bug
_____	Ability to design systems	(.1429)	<u>7</u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #2  
NAME

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE

10 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

_____	Ability to organize	(.25)	<u>4</u>	Ability to program
<u>1</u>	Ability to organize		_____	Ability to analyze systems*
_____	Ability to organize	(.50)	<u>2</u>	Ability to design systems
_____	Ability to organize	(.3333)	<u>3</u>	Ability to test and de-bug
<u>1</u>	Ability to program		_____	Ability to analyze systems*
<u>1</u>	Ability to program		_____	Ability to design systems
<u>1</u>	Ability to program		_____	Ability to test and de-bug
<u>2</u>	Ability to analyze systems*		_____	Ability to design systems
_____	Ability to analyze systems*	(.50)	<u>2</u>	Ability to test and de-bug
_____	Ability to design systems	(.50)	<u>2</u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #3  
NAME

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE

15 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

_____	Ability to organize	(.50)	<u>2</u>	Ability to program
_____	Ability to organize	(.50)	<u>2</u>	Ability to analyze systems*
_____	Ability to organize	(.50)	<u>2</u>	Ability to design systems
_____	Ability to organize	(.25)	<u>4</u>	Ability to test and de-bug
<u>1</u>	Ability to program	_____	_____	Ability to analyze systems*
<u>2</u>	Ability to program	_____	_____	Ability to design systems
<u>1</u>	Ability to program	_____	_____	Ability to test and de-bug
<u>2</u>	Ability to analyze systems*	_____	_____	Ability to design systems
_____	Ability to analyze systems*	(.3333)	<u>3</u>	Ability to test and de-bug
_____	Ability to design systems	(.3333)	<u>3</u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #4  
NAME

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE

10 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

<u>1</u>	Ability to organize	_____	Ability to program
<u>1</u>	Ability to organize	_____	Ability to analyze systems*
<u>1</u>	Ability to organize	_____	Ability to design systems
<u>1</u>	Ability to organize	_____	Ability to test and de-bug
<u>1</u>	Ability to program	_____	Ability to analyze systems*
<u>1</u>	Ability to program	_____	Ability to design systems
<u>1</u>	Ability to program	_____	Ability to test and de-bug
<u>1</u>	Ability to analyze systems*	_____	Ability to design systems
<u>1</u>	Ability to analyze systems*	_____	Ability to test and de-bug
<u>1</u>	Ability to design systems	_____	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #5  
NAME

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE

8 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

_____	Ability to organize	(.50)	<u>2</u>	Ability to program
<u>7</u>	Ability to organize		_____	Ability to analyze systems*
<u>7</u>	Ability to organize		_____	Ability to design systems
_____	Ability to organize	(.50)	<u>2</u>	Ability to test and de-bug
<u>6</u>	Ability to program		_____	Ability to analyze systems*
<u>5</u>	Ability to program		_____	Ability to design systems
_____	Ability to program	(.50)	<u>2</u>	Ability to test and de-bug
<u>1</u>	Ability to analyze systems*		_____	Ability to design systems
_____	Ability to analyze systems*	(.1429)	<u>7</u>	Ability to test and de-bug
_____	Ability to design systems	(.1666)	<u>6</u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #6  
NAME \_\_\_\_\_

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE \_\_\_\_\_

12 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA \_\_\_\_\_

Figure 5-10. Abilities—Continued

<u>4</u>	Ability to organize		<u>        </u>	Ability to program
<u>6</u>	Ability to organize		<u>        </u>	Ability to analyze systems*
<u>7</u>	Ability to organize		<u>        </u>	Ability to design systems
<u>3</u>	Ability to organize		<u>        </u>	Ability to test and de-bug
<u>        </u>	Ability to program	(.25)	<u>4</u>	Ability to analyze systems*
<u>        </u>	Ability to program	(.20)	<u>5</u>	Ability to design systems
<u>2</u>	Ability to program		<u>        </u>	Ability to test and de-bug
<u>2</u>	Ability to analyze systems*		<u>        </u>	Ability to design systems
<u>3</u>	Ability to analyze systems*		<u>        </u>	Ability to test and de-bug
<u>2</u>	Ability to design systems		<u>        </u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #7

NAME

Computer Specialist, GS-334-11

TITLE, SERIES/AND GRADE

15 years

YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

<u>3</u>	Ability to organize			Ability to program
<u>        </u>	Ability to organize	(.25)	<u>4</u>	Ability to analyze systems*
<u>        </u>	Ability to organize	(.1429)	<u>7</u>	Ability to design systems
<u>        </u>	Ability to organize	(.1666)	<u>6</u>	Ability to test and de-bug
<u>        </u>	Ability to program	(.20)	<u>5</u>	Ability to analyze systems*
<u>        </u>	Ability to program	(.1429)	<u>7</u>	Ability to design systems
<u>5</u>	Ability to program			Ability to test and de-bug
<u>6</u>	Ability to analyze systems*			Ability to design systems
<u>        </u>	Ability to analyze systems*	(.1666)	<u>6</u>	Ability to test and de-bug
<u>        </u>	Ability to design systems	(.20)	<u>5</u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #8

NAME

Computer Specialist, GS-334-11

TITLE, SERIES/AND GRADE

28 years

YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

<u>2</u>	Ability to organize		<u>        </u>	Ability to program
<u>        </u>	Ability to organize	(.3333)	<u>3</u>	Ability to analyze systems*
<u>        </u>	Ability to organize	(.3333)	<u>3</u>	Ability to design systems
<u>2</u>	Ability to organize		<u>        </u>	Ability to test and de-bug
<u>        </u>	Ability to program	(.50)	<u>2</u>	Ability to analyze systems*
<u>        </u>	Ability to program	(.50)	<u>2</u>	Ability to design systems
<u>2</u>	Ability to program		<u>        </u>	Ability to test and de-bug
<u>2</u>	Ability to analyze systems*		<u>        </u>	Ability to design systems
<u>3</u>	Ability to analyze systems*		<u>        </u>	Ability to test and de-bug
<u>3</u>	Ability to design systems		<u>        </u>	Ability to test and de-bug

\* Exclusive of one-time systems application

SME #9  
NAME

Computer Specialist, GS-334-11  
TITLE, SERIES/AND GRADE

15 years  
YEARS OR EXPERIENCE IN SUBJECT MATTER AREA

Figure 5-10. Abilities—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 1

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	1	.3333	.3333	.3333
KSAO 2		x	.50	.50	1
KSAO 3			x	1	.3333
KSAO 4				x	.3333
KSAO 5					x

Figure 5-11. Metric Matrix

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 2

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	.20	5	5	.2
KSAO 2		x	7	7	1
KSAO 3			x	1	.1429
KSAO 4				x	.1429
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 3

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	.25	1	.50	.3333
KSAO 2		x	1	1	1
KSAO 3			x	2	.50
KSAO 4				x	.50
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 4

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	.50	.50	.50	.25
KSAO 2		x	1	2	1
KSAO 3			x	2	.3333
KSAO 4				x	.3333
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 5

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	1	1	1	1
KSAO 2		x	1	1	1
KSAO 3			x	1	1
KSAO 4				x	1
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 6

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	.50	7	7	.50
KSAO 2		x	6	5	.50
KSAO 3			x	1	.1429
KSAO 4				x	.1666
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name \_\_\_\_\_ Number 7 \_\_\_\_\_

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	4	6	7	3
KSAO 2		x	.25	.20	2
KSAO 3			x	2	3
KSAO 4				x	2
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 8

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	3	.25	.1429	.1666
KSAO 2		x	.20	.1429	5
KSAO 3			x	6	.1666
KSAO 4				x	.20
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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METRIC MATRIX HEIRARCHICAL ANALYSIS

Position: Computer Specialist GS-334-11

SME Name Number 9

	KSAO 1	KSAO 2	KSAO 3	KSAO 4	KSAO 5
KSAO 1	x	2	.3333	.3333	2
KSAO 2		x	.50	.50	2
KSAO 3			x	2	3
KSAO 4				x	3
KSAO 5					x

Figure 5-11. Metric Matrix—Continued

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DETERMINATION OF HIGHLY QUALIFIED CUTOFF SCORE

Applicant: \_\_\_\_\_  
 Personnel Specialist: \_\_\_\_\_  
 (Position) Computer Specialist  
 (Title, series, grade, orgn.) GS-334-11

A. TRAEX:

KSAO	Rater					KSAO Weight	Weighted TRAEX	#Raters	Weighted Avg. TRAEX
	1	2	3	Sum	3				
KSAO 1.	3	+	3	=	9	.1979	1.7811	3	.5937
KSAO 2.	3	+	3	=	9	.2248	2.0232	3	.6744
KSAO 3.	3	+	3	=	9	.1497	1.3473	3	.4491
KSAO 4.	3	+	3	=	9	.1307	1.1763	3	.3921
KSAO 5.	3	+	3	=	9	.2968	2.6712	3	.8904

B. SUPERVISORY RATING:

KSAO	Weight	X	Appraisal Points	*Weighted Appraisal Points	Weighted Avg TRAEX	KSAO Score
KSAO 1.	.	X	3	.5937	.5937	1.1874
KSAO 2.	.	X	3	.6744	.6744	1.3488
KSAO 3.	.	X	3	.4491	.4491	0.8982
KSAO 4.	.	X	3	.3921	.3921	0.7842
KSAO 5.	.	X	3	.8904	.8904	1.7808

\* or weighted average TRAEX

(Final Score) Sum: 5.9994

FINAL SCORE REQUIRED TO BE  
HIGHLY QUALIFIED

Figure 5-12. Determination Score

(Title and paragraph not used.)

This paragraph contains no entries.

## Section IV RATING GUIDE

### 5-6. Rating guide.

This section contains the rating guide.

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<b>KSAO NO. 1.</b>	<b>ABILITY TO ORGANIZE</b> — This element involves the cognitive and manual sorting and ordering of facts, data and information during all major functions of analysis, design, programming and testing.  Task examples at each level are derived from computer specialist jobs and are intended to form a basis for judgement of which level a candidate's training and experience is indicative.
	<b>Level Descriptions</b>
<b>4 pts</b>	Prepares operational and overall systems specification package in a logical and sequential format and in accordance with AR 18-7 (Data Processing Activity Management, Procedures, and Standards), standard operating procedure (SOP) (this includes all major functions of analysis, design, programming and systems implementation test); reviews for soundness of organization of systems packages developed by other workers; prepares systems chart to allow a programmer to program the system without major logic questions; progressively identifies areas of major emphasis during analysis and design to pinpoint milestones and reduce the chance of slippages in meeting deadlines; provides status reports.
<b>3 pts</b>	Prepares operational ADP systems specifications package in a logical format and in accordance with SOP, reviews systems package developed by other workers for soundness of organization, prepares systems chart for programming; prepares either design, program or operational packages in a logical and sequential format from lead analyst/supervisor and in accordance with requirements of AR 18-7 and SOP.
<b>2 pts</b>	Organizes documentation, program instructions, narrative statements per guidance of lead analyst/supervisor; prepares complete packages (operational, program, design).
<b>1 pt</b>	Prepares assigned portions of operational/program/design packages; prepares set-up sheet, flow tickets, programs, lays out inputs/outputs/related documents on prescribed format.

Figure 5-13. Rating Guide

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**KSAO NO. 2.** ABILITY TO PROGRAM—This element involves a knowledge of automated data processing (ADP) equipment capability, programming languages and programming techniques as well as the writing of computer programs in various languages and the actual programming by use of various ADP equipment and techniques.

Task examples at each level are derived from computer specialist jobs and are intended to form a basis for judgement of which level a candidate's training and experience is indicative.

**Level Descriptions**

- 4 pts**
1. Writes computer programs in ANSI COBOL; and writes IBM 360 Job Control Language (JCL); and
  2. Programs using IBM 360 computer(s), terminals, disks, tapes, printers, card reader/punch and peripherals (off line printers, scanners, micromation, and data transcribing devices); or, demonstrates a combination of programming or formal classroom training/OJT on the cited equipment; and
  3. Programs using structured and main line coding techniques, stand alone sorts, systems utilities, access methods, report writers, interval sorts and debugging tools; or, demonstrates a combination of programming or formal classroom training on the cited techniques/methods; and,
  4. Writes computer programs using Systems 200 natural language and Procedural Language Interface (PLI) or demonstrates combination of programming or formal classroom training in Systems 200 languages.
- 3 pts**
1. Writes computer programs in ANSI COBOL; and, writes IBM 360 Job Control Language (JLC); and,
  2. Programs using IBM 360 computer(s), disks, tapes, printers, card reader/punch and peripherals (off-line printers and data transcribing devices); or demonstrates a combination of programming or formal classroom training on cited equipment; and,
  3. Programs using main line coding techniques, stand alone sorts, systems utilities, access methods, report writers, interval sorts and debugging tools; or, demonstrates a combination of programming or formal classroom training on the cited techniques/methods.
- 2 pts**
1. Writes computer programs in ANSI COBOL; and, writes IBM 360 Job Control Language (JLC) or other type of operating system control language; and,
  2. Programs using IBM 360 or other 3rd Generation Computer(s), disks, tapes, printers, card reader/punch, and peripherals; or demonstrates a combination of programming or formal classroom/OJT on cited equipment; and,

Figure 5-13. Rating Guide — Continued

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3. Programs using main line coding techniques, stand alone or internal sorts, access methods and debugging tools; or, demonstrates a combination of programming or formal classroom training/OJT on cited techniques/methods.

1 pt Writes programs not involving use of JCL.

Figure 5-13. Rating Guide — Continued

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**KSAO NO. 3.** ABILITY TO ANALYZE SYSTEMS—(Exclusive of one-time systems application)—This element involves defining systems problem, developing systems proposals and developing computer program specifications each in terms of the systems requirements of functions, personnel, cost, time, equipment, input, report, edit, file, data organization, security, recovery and methodology.

Task examples at each level are derived from computer specialist jobs and are intended to form a basis for judgement of which level a candidate's training and experience is indicative.

**Level descriptions**

**4 pts** Defines systems problem, develops systems proposal and develops computer program specifications each in terms of all systems requirements listed below; develops and documents the requirements of alternate solutions.

**3 pts** Defines systems problem, develops systems proposal and develops computer program specifications each in terms of all systems requirements listed below other than #2 and #3; develops and documents the requirements of system solution, no alternatives proposed.

**2 pts** Defines system problem, develops systems proposals and develops computer program specifications each in terms of requirements 4, 5, 6, 7, 8, 9, 10, 12, and 13 below.

**1 pt** Defines systems problem, develops systems proposal and develops computer program specifications each in terms of requirements 5, 6, 7, 8, 9, 10, and 13 below.

**Systems requirements**

- |              |           |                       |
|--------------|-----------|-----------------------|
| 1. Functions | 6. Input  | 10. Data Organization |
| 2. Personnel | 7. Report | 11. Security          |
| 3. Cost      | 8. Edit   | 12. Recovery          |
| 4. Time      | 9. File   | 13. Methodology       |
| 5. Equipment |           |                       |

Figure 5-13. Rating Guide — Continued

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**KSAO NO. 4**    **ABILITY TO DESIGN SYSTEMS**—This element involves the defining and modifying of various design requirements so that programming can be accomplished.

Task examples at each level are derived from computer specialist jobs and are intended to form a basis for judgement of which level a candidate's training and experience is indicative.

**Level Descriptions**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Has performed all primary and secondary tasks listed below.  |
| <b>3 pts</b> | Has performed all primary tasks listed below; also has received training in all secondary tasks listed below.                                |
| <b>2 pts</b> | Has performed primary tasks #4, #5, #6, and #7 listed below and has received training in all other primary and secondary tasks listed below. |
| <b>1 pt</b>  | Has received training in the primary and secondary tasks listed below.   |

**Primary tasks**

- (1) Defining or modifying data elements
- (2) Defining or modifying appropriate access method for new, existing, or one time applications
- (3) Defining or modifying audit trails
- (4) Defining or modifying edit/validation criteria
- (5) Defining or modifying input/output formats
- (6) Defining or modifying systems charts
- (7) Defining and modifying check point restart/recovery procedures

**Secondary tasks**

- (1) Defining and reconciling data elements with the Data Element Dictionary (DED)
- (2) Defining or modifying file purification methods
- (3) Defining or modifying functional flow charts
- (4) Defining or modifying computer run charts

Figure 5-13. Rating Guide — Continued

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**KSAO NO. 5.** ABILITY TO TEST AND DE-BUG—This element involves the use of reference manuals, diagnostic tools and desk checks in testing programs to insure that program errors are kept to a minimum.

Task examples at each level derived from computer specialist jobs and are intended to form a basis for judgement of which level a candidate's training and experience is indicative.

**Level Descriptions**

<b>3 pts</b>	Desk checks programs, does pre-compile read through, tests program relationships, tests system interface, uses diagnostic tools such as memory dump, X-rej, PMAP, DMAP, C List.
<b>2 pts</b>	Uses programming/de-bug/JCL reference manuals, tests program functions, tests operational interface.

Figure 5-13. Rating Guide — Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section V**  
**RATING FORMS**

**5-7. Rating Forms**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 5-14)
- b. Supervisory Rating. (Fig 5-15)
- c. Individual SME Panel Rating Form. (Fig 5-16)
- d. Final Rating Form. (Fig 5-17)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection, and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number

RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 5-14. Supplemental Applicant Questionnaire

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**KSAO NO. 1.** Ability to Organize—This element involves the cognitive and manual sorting and ordering of facts, data and information during all major functions of analysis, design, programming and testing. Provide information on your experience relating to system specification packages, systems charts, status reports and what type of guidance you require to perform these tasks.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 5-14. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** Ability to Program—This element involves a knowledge of automated data processing (ADP) equipment capability, programming languages and programming techniques as well as the writing of computer programs in various languages and the actual programming by use of various ADP equipment and techniques. Provide information on your experience relating to the computer languages, computer techniques and equipment you have used in programming.

1. *Work Experience:* (Describe the Tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 5-14. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** Ability to Analyze Systems—(Exclusive of one-time systems application)—This element involves defining systems problem, developing systems proposals and developing computer program specifications each in terms of the systems requirements of functions, personnel, cost, time, equipment, input, report, edit, file, data organization, security, recovery and methodology. Provide information on your experience relating to the systems requirements which you address during problem definition, proposal and program specification and what type of guidance you required to perform these tasks.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
  
  
  
  
  
  
  
  
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
  
  
  
  
  
  
  
  
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 5-14. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** Ability to Design Systems—This element involves the defining and modifying of various design requirements so that programming can be accomplished. Provide information on your experience relating to defining and/or modifying such items as data elements, access methods, audit trails, edit/validation criteria, input/output formats, systems charts, file purification methods, type of guidance you required to perform these tasks.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 5-14. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 5.** Ability to Test and De-Bug—This element involves the use of reference manuals, diagnostic tools and desk checks in testing programs to insure that program errors are kept to a minimum. Provide information on your experience relating to desk checking programs, testing of program functions/relationships, use of reference manuals and diagnostic tools, testing operational/systems interface.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 5-14. Supplemental Applicant Questionnaire—Continued

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Return this form by \_\_\_\_\_

### Supervisory Rating

---

Name of Employee	Title and grade	Office symbol
------------------	-----------------	---------------

Time periods of supervision: From \_\_\_\_\_ To \_\_\_\_\_

The person identified above is being considered for the position of Computer Specialist, GS-334-11.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the skills, knowledges, abilities and personal characteristics (KSAO) required for the position of Computer Specialist, GS-334-11. Please complete the rating and return it by the due date. The information you provide will not be held in confidence should the applicant request to see it.

#### Instructions

Mark each block with the number of the statement below that best describes your observation of the applicant's performance with respect to each KSAO.

4. The employee has demonstrated superior quality of performance.
3. The employee has demonstrated good quality of performance.
2. The employee has demonstrated satisfactory quality of performance.
1. The employee has demonstrated marginal quality of performance.
- X. The employee has not been required to demonstrate performance.

Figure 5-15. Supervisory Rating

---

---

**Computer Specialist, GS-334-11**

- \_\_\_\_\_ 1. **ABILITY TO ORGANIZE**—This element involves the cognitive and manual sorting and ordering of facts, data and information during all major functions of analysis, design, programming and testing.
  
- \_\_\_\_\_ 2. **ABILITY TO PROGRAM**—This element involves a knowledge of automated data processing (ADP) equipment capability, programming languages and programming techniques as well as the writing of computer programs in various languages and the actual programming by use of various ADP equipment and techniques.
  
- \_\_\_\_\_ 3. **ABILITY TO ANALYZE SYSTEMS**—(Exclusive of one-time systems application)—This element involves defining systems problem, developing systems proposal and developing computer program specification each in terms of the systems requirements of functions, personnel, cost, time, equipment, input, report, edit, file, data organization, security, recovery and methodology.
  
- \_\_\_\_\_ 4. **ABILITY TO DESIGN SYSTEMS**—This element involves the defining and modifying of various design requirements so that programming can be accomplished.
  
- \_\_\_\_\_ 5. **ABILITY TO TEST AND DE-BUG**—This element involves the use of reference manuals, diagnostic tools and desk checks in testing programs to insure that program errors are kept to a minimum.

---

Supervisor Signature

---

Date

Figure 5-15. Supervisory Rating —Continued

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**Computer Specialist**  
**GS-334-11**

Name of Candidate \_\_\_\_\_

<i>KSAO</i>	<i>TRAEX Points</i>	<i>Comments on basis of rating</i>
1—Ability to Organize		
2—Ability to Program		
3—Ability to Analyze Systems		
4—Ability to Design Systems		
5—Ability to Test and De-bug		

Rater Signature and Date \_\_\_\_\_

Figure 5-16. Individual SME Panel Rating Form

---

FINAL RATING FORM  
COMPUTER SPECIALIST  
GS-334-11

Applicant: \_\_\_\_\_  
Personnel Specialist: \_\_\_\_\_  
Date: \_\_\_\_\_

A. TRAEX:

	Rater 1	Rater 2	Rater 3	Rater Sum	KSAO Weight	Weighted TRAEX	#Raters	Weighted Avg. TRAEX
KSAO 1.	_____ + _____	_____ + _____	_____ = _____	_____ X _____	.1979	_____ = _____	3	_____ = _____
KSAO 2.	_____ + _____	_____ + _____	_____ = _____	_____ X _____	.2248	_____ = _____	3	_____ = _____
KSAO 3.	_____ + _____	_____ + _____	_____ = _____	_____ X _____	.1497	_____ = _____	3	_____ = _____
KSAO 4.	_____ + _____	_____ + _____	_____ = _____	_____ X _____	.1307	_____ = _____	3	_____ = _____
KSAO 5.	_____ + _____	_____ + _____	_____ = _____	_____ X _____	.2968	_____ = _____	3	_____ = _____

B. Supervisory Rating:

	KSAO Weight	Appraisal Points	Weighted Appraisal Points	Weighted Avg. TRAEX	KSAO Score
KSAO 1.	.1979 x _____	_____ = _____	_____ + _____	_____ = _____	_____ = _____
KSAO 2.	.2248 x _____	_____ = _____	_____ + _____	_____ = _____	_____ = _____
KSAO 3.	.1497 x _____	_____ = _____	_____ + _____	_____ = _____	_____ = _____
KSAO 4.	.1307 x _____	_____ = _____	_____ + _____	_____ = _____	_____ = _____
KSAO 5.	.2968 x _____	_____ = _____	_____ + _____	_____ = _____	_____ = _____

Sum: \_\_\_\_\_  
Final Score: \_\_\_\_\_

Figure 5-17. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 6**

### **MODEL CREDITING PLAN—Program Analyst, GS-345-11**

#### **Section I**

#### **GENERAL INFORMATION**

##### **6-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Rating

##### **6-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, SF 171
- Supplemental Applicant Questionnaire. (Fig 6-8)
- Supplemental Questionnaire for Supervisors. (Fig 6-9)
- Supervisory Rating. (Fig 6-10)
- Individual SME Panel Rating Form. (Fig 6-11)
- Final Rating Form. (Fig 6-12)

##### **6-3. CANDIDATE EVALUATION.**

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialist(s) will complete a preliminary review of applications (SF-171) and/or Official Personnel Folders to determine basic eligibility and minimum qualifications in accordance with the standard dated November 1965 for Program Analyst, GS-345-11, in OPM Handbook X-118. Applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3 below.

*b. Step 2—Rating Procedure:* The following “highly qualifying criteria” which were developed through a job analysis involving four subject matter experts (SME) in program analysis, will be used to evaluate candidates:

1. **KNOWLEDGE OF OPERATING PROGRAMS**—This element involves operating programs and their inter-relationships including economic resource utilization.
2. **ABILITY TO ASSEMBLE AND ANALYZE DATA**—This element requires knowledge of the techniques and procedures for conducting and interpreting reviews and analyses.
3. **ABILITY TO CONDUCT STUDIES**—This element requires organizational planning and execution of studies and new programs.
4. **ABILITY TO COMMUNICATE IN WRITING**—This element includes written communication, report preparation and documentation.
5. **ABILITY TO COMMUNICATE ORALLY**—This element includes oral communication, briefings and report presentations.

A Rating Guide developed with the technical assistance of the above-mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills and abilities and other characteristics (KSAO). An ad hoc panel of subject matter experts (SME) chaired by a Personnel Staffing Specialist will be convened to rate all qualified candidates as determined in Step 1 above.

(1) *Training and Experience Ratings.* The appropriate points for Training and Experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on SF 171, Supplemental Applicant Questionnaire and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the SME is required to record the basis of the points selected in the comment section of the

Individual SME Panel Rating Form. The following point values will be placed in the Training/Experience column of the Individual SME Panel Rating Form: 4—Superior, 3—Good, 2—Satisfactory, 1—Marginal.

(2) *Supervisory Ratings.* The applicant's supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Review Ratings.* When there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to insure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedure.* (a) SME points for TRAEX will be averaged for each KSAO. This average will be recorded on the Final Rating Form in the "TRAEX Points" column by the personnel specialist.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know", an "X" will be placed in the "Supervisory Rating Points" column.

(c) TRAEX Points and Supervisory Rating Points will be averaged, and the result will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the TRAEX Points for that KSAO will be recorded in the "Average Points" column. Average Points for all KSAO will be summed and recorded as "Total Average KSAO Points". "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score".

c. *Step 3—Rating to Determine "Highly Qualified".* To be considered a highly qualified candidate for Program Analyst, GS-345-11, the Final Score must be 3.0 or above.

d. *Step 4—Ranking to Determine "Best Qualified".* The candidates with the highest scores will be referred to the selecting official. The number of candidates referred and tie-breaking factor(s) used, if any, will be governed by locally negotiated agreements or applicable regulations, as appropriate.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **6-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 6-1)
- b. SME Participating in KSAO Determination. (Fig 6-2)
- c. Statement of Duties—Program Analyst, GS-345-11. (Fig 6-3)
- d. Job Analysis Interview. (Fig 6-4)
- e. KSAO Consolidation. (Fig 6-5)
- f. Final KSAO. (Fig 6-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis for Program Analyst GS-345-11

1. Four subject matter experts in Program Analysis met with the undersigned to conduct a job analysis interview in accordance with the "Turpenoff" procedure.
2. After they had developed a task listing, the SME requested to assist in the development of general level definitions and selection of the most representative tasks. They were permitted to do this, since this is a very technical field where their expertise is essential. The finalized results are depicted on the inclosed forms.
3. The 67 KSAO identified in the job analysis were the result of the initial brain storming session and were then consolidated into the 16 KSAO that appeared on the determination sheet. We have added a column to the Job Analysis sheet to show which of the KSAO on the determination sheet encompass these 67 KSAO.

Signed  
Personnel Staffing Specialist

Figure 6-1. Memorandum for Record

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<i>Name</i>	<i>Title, series, grade</i>
SME Number 1	Program Analyst, GS-345-11
SME Number 2	Program Analyst, GS-345-11
SME Number 3	Program Analyst, GS-345-11
SME Number 4	Program Analyst, GS-345-11

**Technical Support**

<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Staffing Specialist

Figure 6-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CFR 501. the proponent agency is DCSPER</small>		1. JOB NUMBER <b>77-23</b>
2. INSTALLATION OR HEADQUARTERS OFFICE	3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE (a) USCSC, PCS Program Anal Ser, GS-345 (TS 58) Oct 65; (b) USCSC, PCS Mgt Anal Ser, GS-343 (TS 9) Feb 72	5. TITLE <b>PROGRAM ANALYST</b>	
	6. PAY SCHEDULE <b>CLASS ACT</b>	7. OCC CODE <b>GS-345</b>
	8. GRADE <b>11</b>	
9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT		10. COMP LEVEL
11. EVALUATION APPROVAL		
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS		
_____ <i>(Signature)</i>		
_____ <i>(Date)</i>		
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>		
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.		
_____ <i>(Signature of Approving Supervisor)</i>		
_____ <i>(Date)</i>		
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.		
_____ <i>(Signature of Position Classification Specialist)</i>		
_____ <i>(Date)</i>		
13. STATEMENT OF DUTIES AND RESPONSIBILITIES		
<b>SUPERVISORY CONTROLS</b>  Supervisor makes oral and written assignments which are specific as to priorities but general as to methods of approach and objectives. Incumbent is relied on to exercise independent judgment; to develop approaches and to select methods and techniques for accomplishment of work and is held accountable for accuracy and validity of data utilized. Supervisor provides advice and guidance upon request of incumbent when unusual and/or controversial situations arise. Accomplished work is given cursory review for accomplishment of objectives.		
<b>MAJOR DUTIES</b>  Provides staff assistance and guidance to management officials in the review and analysis of operating programs and in the development of budget data and justifications. In this capacity, assists managers of the various technical areas, offices, and special groups within the organization by performing the following duties:		
1. <u>Prepares program progress reports, cost and performance data, financial reports, and such other operating statistics for analysis of financial or related</u>		

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED U.S. Government Printing Office: 1980-341-646/8064

Figure 6-3. Job Description

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source data. Exercises comprehensive knowledge of the substantive nature of and the interrelationships among operating programs. Develops and conducts in-depth studies of data compiled to determine financial status as related to resource requirements and to the need to accomplish programs assigned to various organizational elements. Relates estimated requirements with actual resources essential to accomplish programs assigned to various organizational elements. Relates estimated requirements with actual resources essential to accomplish planned work. Develops, prepares, and presents conclusions and recommendations based on reviews and analysis in the form and manner most useful to supervisor. These are often used by operating officials and management to justify budgetary and related resource requirements and to modify program objectives and operations. Review and analysis activity at OMEW is complicated by the many programs received from numerous sources on which review and analysis and progress reporting must be accomplished.

2. Develops criteria and formulates guides for the collection of statistical data required for effective review and analysis of performance (i.e., financial, program, manpower, etc.), mines sources of information required, suitability of information in present form, and converts such information to other forms as necessary. Performs feasibility studies on data generated or collected by technical areas of OMEW and will collaborate in designing requirements so that each required report does not duplicate itself elsewhere.

3. Makes financial studies and analyses consisting of qualitative and quantitative review and evaluation of the effectiveness, consistency, balance or execution of the operations of OMEW. Included are continuing reviews of the operating costs of WSMR support of OMEW and of other host-tenant agreements involving determination, identification, and allocation of direct, indirect and joint costs. Such reports can be the basis for policy decisions and management control of operations.

4. Assists in the examination, critical analysis, and evaluation of program cost and other operating data. Determines validity of performance data, trends, and variances in the utilization of available resources as related to approved programs, budget plans and schedules recommending remedial action where appropriate. These reports and recommended actions provide basis for major shifts of emphasis or reprogramming of funds or other resources to meet emergencies. Maintains current program or mission data as a ready reference for top management or for operational needs. Assists and/or counsels management and operating officials on significant findings and on the application of any recommended remedial action.

5. Examines and reports on rates of commitment; obligation and expenditure of allotments, sub-allotments and automatic fund availability highlighting significant deviations from approved programs, budget plans and schedules. Based on predetermined rates of resource consumption, extrapolates the significance of variances and of other findings.

6. Maintains personal contact with program elements in ASL, EWL Headquarters, and Office of the Director of Laboratories, ECOM. Exchanges program information with: Plans and Programs Office and Logistics Office, ASL; budget and R&D reporting personnel, Plans and Programs Support Office, EWL; and personnel of Resource Analysis Division, Office of the Director of Research, Development and Engineering, ECOM, to update records and maintain familiarity with the latest policies and directives.

Figure 6-3. Job Description—Continued

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7. Develops and/or assists in the development of graphs, charts, and other visual or verbal presentations of program performance, fund utilization and relationship of budget requirements to planned work and programs. Prepares briefs covering methods used in the development and preparation of statistical graphic presentations. Provides advisory and consultative services concerning data presented.

8. Participates in conferences and meetings of technical, professional and management personnel as required. Prepares special statistical analysis and studies as assigned.

Performs other duties as assigned.

Figure 6-3. Job Description—Continued

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JOB TITLE: GS-345-11, Program Analyst

SIGNATURE: \_\_\_\_\_

KSAO combined  
on composite  
into the  
following No.

JOB ANALYSIS INTERVIEW

COLUMN 1

A. What are the four or five major functions to be performed on this job?

1. Determines information needed, develops criteria and formulates guides for the collection of statistical data required for effective review and analysis of performance.

COLUMN 2

1. Knowledge of statistical analysis	2
2. Knowledge of operating principles	1
3. Ability to exercise independent judgment	11
4. Ability to analyze	8-12-15
5. Ability to organize	3-8-5
6. Ability to plan and execute studies	3-5
7. Knowledge of information determination	1-2-4
8. Knowledge of collection methods	2-14-8
9. Ability to define management objectives	10-6-15
10. Ability to write mission statements	6-13-14-16
11. Ability to use calculators and adding machines	delete
12. Knowledge of programs, budgeting & cost analysis	1-15-4
13. Ability to develop & write procedures	6-13-12-16
14. Knowledge of operating programs	1-15
15. Knowledge of economics of resource utilization	2-10
16. Ability to complete staff work	3

Figure 6-4. Job Analysis Interview

JOB TITLE: GS-345-11, Program Analyst

SIGNATURE: \_\_\_\_\_

JOB ANALYSIS INTERVIEW

KSAO combined  
on composite  
into the  
following No.

COLUMN 1

2. Reviews and analyses operating programs to determine effectiveness of resource utilization of the achievement of objectives. Identifies actual or potential problem areas, trends, and accomplishments. Develops & recommends corrective actions when program deficiencies are detected.

COLUMN 2

1. Ability to analyze	8-12-15
2. Knowledge of operating programs/principles	1-15
3. Knowledge of economic accounting	2-4
4. Ability to exercise independent judgment	11
5. Ability to exercise tact	9
6. Ability to gather & assemble data	2-3-4
7. Ability to draw conclusions	8-11-14
8. Ability to present solutions	5-6-7-13-16
9. Knowledge of statistical analysis & interpretation	2
10. Knowledge of accounting, budgeting & economic principles	2-10
11. Knowledge of regulations	15
12. Knowledge of trends, projections, & decrements	10
13. Knowledge of performance & productivity analysis	1-3-8-11
14. Ability to determine resource levels	4-10
15. Ability to analyze requirements	3-8-11
16. Ability to assemble and analyze data	3-8-11
17. Ability to be progressive, aggressive & self-starter	3-5-11

Figure 6-4. Job Analysis Interview—Continued

JOB TITLE: GS-345-11, Program Analyst

SIGNATURE: \_\_\_\_\_

JOB ANALYSIS INTERVIEW

KSAO combined  
on composite  
into the  
following No.

COLUMN 1

COLUMN 2

3. Develops and presents briefings and status reports regarding program/project accomplishments or deficiencies. Devises graphs, charts, slides, etc., which clearly delineate program progress or problems.

- |  |            |
|--|------------|
| 1. Knowledge of briefing techniques                                      | 7          |
| 2. Skill in use of visual aids   | 7          |
| 3. Ability to analyze  | 8-12-15    |
| 4. Ability to express oneself clearly                                    | 6-16       |
| 5. Ability to express ideas orally & in writing                          | 6-7-16     |
| 6. Ability to formulate & present recommendations                        | 6-7-8-16   |
| 7. Ability to communicate  | 6-7-8-16   |
| 8. Ability to make statistical presentations                             | 2-6-7-8    |
| 9. Ability to design & produce variety of graphs, charts, slides, etc.   | 7-8        |
| 10. Artistic Ability   | delete     |
| 11. Ability to work well with others                                     | 9          |
| 12. Ability to independently organize, plan & execute studies & programs | 3-11-13-14 |

4. Defines new program needs based on critical analyses of overall mission objectives, available resources and current program status.

- |   |             |
|---|-------------|
| 1. Knowledge of accounting & economic principles        | 4           |
| 2. Ability to analyze                                   | 8-12-15     |
| 3. Ability to exercise independent/objective judgment   | 3-11        |
| 4. Ability to express ideas orally & in writing         | 6-16        |
| 5. Ability to formulate & present recommendations       | 6-7-8-16    |
| 6. Ability to perform in-depth studies of requirements  | 3-14        |
| 7. Knowledge of mission planning techniques             | 10-12       |
| 8. Ability to arrange requirements by priority          | 1-10        |
| 9. Ability to justify priorities                        | 6-9         |
| 10. Ability to use foresight                            | 10-11-14    |
| 11. Ability to use ingenuity in solving problems        | 5-11-15     |
| 12. Ability to make decisions                           | 5-10-11     |
| 13. Ability to communicate                              | 6-7-9-13-16 |
| 14. Ability to maintain effective working relationships | 9-13        |

Figure 6-4. Job Analysis Interview—Continued

JOB TITLE: GS-345-11, Program Analyst

SIGNATURE: \_\_\_\_\_

KSAO combined  
on composite  
into the  
following No.

JOB ANALYSIS INTERVIEW

COLUMN 1

5. Maintains personal contact  
with program elements, Office of the  
Director, Comptroller, etc.

COLUMN 2

- |  |           |
|--|-----------|
| 1. Ability to be friendly<br>yet professional                                  | 9         |
| 2. Ability to form & maintain<br>effective working relationship                | 9         |
| 3. Ability to exercise tact  | 9         |
| 4. Knowledge of both upper & lower<br>communication                            | 9         |
| 5. Knowledge of overall mission<br>& contacts for different require-<br>ments. | 10-11-15  |
| 6. Ability to place autovox,<br>conference & commercial calls                  | delete    |
| 7. Knowledge of Army correspondence<br>procedures                              | 6-13-16   |
| 8. Ability to communicate effective-<br>ly orally & in writing                 | 6-7-13-16 |

Figure 6-4. Job Analysis Interview—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> <b>Knowledges, skills, abilities, and other characteristics</b>	<b>COLUMN 2</b> <b>KSAO Ranking Column</b>	<b>COLUMN 3</b> <b>Essential</b>	<b>COLUMN 4</b> <b>KSAO Combination</b>	<b>COLUMN 5</b> <b>Distinguishes Superior from Barely Acceptable</b>	<b>COLUMN 6</b> <b>Measurement Tool</b>
1. Knowledge of oper programs & interrelationships among operating programs	1	yes	Combine with 4 & 12	yes	TRAEX & Supv Rating
2. Knowledge of statistical analysis techniques	2	yes	Combine with 8	---	---
3. Ability to organize, plan and execute studies	4	yes	Combine with 11	yes	TRAEX & Supv Rating
4. Knowledge of basic principles of accounting and budgeting	3	yes	Combine with 1 & 12	---	---
5. Ability to formulate and present recommendations	7	no	---	---	---
6. Ability to communicate in written form	5	yes		yes	TRAEX & Supv Rating
7. Knowledge of briefing techniques and visual aids	12	no	---	---	---
8. Ability to assemble and analyze	9	yes	Combine with 2	yes	TRAEX & Supv Rating
9. Ability to establish and maintain effective working relationships	10	no	---	---	---
10. Ability to define management objectives	13	no	---	---	---
11. Ability to exercise independent judgment	11	yes	Combine with 3	---	---
12. Ability to accomplish objective planning of new programs	8	yes	Combine with 1 & 4	---	---
13. Ability to develop and write procedures	15	no	---	---	---

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

Figure 6-5. KSAO Determination Sheet



- 
1. Knowledge of operating programs.
  2. Ability to assemble and analyze data.
  3. Ability to conduct studies.
  4. Ability to communicate in writing.
  5. Ability to communicate orally.

Figure 6-6. Final KSAO

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*(Title and paragraph not used.)* This paragraph contains no entries.

**Section III  
RATING GUIDE**

**6-5. Rating Guide.**

This section contains the rating guide.

---

**Program Analyst GS-345-11**

**KSAO NO. 1. KNOWLEDGE OF OPERATING PROGRAMS**—This element involves operating programs and their interrelationships including economic resource utilization.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

<b>4 pts</b>	Designs programs in accordance with organizational objectives and policies. Develops and recommends changes in program objectives, e.g., optimum use of money, manpower and material.
<b>3 pts</b>	Develops program plans and goals in accordance with organizational objectives and resources, making periodic adjustments as necessary, e.g., manpower utilization.
<b>2 pts</b>	Monitors program effectiveness, e.g., actual cost of project versus programmed cost.
<b>1 pt</b>	Assembles and organizes program data, e.g., tabulates actual costs from cost documents.

Figure 6-7. Rating Guide

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**KSAO NO. 2. ABILITY TO ASSEMBLE AND ANALYZE DATA**—This element requires knowledge of the techniques and procedures for conducting and interpreting reviews and analyses.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Interprets, researches, assembles, organizes, and applies statistical analysis techniques and procedures to analyze data and evaluate complex and technical programs/operations, e.g., assembles and analyzes data on energy use and conservation and determines problem areas. |
| <b>3 pts</b> | Researches, assembles, organizes, and applies statistical analysis techniques and procedures to analyze data and evaluate complex and technical programs/operations, e.g., analyzes data for the cost per firing of a missile system.   |
| <b>2 pts</b> | Researches, assembles, organizes, and applies statistical analysis techniques and procedures to analyze data, e.g., cost per passenger in a transportation system.  |
| <b>1 pt</b>  | Researches, assembles, organizes statistical data, e.g., updates current statistical reports on sick leave usage.   |

Figure 6-7. Rating Guide—Continued

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**KSAO NO. 3. ABILITY TO CONDUCT STUDIES**—This element requires organizational planning and execution of studies and new programs.

*(Note: Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- 4 pts** Initiates and conducts studies using management theories, techniques and methodologies for application to complex problems related to ongoing programs, e.g., conducts studies in resources utilization for new transportation programs.
- 3 pts** Conducts studies using management theories, techniques, and methodologies for application to problems related to ongoing programs, e.g., conducts studies in resources utilization for ongoing maintenance programs.
- 2 pts** Conducts studies to determine adequacy of policies and procedures, e.g., conducts study in mail distribution policy and procedures.
- 1 pt** Compiles and organizes information as needed to conduct studies, e.g., total miles driven by bus, car, station wagons, vans, etc.

Figure 6-7. Rating Guide—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes written communication, report preparation and documentation.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- 4 pts** Prepares briefings, e.g., prepares management briefing on organizational and operational effectiveness.
- 3 pts** Prepares reports, e.g., writes reports on internal operations of activity.
- 2 pts** Drafts reports and recommends facts to be presented, e.g., prepares drafts of monthly status of funds report.
- 1 pt** Drafts routine correspondence, e.g., prepares draft of request for supplies.

Figure 6-7. Rating Guide—Continued

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**KSAO NO. 5. ABILITY TO COMMUNICATE ORALLY**—This element includes oral communication, briefings and report presentations.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

<b>4 pts</b>	Participates in meetings, conferences, and briefings, e.g., presents briefings on status of budget.
<b>3 pts</b>	Attends meetings, conferences, and briefings and provides information, e.g., provides statistics on manpower utilization.
<b>2 pts</b>	Attends meetings, conferences and briefings, e.g., participates in the discussion on budget changes.
<b>1 pt</b>	Presents ideas in organization meetings, e.g., recommends method of routing internal correspondence.

Figure 6-7. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV  
RATING FORMS**

**6-6. Rating Forms.**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 6-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 6-9)
- c. Supervisory Rating. (Fig 6-10)
- d. Individual SME Panel Rating Form. (Fig 6-11)
- e. Final Rating Form. (Fig 6-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice	
Individuals asked or required to furnish personal information are advised of the following:	
AUTHORITY:	5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection and procedural adequacy of the selection and training and promotion processes.	
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.	

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number      RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 6-8. Supplemental Applicant Questionnaire

---

**KSAO NO. 1. KNOWLEDGE OF OPERATING PROGRAMS**—This element involves operating programs and their interrelationships including economic resource utilization.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and locations where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 6-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** ABILITY TO ASSEMBLE AND ANALYZE DATA—This element requires knowledge of the techniques and procedures for conducting and interpreting reviews and analyses.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and locations where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 6–8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. ABILITY TO CONDUCT STUDIES**—This element requires organizational planning and execution of studies and new programs.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and locations where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 6-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** ABILITY TO COMMUNICATE IN WRITING—This element includes written communication, report preparation and documentation.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and locations where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 6-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 5. ABILITY TO COMMUNICATE ORALLY**—This element includes oral communication, briefings and report presentations.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and locations where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 6-8. Supplemental Applicant Questionnaire—Continued

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★★★★★ This is not a Performance Appraisal ★★★★★

The person identified below is being considered for the position of Program Analyst, GS-345-11.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

---

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**Instructions for Completing Form**

For each Knowledge or Ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her current job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 6-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. KNOWLEDGE OF OPERATING PROGRAMS**—This element involves operating programs and their interrelationships including economic resource utilization.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_\_\_ a. Develops program plans and goals in accordance with organizational objectives and resources, making periodic adjustments as necessary, e.g., manpower utilization.
- \_\_\_\_\_ b. Monitors program effectiveness, e.g., actual cost of project versus programmed costs.
- \_\_\_\_\_ c. Designs programs in accordance with organizational objectives and policies. Develops and recommends changes in program objectives, e.g., optimum use of money, manpower and material.
- \_\_\_\_\_ d. Assembles and organizes program data, e.g., tabulates actual costs from cost documents.
- \_\_\_\_\_ e. Don't know.

Figure 6-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. ABILITY TO ASSEMBLE AND ANALYZE DATA**—This element requires knowledge of the techniques and procedures for conducting and interpreting reviews and analyses.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_ a. Researches, assembles, and organizes statistical data, e.g., updates current statistical reports on sick leave usage.
- \_\_\_ b. Interprets, researches, assembles, organizes, and applies statistical analysis techniques and procedures to analyze data and evaluate complex and technical programs/operations, e.g., assembles and analyses data on energy use and conservation and determines problem areas.
- \_\_\_ c. Researches, assembles, organizes, and applies statistical analysis techniques and procedures to analyze data, e.g., cost per passenger in a transportation system.
- \_\_\_ d. Researches, assembles, organizes, and applies statistical analysis techniques and procedures to analyze data and evaluate complex and technical programs/operations, e.g., analyzes data for the cost per firing of a missile system.
- \_\_\_ e. Don't know.

Figure 6-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. ABILITY TO CONDUCT STUDIES**—This element requires organizational planning and execution of studies and new programs.

*(Note: Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_ a. Initiates and conducts studies using management theories, techniques and methodologies for application to complex problems related to ongoing programs, e.g., conducts studies in resources utilization for new transportation programs.
- \_\_\_ b. Compiles and organizes information as needed to conduct studies, e.g., total miles driven by bus, car, station wagon, van, etc.
- \_\_\_ c. Conducts studies to determine adequacy of policies and procedures, e.g., conducts study in mail distribution policy and procedures.
- \_\_\_ d. Conducts studies using management theories, techniques, and methodologies for application to problems related to ongoing problems, e.g., conducts studies in resources utilization for ongoing maintenance programs.
- \_\_\_ e. Don't know.

Figure 6-9. Supplemental Questionnaire for Supervisors—Continued

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---

**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes written communication, report preparation and documentation.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_ a. Drafts routine correspondence, e.g., prepares draft of request for supplies.
- \_\_\_ b. Prepares briefings, e.g., prepares management briefings on organizational and operational effectiveness.
- \_\_\_ c. Drafts reports and recommends facts to be presented, e.g., prepares drafts of monthly status of funds report.
- \_\_\_ d. Prepares reports, e.g., writes reports on internal operations of activity.
- \_\_\_ e. Don't know.

Figure 6-9. Supplemental Questionnaire for Supervisors—Continued

---

---

**KSAO NO. 5. ABILITY TO COMMUNICATE ORALLY**—This element includes oral communication, briefings and report presentations.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_ a. Presents ideas in organization meetings, e.g., recommends methods of routing internal correspondence.
- \_\_\_ b. Attends meetings, conferences, and briefings and provides information, e.g., provides statistics on manpower utilization.
- \_\_\_ c. Participates in meetings, conferences, and briefings, e.g., presents briefings on status of budget.
- \_\_\_ d. Attends meetings, conferences and briefings, e.g., participates in the discussion on budget changes.
- \_\_\_ e. Don't know.

Figure 6-9. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Program Analyst, GS-345-11.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

**Instructions on Completing Appraisal**

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

- 4. The employee has demonstrated superior quality of performance in this KSAO.
- 3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
- 2. The employee has demonstrated acceptable quality of performance in this KSAO.
- 1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 6-10. Supervisory Rating

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**Program Analyst, GS-345-11**

- \_\_\_ 1. **KNOWLEDGE OF OPERATING PROGRAMS**—This element involves operating programs and their interrelationships including economic resource utilization.
  
- \_\_\_ 2. **ABILITY TO ASSEMBLE AND ANALYZE DATA**—This element requires knowledge of the techniques and procedures for conducting and interpreting reviews and analyses.
  
- \_\_\_ 3. **ABILITY TO CONDUCT STUDIES**—This element requires organizational planning and execution of studies and new programs.
  
- \_\_\_ 4. **ABILITY TO COMMUNICATE IN WRITING**—This element includes written communication, report preparation and documentation.
  
- \_\_\_ 5. **ABILITY TO COMMUNICATE ORALLY**—This element includes oral communication, briefings and report presentations.

**Figure 6-10. Supervisory Rating—Continued**

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**Program Analyst, GS-345-11**

Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Knowledge of operating programs		
2. Ability to assemble and analyze data		
3. Ability to conduct studies		
4. Ability to communicate in writing		
5. Ability to communicate orally		

\_\_\_\_\_  
Panel member signature and date

Figure 6-11. Individual SME Panel Rating Form

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### FINAL RATING FORM

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_ (This figure must be  
(# of KSAO) Final Score 3 or above to be  
 considered "highly  
 qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 6-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 7**

### **MODEL CREDITING PLAN—Data Transcriber, GS-356-5**

#### **Section I**

#### **GENERAL INFORMATION**

##### **7-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Rating

##### **7-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statements, SF 171
- Supplemental Applicant Questionnaire. (Fig 7-8)
- Supplemental Questionnaire for Supervisors. (Fig 7-9)
- Supervisory Rating. (Fig 7-10)
- Individual SME Panel Rating Form. (Fig 7-11)
- Final Rating Form. (Fig 7-12)

##### **7-3. CANDIDATE EVALUATION.**

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialists(s) will complete a preliminary review of Official Personnel Folders and/or applications (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated February 1977 for Data Transcriber, GS-356, in OPM Handbook X-118. Applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3, below.

*b. Step 2—Rating Procedure:* The following “highly qualifying criteria” which were developed through a job analysis involving three subject matter experts (SME) in data transcription will be used to evaluate candidates:

1. **SKILL IN OPERATING ON AND OFF LINE COMPUTER DATA MACHINES AND CARD PUNCH, SORT AND REPRODUCTION MACHINES**—This includes skill in punching, verifying, and interpreting data using the following machines:

- CRT—On-line Computer Data Machine
- INFOREX—Off-line Computer Data Machine
- IBM 129—Card Punch
- IBM 083—Card Sorter
- IBM 519—Card Reproducer

2. **ABILITY TO ORGANIZE WORK LOAD**—This includes the ability to organize and assign work to insure established priorities are met.

3. **ABILITY TO MAINTAIN AND CONSOLIDATE STATISTICAL DATA**—This includes the ability to maintain several work load logs and prepare recurring reports requiring consolidation of statistics in the log.

4. **ABILITY TO COMMUNICATE VERBALLY**—This includes the ability to explain operating procedures, on a one-to-one basis, to data transcriber trainees and to coordinate key punch efforts with programmers.

A Rating Guide developed with the technical assistance of the above-mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO).

An ad hoc panel of subject matter experts chaired by a personnel staffing specialist will be convened to rate all qualified candidates as determined in step 1 above.

(1) *Training and Experience Ratings.* The appropriate points for training and experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of

one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the subject matter expert is required to record the basis of the points selected in the comment section of the Individual SME Panel Bating Form. The following point values will be placed in the "Training/Experience" Column of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The applicant's supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Reviewing Ratings.* When there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Bating Guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedure.*

(a) SME points for TRAEX will be averaged for each KSAO. This average will be transferred to the Final Rating Form and recorded in the "TRAEX points" column by the Personnel Staffing Specialist.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know," an "X" will be placed in the "Supervisory Rating Points" column.

(c) "TRAEX Points" and "Supervisory Rating Points" will be averaged and the result will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the "TRAEX Points" for that KSAO will be recorded in the "Average Points" column. "Average Points" for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score."

c. *Step 3—Rating to Determine "Highly Qualified."* To be considered a highly qualified candidate for Data Transcriber, GS-356-05, the Final Score must be 3.0 or above.

d. *Step 4—Ranking to Determine "Best Qualified."* The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors, if any, will be governed by applicable regulations and the merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **7-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 7-1)
- b. SME Participating in KSAO determination. (Fig 7-2)
- c. Statement of Duties-Data Transcriber, GS-356-05. (Fig 7-3)
- d. Job Analysis interview. (Fig 7-4)
- e. KSAO consolidation. (Fig 7-5)
- f. Final KSAO. (Fig 7-6)

---

SUBJECT: Job Analysis for Data Transcriber, GS-356-5

1. Three subject matter experts (SME) in the ADP Operations Division met with the undersigned to conduct a job analysis interview. The undersigned had developed a list of duties and one representative KSAO for each duty. The SME approved the duties as essential and brainstormed additional KSAO. After ranking the KSAO, they found only KSAO one through five essential. The SME also combined KSAO four and five because four was felt to be a prerequisite to five. This left us with four KSAO, all of which the SME determined would distinguish superior from barely acceptable candidates. The KSAO determinations and ranking were done as a group project, without individual rankings.

2. The next step was to develop definitions of the KSAO. This was also done as a group project, with the undersigned recording the ideas presented. Levels of possession were then discussed in the same manner and sample tasks elicited where applicable. The undersigned then consolidated and polished these ideas and asked the SME to review. With a few minor revisions, the SME agreed with the general level definitions as seen in the Rating Guide.

/signed/  
Personnel Management Specialist

Figure 7-1. Memorandum for Record

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<i>Name</i>	<i>Title, series, grade</i>
SME Number 1	Supervisory Computer Technician, GS-335-10
SME Number 2	Data Transcriber, GS-356-05
SME Number 3	Computer Operator, GS-332-09

**Technical Support**

<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Management Specialist

Figure 7-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501, the proponent agency is DCSPER</small>		1. JOB NUMBER 8449	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  USCSC PCS, GS-356, Dec 68		5. TITLE Data Transcriber	
		6. PAY SCHEDULE GS	7. OCC CODE 356
		8. GRADE 5	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Works under the general administrative and technical supervision of the Chief, Data Control function who provides general instructions concerning priorities and procedures. Work is performed independently and is periodically checked to insure deadlines are met and production levels are maintained.			
<u>MAJOR DUTIES</u>			
Serves as the Senior Data Transcriber in the Card Punch functional area. Makes day-to-day work assignments to approximately six lower grade operators engaged in key disc, card punch and EAM processing of source and coded data. Maintains control throughout the various stages of progress.			
1. As the Senior Operator, is responsible for assigning daily work to lower grade employees. Coordinates magnetic tape usage with both the tape library and data control functions. Responsible for operating both an off-line computer data preparation machine which uses an alpha-numeric keyboard and various models of card punch machines for conversion of both source data and coded material into magnetic tape or punch card format for use on the HQ MTMC computer systems.			

DA FORM 374  
1 JUN 76

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Figure 7-3. Job Description

- 
2. Responsible for training subordinate operators at the GS-2, 3 and 4 levels. Possess a thorough working knowledge of the requirements for computer input; special and recurring reports, documents and codes. Specific knowledge of machine operating instructions and applicable policies and controls concerning the activities of the source data conversion function.
  3. Maintains control logs of all work order request and prepares monthly and daily summaries in accordance with PCM equipment utilization accounting procedures. Discusses conflicting priorities with supervisor, Chief, Data Control.
  4. Reviews coded sheets received from functional directorates for accuracy and adequacy. Assists in work order preparation and work assignment priority. Verifies key disc and cardpunch completed work to assist in isolating problem areas and maintaining a high level of keystroke accuracy.
  5. Performs a wide variety of assignments on BAM equipment, wires selected machines, sets up equipment and conducts tests to verify machine setup.
- Performs other duties as assigned.

Figure 7-3. Job Description—Continued

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JOB TITLE: Data Transcriber, GS-356-5

SIGNATURE: \_\_\_\_\_

JOB ANALYSIS INTERVIEW

COLUMN 1

A. What are the four or five major functions to be performed on this job?

1. Makes Day-to-Day work assignments

2. Operates:  
IBM 519  
IBM Sorter 082  
IBM Key Punch  
INFOREX Key to Disc CRT

3. Trains lower-graded personnel in operation of Key Punch equipment.

4. Maintains work order log and prepares recurring reports based upon its content.

5. Writes input programs for INFORES Key to Disc.

6. Maintains contact with users.

COLUMN 2

B. For each function, what KSAO are required to perform this?

1. (1) Ability to organize work load  
\_\_\_\_\_  
\_\_\_\_\_

2. (2) Skill in using the IBM 519,  
IBM Sorter 082, IBM Key Punch,  
INFOREX Key To Disc, and the CRT.  
\_\_\_\_\_

3. (2) As Above  
(3) Ability to communicate  
verbally.  
\_\_\_\_\_

4. (4) Ability to maintain  
statistical records.  
(5) Ability to consolidate  
statistical data into reports.  
\_\_\_\_\_

5. (6) Ability to write INFOREX  
Key punch programs.  
\_\_\_\_\_

6. (7) Knowledge of Key punch  
systems capability.

Figure 7-4. Job Analysis Interview

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool *
1. Ability to organize work load	2	Yes		Yes	TRAEX & SA
2. Skill in operating machines	1	Yes		Yes	TRAEX & SA
3. Ability to communicate verbally	3	Yes		Yes	TRAEX & SA
4. Ability to maintain statistical records	4	Yes	Combine with # 5		
5. Ability to consolidate data into reports	5	Yes		Yes	TRAEX & SA
6. Ability to write INFOREX programs	7	No			
7. Knowledge of Keypunch system's capability	6	No			

\* Abbreviations:  
 TRAEX - Training & Experience  
 SA - Supervisory Appraisal

SIGNATURE: \_\_\_\_\_

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

Figure 7-5. KSAO Determination Sheet

- 
1. Skill in operating on and off line computer data machines and card punch, sort and reproduction machines.
  2. Ability to organize work load.
  3. Ability to maintain and consolidate statistical data.
  4. Ability to communicate verbally.

Figure 7-6. Final KSAO

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**7-5. Rating Guide.**

This section contains the rating guide.

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<b>KSAO NO. 1.</b>	<p><b>SKILL IN OPERATING ON AND OFF LINE COMPUTER DATA MACHINES AND CARD PUNCH, SORT AND REPRODUCTION MACHINES</b>—This includes skill in punching, verifying and interpreting data using the following machines:</p> <p style="padding-left: 40px;">           CRT—On-line Computer Data Machine            INFOREX—Off-line Computer Data Machine            IBM 129—Card Punch            IBM 083—Card Sorter            IBM 519—Card Reproducer         </p> <p style="text-align: center;"><b>Level Descriptions</b></p>
<b>4 pts</b>	Has operated on-line, off-line, and card punch, sort and reproduction machines and has written key punch programs for an off-line computer data machine similar to the INFOREX.
<b>3 pts</b>	Has operated (1) on-line, (2) off-line, and (3) manual card punch, sort, and reproduction machines similar to those listed above.
<b>2 pts</b>	Has operated two of three types of machines listed in the preceding descriptions.
<b>1 pt</b>	XXXXXX

Figure 7-7. Rating Guide

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**KSAO NO. 2.** ABILITY TO ORGANIZE WORKLOAD—This includes the ability to organize and assign work to insure established priorities are met.

**Level Descriptions**

- 4 pts** Establishes workload priorities and makes work assignments to insure all deadlines are met.
- 3 pts** Establishes own workload priorities, consisting of two or more tasks to insure all deadlines are met.
- 2 pts** Organizes own workload, consisting of two or more tasks with a preestablished priority, to insure all deadlines are met.
- 1 pt** Organizes own workload, consisting of a repetitive task with preestablished priorities, to insure all deadlines are met.

Figure 7-7. Rating Guide—Continued

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**KSAO NO. 3.** ABILITY TO MAINTAIN AND CONSOLIDATE STATISTICAL DATA—This includes the ability to maintain several work load logs and prepare recurring reports requiring consolidation of statistics in the log.

**Level Descriptions**

- 4 pts** Has maintained a log with several entries (requiring cross referencing) and has prepared reports (requiring consolidation of this data) with a description of the desired end result being the only guidelines.
- 3 pts** Has maintained a log with several entries and prepared reports from the logs with guidelines consisting of the procedures to be followed.
- 2 pts** Has maintained a log by date of receipt entering at least two items of information.
- 1 pt** XXXX

Figure 7-7. Rating Guide—Continued

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<b>KSAO NO. 4.</b>	<b>ABILITY TO COMMUNICATE VERBALLY</b> —This includes the ability to explain operating procedures on a one-to-one basis to data transcriber trainees and to coordinate key punch efforts with programmers.
	<b>Level Descriptions</b>
<b>4 pts</b>	Explains procedures or discusses problems of a complex nature. <i>Sample Tasks:</i> Explains reasons why card punch programs cannot accommodate programmer's systems; gives instructions on the operation of a machine which requires several steps; discusses capability of the data transcribing unit to meet established priorities.
<b>3 pts</b>	Explains procedures requiring several steps. <i>Sample Tasks:</i> Instructs data transcribers in the operation of an IBM sorter or reproducer.
<b>2 pts</b>	Explains simple, routine procedures. <i>Sample Tasks:</i> Gives verbal instructions, individually, on the operation of a simple machine requiring only one or two basic steps.
<b>1 pt</b>	XXXX

Figure 7-7. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV**  
**RATING FORMS**

**7-6. Rating Forms.**

This section contains the following documents.

- a. Supplemental Applicant Questionnaire. (Fig 7-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 7-9)
- c. Supervisory Rating. (Fig 7-10)
- d. Individual SME Panel Rating Form. (Fig 7-11)
- e. Final Rating Form. (Fig 7-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice	
Individuals asked or required to furnish personal information are advised of the following:	
AUTHORITY:	5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection and procedural adequacy of the selection and training and promotion processes.	
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.	

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING: Date: \_\_\_\_\_

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 7-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1. SKILL IN OPERATING ON AND OFF LINE COMPUTER DATA MACHINES AND CARD PUNCH, SORT AND REPRODUCTION MACHINES—**This includes skill in punching, verifying and interpreting data using the following machines:  
CRT—On-line Computer Data Machine  
INFOREX—Off-line Computer Data Machine  
IBM 129—Card Punch  
IBM 083—Card Sorter  
IBM 519—Card Reproducer

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
  
  
  
  
  
  
  
  
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
  
  
  
  
  
  
  
  
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

---

Figure 7-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** ABILITY TO ORGANIZE WORK LOAD—This includes the ability to organize and assign work to insure established priorities are met.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 7-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. ABILITY TO MAINTAIN AND CONSOLIDATE STATISTICAL DATA**—This includes the ability to maintain several work load logs and prepare recurring reports requiring consolidation of statistics in the log.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 7-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE VERBALLY**—This includes the ability to explain operating procedures, on a one-to-one basis to data transcriber trainees and to coordinate key punch efforts with programmers.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

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Figure 7-8. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

The person identified below is being considered for the position of Data Transcriber, GS-356-5.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each knowledge or ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

Figure 7-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. SKILL IN OPERATING ON AND OFF LINE COMPUTER DATA MACHINES AND CARD PUNCH, SORT AND REPRODUCTION MACHINES**—This includes skill in punching, verifying, and interpreting data using the following machines:

CRT—On-line Computer Data Machine  
INFOREX—Off-line Computer Data Machine  
IBM 129—Card Punch  
IBM 083—Card Sorter  
IBM 519—Card Reproducer

*(Note: Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_\_\_ a. Has operated (1) on-line, (2) off-line, and (3) manual card punch, sort, and reproduction machines similar to those listed above.
- \_\_\_\_\_ b. Has operated two of three types of machines listed in the preceding descriptions.
- \_\_\_\_\_ c. Has operated on-line, off-line, and card punch, sort and reproduction machines, and has written key punch programs for an off-line computer data machine similar to the INFOREX.
- \_\_\_\_\_ d. Don't know.

Figure 7-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2 ABILITY TO ORGANIZE WORK LOAD**—This includes the ability to organize and assign work to ensure established priorities are met.

*(Note: Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_\_\_ a. Organizes own workload, consisting of repetitive tasks with preestablished priorities to insure all deadlines are met.
- \_\_\_\_\_ b. Establishes workload priorities and makes work assignments to insure all deadlines are met.
- \_\_\_\_\_ c. Establishes own work load priorities consisting of two or more tasks to insure all deadlines are met.
- \_\_\_\_\_ d. Organizes own work load, consisting of two or more tasks with a pre-established priority, to insure all deadlines are met.
- \_\_\_\_\_ e. Don't know.

Figure 7-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. ABILITY TO MAINTAIN AND CONSOLIDATE STATISTICAL DATA**—This includes the ability to maintain several work load logs and prepare recurring reports requiring consolidation of statistics in the log.

(Note: Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Has maintained a log with several entries (requiring cross referencing) and has prepared reports (requiring consolidation of this data) with a description of the desired end result being the only guidelines.
- \_\_\_ b. Has maintained a log by date of receipt entering at least two items of information.
- \_\_\_ c. Has maintained a log with several entries and prepared reports from the logs with guidelines consisting of the procedures to be followed.
- \_\_\_ d. Don't know.

Figure 7-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE VERBALLY**—This includes the ability to explain operating procedures on a one-to-one basis to data transcriber trainees and to coordinate key punch efforts with programmers.

(Note: Sample tasks (where provided) are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Explains simple, routine procedures.
- \_\_\_ b. Explains procedures or discusses problems of a complex nature.  
*Sample Tasks:* Explains reasons why card punch programs cannot accommodate programmer's systems; gives instructions on the operation of a machine which requires several steps; discusses capability of the data transcribing unit to meet established priorities.
- \_\_\_ c. Explains procedures requiring several steps.  
*Sample Task:* Instructs data transcribers in the operation of an IBM sorter or reproducer.
- \_\_\_ d. Don't know.

Figure 7-9. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Data Transcriber GS-356-5

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 7-10. Supervisory Rating

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**DATA TRANSCRIBER**

**GS-356-5**

- \_\_\_\_\_ 1. **SKILL IN OPERATING ON AND OFF LINE COMPUTER DATA MACHINES AND CARD PUNCH, SORT AND REPRODUCTION MACHINES**—This includes skill in punching, verifying and interpreting data using the following methods:
  - CRT—On-line Computer Data Machine
  - INFOREX—Off-line Computer Data Machine
  - IBM 129—Card Punch
  - IBM 083—Card Sorter
  - IBM 519—Card Reproducer
- \_\_\_\_\_ 2. **ABILITY TO ORGANIZE WORK LOAD**—This includes the ability to organize and assign work to insure established priorities are met.
- \_\_\_\_\_ 3. **ABILITY TO MAINTAIN AND CONSOLIDATE STATISTICAL DATA**—This includes the ability to maintain several work load logs and prepare recurring reports requiring consolidation of statistics in the log.
- \_\_\_\_\_ 4. **ABILITY TO COMMUNICATE VERBALLY**—This includes the ability to explain operating procedures, on a one-to-one basis to data transcriber trainees and to coordinate key punch efforts with programmers.

Figure 7-10. Supervisory Rating—Continued

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**Data Transcriber GS-356-05**

Name of Applicant \_\_\_\_\_

Instructions: Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Skill in operating on and off-line computer data machines and card punch sort and reproduction machines.		
2. Ability to organize work load		
3. Ability to maintain and consolidate statistical data.		
4. Ability to communicate verbally.		

\_\_\_\_\_  
Panel Member Signature and Date

Figure 7-11. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 7-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 8**

### **MODEL CREDITING PLAN—Communications Specialist, GS-393-9**

#### **Section I**

#### **GENERAL INFORMATION**

##### **8-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

Training and Experience Ratings  
Supervisory Rating

##### **8-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

Personal Qualifications Statement, SF 171  
Supplemental Applicant Questionnaire. (Fig 8-8)  
Supplemental Questionnaire for Supervisors. (Fig 8-9)  
Supervisory Rating Form. (Fig 8-10)  
Individual SME Panel Rating Form. (Fig 8-11)  
Final Rating Form. (Fig 8-12)

##### **8-3. CANDIDATE EVALUATION.**

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialist(s) will complete a preliminary review of Official Personnel Folders and/or applications (SF-171) to determine basic eligibility and minimum qualifications in accordance with the standard dated December 1969 for Communications Specialist, GS-393, in OPM Handbook X-118. Applicants found to be eligible and having minimum qualifications by this step will be considered in steps 2 and 3 below.

*b. Step 2—Rating Procedure:* The following “highly qualifying criteria” which were developed through a job analysis involving two subject matter experts (SME) in communications will be used to evaluate candidates:

1. **KNOWLEDGE OF DEVELOPMENTS AND TRENDS IN COMMUNICATIONS CONCEPTS AND TECHNOLOGY**—This element includes knowledge of communications systems, knowledge of communications operations and knowledge of communications technology.

2. **ABILITY TO INTERPRET REGULATIONS AND PROCEDURES**—This element includes knowledge of regulations, communication techniques and functions, and ability to interpret regulations.

3. **ABILITY TO ANALYZE**—This element includes knowledge of system analysis, ability to analyze customer requirements, and ability to analyze data accuracy.

4. **ABILITY TO DETERMINE SYSTEMS EFFECTIVENESS**—This element includes ability to determine reliability of services and ability to resolve problems.

A Rating Guide developed with the technical assistance of the above-mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO).

An ad hoc panel of subject matter experts (SME) chaired by a Personnel Staffing Specialist will be convened to rate all qualified candidates as determined in Step 1 above.

(1) *TRAEX Ratings.* The appropriate points for Training and Experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO the award should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the subject matter expert is required to record the basis of the points selected in the comment section of the Individual SME Panel Rating Form. The following point values will be placed in the Training/Experience column of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The candidate's supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Reviewing Ratings.* The points derived from the Individual SME Rating Form will be recorded on the Final Rating Form. When there is a difference in ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedure.*

(a) SME points for TRAEX will be averaged for each KSAO. This average will be recorded on the Final Rating Form in the column, "TRAEX Points."

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know," and "X" will be placed in the "Supervisory Rating Points" column.

(c) TRAEX Points and Supervisory Rating Points will be averaged and the result will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the TRAEX Points for that KSAO will be recorded in the "Average Points" column. Average Points for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score."

c. *Step 3—Rating to Determine "Highly Qualified".* To be considered a highly qualified candidate for Communications Specialist, GS-393-9, the Final Score must be 3.0 or above.

d. *Step 4—Ranking to Determine "Best Qualified."* The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie breaking factors used if any, will be governed by applicable regulations and the local merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **8-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 8-1)
- b. SME Participating in KSAO Determination. (Fig 8-2)
- c. Statement of Duties—Communications Specialist, GS-393-9. (Fig 8-3)
- d. Job Analysis Interview. (Fig 8-4)
- e. KSAO Consolidation. (Fig 8-5)
- f. Final KSAO. (Fig 8-6)

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MEMORANDUM FOR THE RECORD

SUBJECT: Job Analysis for Communications Specialist, GS-393-9

1. Two subject matter experts (SME) in the Communications Career Program met with the undersigned to conduct a job analysis interview. Each SME and the undersigned individually developed four or five major functions to be performed for this job and corresponding KSAO. The KSAO were then ranked, reviewed to determine whether they were essential, and combined to arrive at the four KSAO used in the crediting plan.
2. Each SME and the undersigned then individually developed general level definitions and sample tasks. These were then discussed among the panel members for modification and finalization with the end product depicted in the attached crediting plan. The results of the panel have been agreed upon between the SME and the undersigned and are felt to allow for distinguishing the superior applicants from other candidates.
3. SME also reviewed the Supplemental Applicant Questionnaire to confirm that the questions were likely to elicit the information needed from the candidates.
4. Although the ability to communicate orally and in writing is inferred in the job description, it was the decision of the panel that this would not be essential for an overall "model" crediting plan for GS-393-9. Such characteristics as technical aptitude and analytical ability are more important at the GS-9 level whereas communications abilities would be essential at the higher grade levels and in the GS-391 series.

/signed/  
Personnel Staffing Specialist

Figure 8-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Communications Specialist, GS-393-12
SME Number 2	Communications Management Specialist, GS-391-11
<b>Technical Support</b>	
<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Staffing Specialist

Figure 8-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY JOB DESCRIPTION</b> <small>For use of this form, see CPR 501; the proponent agency is DCSPER.</small>		1. JOB NUMBER 2712	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE CSC PCS for GS-391-0 Comm Mgt Ser Jun 69; Comm Spec Ser GS-393-0 Jun 69 FLSA-EXEMPT		5. TITLE Communications Specialist	
		6. PAY SCHEDULE GS	7. OCC CODE 393
		8. GRADE 9	10. COMP LEVEL
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Receives general supervision from the Chief, Communications Effectiveness Branch who provides tasking in terms of broad objectives and priorities, points out potential problem areas, and discusses alternate methods for resolving complex problems. Completed work is evaluated for adequacy in meeting objectives and compliance with pertinent policies.			
<u>MAJOR DUTIES</u>			
1. Serves as an action officer engaged in the communication performance availability and effectiveness of the communications electronic activities for which the command has responsibility.			
2. Develops a major portion of the weekly and monthly operational status briefings, trend analyses and other special status briefings for presentation to the 7th Signal Command Staff. Applies a technical knowledge of various command-wide communications systems, facilities and equipments for the formulation of status briefings and trend analyses information. Writes staff level correspondence and prepares the operational status briefings.			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED.

Figure 8-3. Job Description

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3. Compiles and maintains a portion of the command's communications status, performance and trend analysis records. Analyzes data to determine adequacy and reliability of information. Effects coordination as required with higher, lateral and subordinate elements for determining reasons for outages, restoration time and proper justifications.

4. Participates as a staff member of the 7th Signal Command Operation Center/ Emergency Operations Center (COC/EOC) providing the Command's central Point of Contact, in accordance with emergency plans implemented during civil disturbances, natural disasters, and special joint exercises. Maintains staff visibility over critical C-E systems such as: AUTODIN, AUTOSEVOCOM, AUTOVON, AMME, DSSCS, EMATS, WASHFAX, Optical Character Readers, Television, Radio and Satellite supporting the DCS and non-DCS. Coordinates with DCAOC, other MILDEPS, Commercial Carriers, and subordinate TCC's to expedite restoral during periods of degraded service; maintains library of applicable operation instructions and management documentation for the EOC; demonstrates comprehensive working knowledge of emergency operation plans; responds to operational tasking from USACC, DA, and other HQ for emergency actions.

5. Demonstrates resourcefulness and mature judgment in analytical and interpretative decisions during crises situations.

6. Participates in meetings and conferences convened to coordinate operational status reporting.

Performs other duties as assigned.

Figure 8-3. Job Description—Continued

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**JOB TITLE:** Communications Specialist  
GS-393-9

**SIGNATURE:** SME # 1

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Must be able to analyze data to determine adequacy and reliability of information.

2. Job requires knowledge of the functional and operational characteristics of one or more types of communication systems.

3. Position requires ability to coordinate the integral use of various media of communications.

4. Must be able to write clear and concise reports to provide instructions and procedures.

5. Must be able to interpret regulations, manuals, etc., to resolve problems in various instructions.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Ability to analyze.

2. Knowledge of communications systems.

3. Ability to coordinate actions.

4. Ability to write.

5. Ability to interpret regulations and procedures.

Figure 8-4. Job Analysis Interview

JOB TITLE: Communications Specialist  
GS-393-9

SIGNATURE: SME # 2

JOB ANALYSIS INTERVIEW

COLUMN 1

A. What are the four or five major functions to be performed on this job?

1. Communication Operations

2. System Analysis

3. Ability to Configure System Requirements

4. Ability to Develop Policy

5.

COLUMN 2

B. For each function, what KSAO are required to perform this?

1. Msg Processing  
Computer Operation  
Circuit Patching  
Traffic Reporting  
Data Processing

2. Knowledge of system characteristics, operational procedures, component characteristics, testing procedures and components.

3. Ability to develop requirements, understanding terminology equipment nomenclature, interrelationships.

4. Must know regulations, procedures, techniques, functional assignments.

5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Figure 8-4. Job Analysis Interview—Continued

JOB TITLE: Communications Specialist  
GS-393-9

SIGNATURE: SME # 3

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Trend Analysis

2. Tech Knowledge

3. Knowledge of Potential Problems

4. Knowledge of Communication Principles

5. Knowledge of Circuit Configuration (Upgrades - Capabilities Requirements)

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Analysis of data for adequacy, reliability of services, operating efficiency.

2. Knowledge of various communication systems, equipments, controlling circuits. (Interpret)

3. Coordinating with various elements in determining RFO. Restoration and resolving problem areas.

4. Overall concepts of communication operations.

5. Determine the most effective system for the capabilities needed.

Figure 8-4. Job Analysis Interview—Continued

**JOB TITLE:** Communications Specialist  
GS-393-9

**SIGNATURE:** Consolidation

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Applies a technical knowledge of current communications systems facilities and equipment for the formulation of trend analyses information.

2. Utilizes a technical knowledge of regulation, procedures and techniques to complete functional assignments.

3. Analyzes data to determine adequacy and reliability of information.

4. Coordinates actions with appropriate elements for determining reason for outages, restoration time, etc., and resolution of problems.

5.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Knowledge of development and trends  
in communications concepts and technol-  
ogy.

2. Ability to interpret regulations and  
procedures.

3. Ability to analyze.

4. Ability to determine systems  
effectiveness.

5.

Figure 8-4. Job Analysis Interview—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column (Consensus Ranking)	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
1. Knowledge of reg techniques & functions	8	Yes			
2. Ability to analyze	2	Yes	Combine 5, 10, 11 with 2	Yes	TRAEX & Supv Rating
3. Knowledge of comm systems & operations	6	Yes			
4. Ability to resolve problems	10	Yes			
5. Ability to analyze customer requirements	9	Yes			
6. Knowledge of dev & trends in comm concepts	1	Yes	Combine 3, 9, with 6	Yes	TRAEX & Supv Rating
7. Ability to determine reliability of services	12	Yes			
8. Ability to interpret reg & procedures	3	Yes	Combine 1 with 8	Yes	TRAEX & Supv Rating
9. Knowledge of communications technology	11	Yes			
10. Knowledge of systems analysis	5	Yes			
11. Ability to analyze data accuracy	7	Yes			
12. Ability to determine systems effectiveness	4	Yes	Combine 4, 7 with 12	Yes	TRAEX & Supv Rating
13. Ability to write	13	No			

\* KSAO's contained in X118 are either contained in the KSAO's above or considered non-essential.

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

Figure 8-5. KSAO Determination Sheet

- 
1. Knowledge of developments and trends in communications concepts and technology.
  2. Ability to interpret regulations and procedures.
  3. Ability to analyze.
  4. Ability to determine systems effectiveness.

Figure 8-6. Final KSAO

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III  
RATING GUIDE**

**8-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1. KNOWLEDGE OF DEVELOPMENTS AND TRENDS IN COMMUNICATIONS CONCEPTS AND TECHNOLOGY**—This element includes the knowledge of communications systems, knowledge of communications operations and knowledge of communications technology.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

<b>4 pts</b>	Has performed tasks within a communications facility to determine needs, equipment, number of people required, etc. <i>Sample task:</i> Coordinated integration of various communications media where economical and practical; or possesses formal training in communications trends related to systems involved in the position to be filled.
<b>3 pts</b>	Has applied an understanding of pertinent policies and procedures and of guides, precedents and established practices to accomplish the objectives of an assignment. <i>Sample task:</i> Has devised configuration of equipment and circuits.
<b>2 pts</b>	Coordinates and provides advice to communications operations and facilities of a routine nature. <i>Sample task:</i> Answers questions related to current trends in communications.
<b>1 pt</b>	Possesses an understanding of the principles and concepts of one communications system.

Figure 8-7. Rating Guide

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**KSAO NO. 2. ABILITY TO INTERPRET REGULATIONS AND PROCEDURES**—Includes knowledge of regulations, communications techniques and functions.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- 4 pts** Has evaluated impact on communications operations to establish procedures. Has recommended changes to procedures gained through assignments in operational facilities. *Sample task:* Establishes standard operating procedures for a particular communications facility.
- 3 pts** Interprets and executes policy and procedures to implement day-to-day operations. *Sample task:* Develops internal operating instructions and procedural manuals on standard procedures which require minor adaptation and supplementation to meet local network needs.
- 2 pts** Has applied standard guides to projects which are specifically defined and for which sources of information are defined. *Sample task:* Consulted AR's, DCA's or other appropriate regulations/manuals for guidance on problems which can be resolved by application of standard guides.
- 1 pt** Has located and developed communications data to be utilized by a higher level specialist. *Sample task:* Researches standard, readily available information from manuals, regulations, etc.

Figure 8-7. Rating Guide—Continued

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**KSAO NO. 3.** ABILITY TO ANALYZE—Includes knowledge of systems analysis, ability to analyze customer requirements, and ability to analyze data accuracy.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- 4 pts** Has performed analysis of basic and contingent communications requirements and recommended the most economical course of action to be taken. *Sample tasks:* (1) Determines routing in case of an emergency such as power failure. (2) Determines alternative equipment to be used when standard equipment is not available.
- 3 pts** Analyzes traffic loads and communications service requirements and capabilities. *Sample tasks:* (1) Reviews requests from installations or organizations serviced for communications services of a standard nature or for minor changes to existing equipment and recommends action. (2) Executes contingency plans in the event of a crisis based on a knowledge of system capabilities.
- 2 pts** Evaluates orders for installation of equipment or similar work products for completion of an assigned project. *Sample task:* Contacts representatives of user installations/organizations to gather technical information to be forwarded to higher level specialist for completion of project.
- 1 pt** Has performed evaluations involving a limited variety of equipment which are well covered by established policies and procedures. *Sample task:* Monitors the flow of traffic through a message center to determine processing time for each step.

Figure 8-7. Rating Guide—Continued

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**KSAO NO. 4. ABILITY TO DETERMINE SYSTEMS EFFECTIVENESS**—Includes ability to resolve problems and ability to determine reliability of services.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

<b>4 pts</b>	Has evaluated the applicability of current technological advances, the effectiveness of alternative methods, and compatibility with related processes or systems. <i>Sample task:</i> Involved in devising handling and operating procedures to effect more rapid and efficient processing of communications.
<b>3 pts</b>	Assessed the effectiveness of message transmitting systems to insure rapid and efficient processing of traffic. <i>Sample task:</i> Has been involved in determination of routing plans, circuit or channel requirements, types of equipment to be used, layout of facilities.
<b>2 pts</b>	Has determined the volume and distribution of traffic within a communications system to be used by other specialists in traffic analysis. <i>Sample task:</i> Has studied technical data on different models of equipment to compare performance characteristics.
<b>1 pt</b>	Assists in resolving the daily workload within a communications operation. <i>Sample task:</i> Has worked with the functional components of a minor communications systems.

Figure 8-7. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV  
RATING FORMS**

**8-6. Rating Forms.**

This section contains the following documents.

- a. Supplemental Applicant Questionnaire. (Fig 8-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 8-9)
- c. Supervisory Rating. (Fig 8-10)
- d. Individual SME Panel Rating Form. (Fig 8-11)
- e. Final Rating Form. (Fig 8-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection, and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING: Date: \_\_\_\_\_

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 8-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1.** KNOWLEDGE OF DEVELOPMENTS AND TRENDS IN COMMUNICATIONS CONCEPTS AND TECHNOLOGY—This element includes knowledge of communications systems, knowledge of communications operations and knowledge of communications technology.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 8-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2. ABILITY TO INTERPRET REGULATIONS AND PROCEDURES**—This element includes the knowledge of regulations, communications techniques and functions, and ability to interpret regulations.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 8–8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. ABILITY TO ANALYZE**—This element includes knowledge of systems analysis, ability to analyze customer requirements, and ability to analyze data accuracy.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 8-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4. ABILITY TO DETERMINE SYSTEMS EFFECTIVENESS**—This element includes the ability to determine reliability of services and ability to resolve problems.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 8-8. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

The person identified below is being considered for the position of Communications Specialist, GS-393-9.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

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Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each Knowledge or Ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 8-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. KNOWLEDGE OF DEVELOPMENT AND TRENDS IN COMMUNICATIONS CONCEPTS AND TECHNOLOGY**—This includes knowledge of communications systems, knowledge of communications operations and knowledge of communications technology.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Coordinates and provides advice to communications operations and facilities of a routine nature. *Sample Task:* Answers questions related to current trends in communications.
- \_\_\_ b. Has performed tasks within a communications facility to determine needs, equipment, number of people required, etc. Possesses formal training in communications trends. *Sample Task:* Coordinated integration of various communications media where economical and practical; or possesses formal training in communication trends.
- \_\_\_ c. Possesses an understanding of the principles and concepts of one communications system.
- \_\_\_ d. Has applied an understanding of pertinent policies and procedures and of guides, precedents and established practices to accomplish the objectives of an assignment. *Sample Task:* Has devised configuration of equipment and circuits.
- \_\_\_ e. Don't know.

Figure 8–9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. ABILITY TO INTERPRET REGULATIONS AND PROCEDURES**—This element includes knowledge of regulations, communications techniques and functions, and ability to interpret regulations.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Interprets and executes policy and procedures to implement day-to-day operations. *Sample Task:* Develops internal operating instructions and procedural manuals on standard procedures which require minor adaptation and supplementation to meet local networks needs.
- \_\_\_ b. Has evaluated impact on communications operations to establish procedures. Has recommended changes to procedures gained through assignments in operational facilities. *Sample Task:* Established standard operating procedures for a particular communications facility.
- \_\_\_ c. Has applied standard guides to projects which are specifically defined and for which sources of information are defined. *Sample Task:* Consulted AR's, DCA's or other appropriate regulations/manuals for guidance on problems which can be resolved by application of standard guides.
- \_\_\_ d. Has located and developed communications data to be utilized by a higher level specialist. *Sample Task:* Researches standard, readily available information from manuals, regulations, etc.
- \_\_\_ e. Don't know.

Figure 8-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. ABILITY TO ANALYZE**—This element includes knowledge of system analysis, ability to analyze customer requirements, and ability to analyze data accuracy.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_\_\_ a. Has performed evaluations involving a limited variety of equipment which are well covered by established policies and procedures. *Sample Task:* Monitors the flow of traffic through a message center to determine processing time for each step.
- \_\_\_\_\_ b. Evaluates orders for installation of equipment or similar work products with receipt of specific instructions by supervisor for completion of an assigned project. *Sample Task:* Contacts representatives of user installations/organizations to gather technical information to be forwarded to higher level specialist for completion of project.
- \_\_\_\_\_ c. Analyzes traffic loads and communications service requirements and capabilities. *Sample Tasks:* (1) Reviews requests from installations or organizations serviced for communications services of a standard nature or for minor changes to existing equipment and recommends action. (2) Executes contingency plans in the event of a crisis based on a knowledge of systems capabilities.
- \_\_\_\_\_ d. Has performed analysis of basic and contingent communications requirements and recommended the most economical course of action to be taken. *Sample Tasks:* (1) Determines routing in case of an emergency such as power failure. (2) Determines alternative equipment when standard equipment is not available.
- \_\_\_\_\_ e. Don't know.

Figure 8-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO DETERMINE SYSTEMS EFFECTIVENESS—**  
This element includes ability to determine reliability of services  
and ability to resolve problems.

(*Note:* Sample tasks provided with each level description are derived from  
the vacant job or other jobs. They are included only to clarify the level de-  
scriptions and need not specifically match tasks performed by the appli-  
cant.)

**Level Descriptions**

- a. Has determined the volume and distribution of traffic within a communications system to be used by other specialists in traffic analysis. *Sample Task:* Has studied technical data on different models of equipment to compare performance characteristics.
- b. Has evaluated the applicability of current technological advances, the effectiveness of alternative methods, and compatibility with related processes or systems. *Sample Task:* Involved in devising handling and operating procedures to effect more rapid and efficient processing of communications.
- c. Assists in resolving the daily workload within a communications operation. *Sample Task:* Has studied the functional components of a minor communications systems and possesses a general understanding of the principles and techniques involved.
- d. Assessed the effectiveness of message transmitting systems to insure rapid and efficient processing of traffic. *Sample Task:* Has been involved in determination of routing plans, circuit or channel requirements, types of equipment to be used, layout facilities.
- e. Don't know.

Figure 8-9. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared by	Title & Grade	Organization Unit

Working Relationship to Employee:

Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Communications Specialist, GS-393-9.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 8-10. Supervisory Rating

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**Communications Specialist  
GS-393-9**

- \_\_\_\_ 1. **KNOWLEDGE OF DEVELOPMENTS AND TRENDS IN COMMUNICATIONS CONCEPTS AND TECHNOLOGY**—This element includes the knowledge of communications systems, knowledge of communications operations, and knowledge of communications technology.
- \_\_\_\_ 2. **ABILITY TO INTERPRET REGULATIONS AND PROCEDURES**—This element includes the knowledge of regulations, communications techniques and functions.
- \_\_\_\_ 3. **ABILITY TO ANALYZE**—This element includes knowledge of systems analysis, ability to analyze customer requirements, and ability to analyze data accuracy.
- \_\_\_\_ 4. **ABILITY TO DETERMINE SYSTEMS EFFECTIVENESS**—This element includes the ability to determine reliability of services.

Figure 8-10. Supervisory Rating—Continued

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**Communications Specialist, GS-393-9**  
Name of Applicant \_\_\_\_\_

Instructions: Panel rater will review all information available on each applicant and assign a point value of 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Knowledge of developments and trends in communications concepts and technology.		
2. Ability to interpret regulations and procedures.		
3. Ability to analyze.		
4. Ability to determine systems effectiveness.		

\_\_\_\_\_  
Panel member signature and date

Figure 8-11. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_ (This figure must be  
(# of KSAO) Final Score 3 or above to be  
 considered "highly  
 qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 8-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 9**

### **MODEL CREDITING PLAN—Communications Specialist, GS-393-11**

#### **Section I**

#### **GENERAL INFORMATION**

##### **9-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Rating

##### **9-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, SF 171
- Supplemental Applicant Questionnaire. (Fig 9-8)
- Supplemental Questionnaire for Supervisors. (Fig 9-9)
- Supervisory Rating. (Fig 9-10)
- Individual SME Panel Rating Form. (Fig 9-11)
- Final Rating Form. (Fig 9-12)

##### **9-3. CANDIDATE EVALUATION.**

*a.* Step 1—Review for Basic Eligibility and Minimum Qualifications: Personnel Staffing Specialist(s) will complete a preliminary review of Official Personnel Folders and/or applications (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated December 1969 for Communications Specialist, GS-393, in OPM Handbook X-118. Applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3, below.

*b.* Step 2—Rating Procedure: The following “highly qualifying criteria” which were developed through a job analysis involving three subject matter experts (SME) in communications will be used to evaluate candidates:

1. **ABILITY TO ANALYZE**—This element includes the ability to identify problem areas, gather data, review, evaluate and recommend solutions.
2. **ABILITY TO PLAN AND COORDINATE ACTIVITIES**—This element includes an understanding of leasing and purchasing/contracting procedures relative to communications services.
3. **ABILITY TO DEVELOP AND DESIGN METHODS AND PROCEDURES**— This element includes the ability to design specific configurations, determine the effects of their relationship to others, and ability to interpret technical data.
4. **ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to document the objective, processes, and conclusions of studies in a comprehensive, thorough manner.

A Rating Guide developed with the technical assistance of the above-mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO).

An ad hoc panel of subject matter experts (SME) chaired by a Personnel Staffing Specialist will be convened to rate all qualified candidates as determined in Step 1 above.

(1) *TRAEX Ratings.* The appropriate points for Training and Experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the subject matter expert is required to record the basis of the points selected in the comment section of the Individual SME Panel Rating Form. The following point values will be placed in the Training/Experience column of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The applicant's supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Reviewing Ratings.* When there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to ensure that all SME generally noted the same facts and interpret the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedure.*

(a) SME points for TRAEX will be averaged for each KSAO. This average will be recorded on the Final Rating Form in the column, "TRAEX Points" by the personnel specialist.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know," an "X" will be placed in the "Supervisory Rating Points" column.

(c) TRAEX Points and Supervisory Rating Points will be averaged and the result will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the TRAEX Points for that KSAO will be recorded in the "Average Points" column. Average Points for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score."

*c. Step 3-Rating to Determine "Highly Qualified":* To be considered a highly qualified candidate for Communications Specialist, GS-393-11, the Final Score must be 3.0 or above.

*d. Step 4-Ranking to Determine "Best Qualified":* The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie breaking factors used if any, will be governed by applicable regulations and the local merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **9-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a.* Memorandum Documenting the Job Analysis Process. (Fig 9-1)
- b.* SME Participating in KSAO Determination. (Fig 9-2)
- c.* Statement of Duties—Communications Specialist, GS-393-11. (Fig 9-3)
- d.* Job Analysis Interview. (Fig 9-4)
- e.* KSAO Consolidation. (Fig 9-5)
- f.* Final KSAO. (Fig. 9-6)

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MEMORANDUM FOR THE RECORD

SUBJECT: Job Analysis for Communications Specialist, GS-0393-11

1. Three subject matter experts (SME) in the Communications Career Program met with the undersigned to conduct a job analysis interview. Each SME and the undersigned developed four or five major functions to be performed for the job and corresponding KSAO. The KSAO were then ranked, reviewed to determine whether they were essential, and were combined to arrive at the five KSAO used in the crediting plan.
2. Each SME and the undersigned then individually developed general level definitions and sample tasks. These were then discussed among the panel members for modification and finalization with the end product depicted in the attached crediting plan. The results of the panel have been agreed upon between the SME and the undersigned and are felt to allow for distinguishing the superior applicants from other candidates.
3. SME also reviewed the Supplemental Applicant Questionnaire to confirm that the questions were likely to elicit the information needed.
4. KSAO ranking was accomplished as a group project and therefore there is only one consensus KSAO ranking sheet.

/signed/  
Specialist

Figure 9-1. Memorandum for the Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Communications Specialist, GS-393-13
SME Number 2	Communications Management Specialist, GS-391-13
SME Number 3	Communications Management Specialist, GS-391-12
<b>Technical Support</b>	
<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Supervisory Personnel Staffing Specialist

Figure 9-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY JOB DESCRIPTION</b> <small>For use of this form, see CPR 501; the proponent agency is DCSPER.</small>		1. JOB NUMBER  2801	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  CSC PCS for the GS-393 series, dated June 1969		5. TITLE Communications Specialist	
		6. PAY SCHEDULE GS	7. OCC CODE 393
		8. GRADE 11	10. COMP LEVEL 007
		9. FAIR LABOR STANDARDS ACT <input checked="" type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Receives assignments in terms of scope and objectivity of projects, special requirements, and relative priorities. Independently identifies potential problem areas and determines approaches for resolving them. Independently interprets policies, adapts guides and techniques, modifies standard practices and procedures, and extends general concepts and principals to resolve problems for which standard guides are inadequate. Consults supervisor on interpretation of general policies and on controversial issues. Decisions involving controversial issues or major deviations are reviewed for methodology and soundness of judgement. Other work is reviewed for results achieved and conformance to general policies and project objectives.			
<u>MAJOR DUTIES</u>			
Responsible for reviewing, analyzing, evaluating, and proposing improvements to leased communications services to insure the most economical and judicious use of circuits and equipment. Provides technical expertise for assignments involving telephone, data, or facsimile systems, etc. Independently carries out assignments			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED.

Figure 9-3. Job Description

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by applying a thorough knowledge of leasing procedures, telephone and data systems, switched and non-switched networks and associated terminating equipment including, but not limited to dial central office, modems, multiplexing techniques and equipment, computer concepts and interface equipments. Reviews and analyzes requests for service (received on a continuous basis) for leased communications in AUTODIN, and non-switched networks to provide maximum user support with a minimum impact to system use and budget programs.

1. Reviews requests for "long-haul" (i.e., leased through DECCO-Defense Communications Office) leased communications services such as installation of telephones, leased line, facsimile equipment, etc., for such things as format, completeness of description of service requested, compatibility of service requested with existing equipment, costs of services requested and possible alternatives. From above review determines possible problem areas, projected costs of services, etc., and makes recommendation to higher headquarters as to acceptance of proposal. Documents reasons for nonacceptable service proposals (e.g., noncompatibility of equipment, services is available through another means, regulatory problems, etc.) and prepares recommendations for alternative solutions. Position serves as primary staff action officer for the review of all leased requirements for facsimile equipments.

2. Reviews, evaluates, recommends alternatives and recommends approval/disapproval on Local Service Requests for data and teletype services exceeding \$1,000 in total monthly costs or \$12,000 in total annual costs.

3. Reviews, controls and monitors non-switched voice requests for services (RFSs) submitted to the USARCCO by all intermediate and subordinate commands except the Operations Command. This responsibility includes all RFSs and TELERS originating from DCPA.

4. Interprets higher headquarters policy pertaining to acquisition and control of local leased telecommunications and distributes explanatory material and guidance to user elements. Develops and implements procedural guidance and explanations or policy based on repeated user inquiries and observation of repeated procedural or policy errors of serviced elements. Coordinates as necessary with higher, lateral and lower command elements in determining courses of action to eliminate problem areas and provide solutions applicable throughout the command. Personally prepares guidance as above or requests guidance from ACC or DA elements as necessary.

5. Provides technical expertise for economic analysis. Prepares data for budget estimates and program requirements for existing and planned communications requirements to show increases or decreases in communication service costs. Develops current fiscal year requirement estimates. Participates with higher headquarters in design of telephone or data network changes to insure customer requirements are provided with minimum expenditure of government funds.

6. Primary staff action officer (PSAO), responsible for performing the function of area Communications-Electronics (C-E) Officer in support of the Fort Ritchie Purchasing and Contracting (P&CO), and for all activities receiving leased communications support from the Fort Ritchie P&CO. Functions include: final review of requirements, nominating individuals to be contracting officer representatives, insuring that CSA preparation is in accordance with prescribed procedures and insuring that services are revised on an annual basis.

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Figure 9-3. Job Description—Continued

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7. Maintains constant awareness of telephone or data technology, system growth, system cost factors, major tariff changes and budgeted funds available to meet leased communications requirements through review of periodicals, local documents, discussions with manufacturers representatives and command personnel. Forecasts future growth and expansion of communications systems and facilities leased in support of military communications requirements based on exposure to requests for service, knowledge of pending mission of organizational changes, etc.

8. Represents the command as required on specific committees, panels, and working groups convened for purposes of conducting specific studies, developing standards, coordination and resolving mutual problems, and exchanging information in the field of telephone or data communication services and military communication systems.

Performs other duties as assigned.

**Figure 9-3. Job Description—Continued**

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**JOB TITLE:** Communications Specialist,  
GS-393-11

**SIGNATURE:** \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Review, evaluate, control, monitor requests for service. Recommend approval/disapproval, alternatives. Prepare recommendations.

2. Interprets policy. Develops and implements guidance. Coordinates courses of action.

3. Provides technical expertise for economic analysis. Prepares data for budget estimate and program requirements.

4. Forecasts future growth and expansion. Maintains awareness of technology.

5. Represents command on special committees, panels, etc. Prepares studies. Coordinates and resolves problems.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Ability to evaluate and make  
recommendations. Ability to analyze.

2. Ability to interpret, coordinate  
actions and plan. Ability to develop  
new procedures.

3. Ability to interpret technical  
data. Understanding of budget policy,  
procedures and techniques.

4. Ability to gather and analyze data.

5. Ability to communicate. Ability to  
coordinate activities. Ability to estab-  
lish effective personal contacts.

Figure 9-4. Job Analysis Interview

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
1. Ability to evaluate and make recommendations	3	yes			
2. Ability to Analyze	1	yes	Combine with 1 and 7	yes	TRAEX & Supv Rating
3. Ability to Interpret, Coordinate actions & Plan	6	yes		yes	
4. Ability to Develop new Procedures	7	yes	Combine with 5	yes	TRAEX & Supv Rating
5. Ability to Interpret Technical Data	5	yes		yes	
6. Understanding of Budget Policy, Proc. & Techn.	10	No			
7. Ability to Gather & Analyze Data	2	yes			
8. Ability to communicate in writing	8	yes		yes	TRAEX & Supv Rating
9. Ability to establish effective pers. contacts	9	No			
10. Ability to plan and coordinate activities	4	Yes	Combine with 3	yes	TRAEX & Supv Rating

\* KSAO's contained in the X118 are either contained in the KSAO's above or were considered non-essential.

**SIGNATURE:** \_\_\_\_\_ (Consensus SME)                      **DATE:** \_\_\_\_\_

Figure 9-5. KSAO Determination Sheet

- 
1. Ability to analyze.
  2. Ability to plan and coordinate activities.
  3. Ability to develop and design methods and procedures.
  4. Ability to communicate in writing.

Figure 9-6. Final KSAO

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**9-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1. ABILITY TO ANALYZE**—This element includes the ability to identify problem areas, gather data, review, evaluate, and recommend solutions.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

<b>4 pts</b>	Analyzes the communications requirements of various organizations. <i>Sample Tasks:</i> (1) Reviews requests for proposed improvements to leased communication services to insure most economical and judicious use of circuits; (2) Determines feasibility of installing equipment for direct transmission between organizational units and other organizations.
<b>3 pts</b>	Analyzes requests for service for leased communications. <i>Sample Tasks:</i> (1) Determines compatibility of service requested with existing equipment; (2) Evaluates costs of services requested and recommends possible alternatives.
<b>2 pts</b>	Analyzes space requirements and layout for conventional communications equipment. <i>Sample Tasks:</i> (1) Determines level of equipment needs; (2) Determines most efficient layout and the justification for extra cost attachments or special services.
<b>1 pt</b>	Analyzes the flow of a specific type of traffic through a message center. <i>Sample Tasks:</i> (1) Determines processing for each step; (2) Compares performance characteristics.

Figure 9-7. Rating Guide

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**KSAO NO. 2.** ABILITY TO PLAN AND COORDINATE ACTIVITIES—This element includes an understanding of leasing and purchasing/contracting procedures relative to communications services.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Plans and coordinates network requirements based on traffic statistics. <i>Sample Tasks:</i> (1) Reviews traffic statistics and planned growth to insure timely network expansion; (2) Coordinates proposed network expansion for interservice compatibility. |
| <b>3 pts</b> | Plans elements of traffic study of communications networks. <i>Sample Tasks:</i> (1) Establishes schedules and sampling technique for traffic analysis; (2) Coordinates study efforts with interagency activities.  |
| <b>2 pts</b> | Plans and coordinates communications system expansion based on study results. <i>Sample Tasks:</i> (1) Determines new support requirements of expanded system; (2) Coordinates procedure changes required to support expanded system.                         |
| <b>1 pt</b>  | Tabulates traffic data. <i>Sample Tasks:</i> (1) Organizes statistical data in evaluative categories; (2) Provides data summaries for final analysis.   |

**Figure 9-7. Rating Guide—Continued**

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**KSAO NO. 3. ABILITY TO DEVELOP AND DESIGN METHODS AND PROCEDURES**—This element includes the ability to design specific configurations and determine the effects of their relationship to others; and ability to interpret technical data.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- 4 pts** Devises necessary adaptations and deviations from standard practices. *Sample Tasks:* (1) Participates in design of telephone or data network changes; (2) Interprets systems engineering related data for multimedia communications systems.
- 3 pts** Develops new or revised operating procedures. *Sample Tasks:* (1) Reviews planning data and designs modified procedures to accommodate changes in workloads or services; (2) Develops procedures to implement new communications techniques related to systems design.
- 2 pts** Develops modifications of conventional communications equipment. *Sample Tasks:* (1) Develops local instructions of minor adaptation and supplementation to meet local needs. (2) Recommends changes in communications transmission media.
- 1 pt** Devises new methods of controlling organizational workload flow. *Sample Task:* Modified local operating procedures manual.

Figure 9-7. Rating Guide—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to document the objective, processes, and conclusions of studies in a comprehensive thorough manner.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

<b>4 pts</b>	Prepares studies on data transmission equipment requirements. <i>Sample Task:</i> Writes reports reflecting why equipment should or should not be adopted.
<b>3 pts</b>	Prepares studies on program requirements. <i>Sample Task:</i> Writes reports reflecting justification for communications service increases.
<b>2 pts</b>	Prepares input to major studies. <i>Sample Task:</i> Assists in the evaluation of a project.
<b>1 pt</b>	Prepares reports of a repetitive nature. <i>Sample Task:</i> Periodically provides status of current workload.

Figure 9-7. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV  
RATING FORMS**

**9-6. Rating Forms**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 9-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 9-9)
- c. Supervisory Rating. (Fig 9-10)
- d. Individual SME Panel Rating Form. (Fig 9-11)
- e. Final Rating Form. (Fig 9-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING: Date: \_\_\_\_\_

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 9-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1. ABILITY TO ANALYZE**—This element includes the ability to identify problem areas; gather data, review, evaluate and recommend solutions.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 9–8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** ABILITY TO PLAN AND COORDINATE ACTIVITIES—This element includes an understanding of leasing and purchasing/contracting procedures relative to communications services.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 9-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. ABILITY TO DEVELOP AND DESIGN METHODS AND PROCEDURES**—This element includes the ability to design specific configurations and determine the effects of their relationship to others; and ability to interpret technical data.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 9-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to document the objective, processes, and conclusions of studies in a comprehensive, thorough manner.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 9-8. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★ ★

The person identified below is being considered for the position of Communications Specialist, GS-393-11.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

---

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each Knowledge or Ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 9-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. ABILITY TO ANALYZE**—This element includes the ability to identify problem areas, gather data, review, evaluate and recommend solutions.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- a. Analyzes requests for service for leased communications. *Sample Tasks:* (1) Determines compatibility of service requested with existing equipment; (2) Evaluates cost of services requested and recommends possible alternatives.
- b. Analyzes the flow of a specific type of traffic through a message center. *Sample Tasks:* (1) Determines processing for each step; (2) Compares performance characteristics.
- c. Analyzes space requirements and layout for conventional communications equipment. *Sample Tasks:* (1) Determines level of equipment needs; (2) Determines most efficient layout and the justification for extra cost attachments or special services.
- d. Analyzes the communications requirements of various organizations. *Sample Tasks:* (1) Reviews requests for proposed improvements to leased communications services to insure most economical and judicious use of circuits; (2) Determines feasibility of installing equipment for direct transmission between organizational units and other organizations.
- e. Don't know.

Figure 9-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. ABILITY TO PLAN AND COORDINATE ACTIVITIES**—This element includes an understanding of leasing and purchasing/contracting procedures relative to communications services.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- a. Plans elements of traffic study of communications networks. *Sample Tasks:* (1) Establishes schedules and sampling technique for traffic analysis; (2) Coordinates study efforts with interagency activities.
- b. Plans and coordinates network requirements based on traffic statistics. *Sample Tasks:* (1) Reviews traffic statistics and planned growth to insure timely network expansion; (2) Coordinates proposed network expansion for interservice compatibility.
- c. Plans and coordinates communications system expansion based on study results. *Sample Tasks:* (1) Determines new support requirements of expanded system; (2) Coordinates procedure changes required to support expanded system.
- d. Tabulates traffic data. *Sample Tasks:* (1) Organizes statistical data in evaluative categories; (2) Provides data summaries for final analysis.
- e. Don't know.

Figure 9-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO. NO. 3. ABILITY TO DEVELOP AND DESIGN METHODS AND PROCEDURES**—This element includes the ability to design specific configurations and determine the effects of their relationship to others, and ability to interpret technical data.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- a. Develops new or revised operating procedures. *Sample Tasks:* (1) Reviews planning data and designs modified procedures to accommodate changes in workloads or services; (2) Develops procedures to implement new communications techniques.
- b. Devises necessary adaptations and deviations from standard practices. *Sample Tasks:* (1) Participates in design of telephone or data network changes; (2) Develops necessary changes in policies and procedures based on impact of changes in regulatory material.
- c. Devises new methods of controlling organizational workload flow. *Sample Task:* Modifies local operating procedures manual.
- d. Develops modifications of conventional communications equipment. *Sample Task:* Develops local instructions of minor adaptation and supplementation to meet local needs.
- e. Don't know.

Figure 9-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE IN WRITING**—This element includes the ability to document the objective, processes, and conclusions of studies in a comprehensive thorough manner.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- a. Prepares studies on program requirements. *Sample Task:* Writes reports reflecting justification for communications service increases.
- b. Prepares input to major studies. *Sample Task:* Assists in the evaluation of a project.
- c. Prepares studies on data transmission equipment requirements. *Sample Task:* Writes reports reflecting why equipment should or should not be adopted.
- d. Prepares reports of a repetitive nature. *Sample Task:* Periodically provides status of current workload.
- e. Don't know.

Figure 9-9. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

The person identified above is being considered for Communications Specialist, GS-0393-11.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

**INSTRUCTIONS ON COMPLETING RATING**

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

- 4. The employee has demonstrated superior quality of performance in this KSAO.
- 3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
- 2. The employee has demonstrated acceptable quality of performance in this KSAO.
- 1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 9-10. Supervisory Rating

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**Communications Specialist  
GS-393-11**

- \_\_\_ 1. ABILITY TO ANALYZE—This element includes the ability to identify problem areas, gather data, review, evaluate and recommend solutions.
- \_\_\_ 2. ABILITY TO PLAN AND COORDINATE ACTIVITIES—This element includes an understanding of leasing and purchasing/contracting procedures relative to communications services.
- \_\_\_ 3. ABILITY TO DEVELOP AND DESIGN METHODS AND PROCEDURES—This element includes the ability to design specific configurations and determine the effects of their relationship to others; and ability to interpret technical data.
- \_\_\_ 4. ABILITY TO COMMUNICATE IN WRITING—This element includes the ability to document the objective, processes, and conclusions of studies in a comprehensive, thorough manner.

Figure 9-10. Supervisory Rating—Continued

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**Communications Specialist, GS-393-11**

Name of Applicant \_\_\_\_\_

Instructions: Panel rater will review all information available on each applicant and assign a point value of 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Ability to analyze.		
2. Ability to plan and coordinate activities		
3. Ability to develop and design methods and procedures.		
4. Ability to communicate in writing.		

\_\_\_\_\_  
Panel member signature and date

Figure 9-11. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 9-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 10**

### **MODEL CREDITING PLAN—Voucher Examiner, GS-540-5**

#### **Section I**

#### **GENERAL INFORMATION**

##### **10-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Rating

##### **10-2. RATING FORMS**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statements, SF 171
- Supplemental Applicant Questionnaire. (Fig 10-8)
- Supplemental Questionnaire for Supervisors. (Fig 10-9)
- Supervisory Rating. (Fig 10-10)
- Individual SME Panel Rating Form. (Fig 10-11)
- Final Rating Form. (Fig 10-12)

##### **10-3. CANDIDATE EVALUATION**

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialists(s) will complete a preliminary review of Official Personnel Folders and/or applications (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated October 1977 for Voucher Examiner series, GS-540, in OPM Handbook X-118. Applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3, below.

*b. Step 2—Rating Procedure:* The following “highly qualifying criteria”, which were developed through a job analysis involving three subject matter experts (SME) in the pay and examination process, will be used to evaluate candidates:

1. **ABILITY TO READ, INTERPRET AND ANALYZE DATA.** This includes the ability to read and apply procedures established by regulations or other guidance in the examination and analysis which precedes preparation of the voucher.
2. **ABILITY TO MAINTAIN LOGS.** This includes the ability to maintain several logs and spread sheets which require daily entries, while applying a knowledge of the proper appropriation to be charged.
3. **SKILL IN MAKING ARITHMETIC COMPUTATIONS.** This includes the ability to determine the proper formula in computing discounts as agreed to in the contract, discover errors in computation in invoices, and accurately carry out the four basic arithmetic functions.
4. **ABILITY TO COMMUNICATE VERBALLY.** This includes the ability to request or provide data from contractors, vendors, or others as appropriate to clarify specific charges on invoices.
5. **ABILITY TO COMMUNICATE IN WRITING.** This includes the ability to prepare letters addressing billing problems or requesting additional information.

A Rating Guide developed with the technical assistance of the above mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO).

An ad hoc panel of subject matter experts chaired by a personnel staffing specialist will be convened to rate all qualified candidates as determined in step 1 above.

(1) *Training & Experience Ratings.* The appropriate points for training and experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award

should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the subject matter expert is required to record the basis of the points selected in the comment section of the Individual SME Panel Rating Form. The following point values will be placed in the "Training/Experience Column" of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The applicant's supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Reviewing Ratings.* When there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion in intended to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedure.*

(a) SME points for TRAEX will be averaged for each KSAO. This average will be transferred to the Final Rating Form and recorded in the "TRAEX points" column by the Personnel Staffing Specialist.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the Supervisory Rating Points column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know," an "X" will be placed in the "Supervisory Rating Points" column.

(c) "TRAEX Points" and "Supervisory Rating Points" will be averaged and the result will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the "TRAEX Points" for that KSAO will be recorded in the "Average Points" column. "Average Points" for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score".

c. Step 3—Rating to Determine "Highly Qualified." To be considered a highly qualified candidate for Voucher Examiner, GS-540-5, the Final Score must be 3.0 or above.

d. Step 4—Ranking to Determine "Best Qualified". The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors will be governed by applicable regulations and the merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **10-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 10-1)
- b. SME Participating in KSAO Determination. (Fig 10-2)
- c. Statement of Duties—Voucher Examiner, GS-540-05. (Fig 10-3)
- d. Job Analysis Interview. (Fig 10-4)
- e. KSAO Consolidation. (Fig 10-5)
- f. Final KSAO. (Fig 10-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job analysis for Voucher Examiner, GS-540-5

1. Three subject matter experts (SME) from the Pay and Examination Branch of the Finance and Accounting Division met with the undersigned to conduct a job analysis interview. The undersigned had developed a list of duties and one representative KSAO for each duty (Fig 10-4(a)). After changing the technical wording of major duty number one, the SME approved this list and brainstormed additional KSAO for a total of seven (Fig 10-4(b)). The SME ranked the KSAO finding all except number three essential. They then combined KSAO numbers one and seven, as these abilities were thought to be inherent in one another as related to this particular position. It was decided that the five remaining KSAO would distinguish superior from barely acceptable candidates.
2. The next step was to develop definitions of the KSAO. This was done as a group project, with the undersigned recording the ideas presented. Levels of possession were then discussed in the same manner and sample tasks elicited where applicable. The undersigned then consolidated and polished these ideas and asked the SME to review. With a few minor revisions, the SME agreed with the general level definitions as seen in the Rating Guide.

/signed/  
Personnel Management Specialist

Figure 10-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Mechanized System Accountant, GS-501-07
SME Number 2	Supervisory Voucher Examiner, GS-540-06
SME Number 3	Voucher Examiner, GS-540-06
<b>Technical Support</b>	
<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Management Specialist

Figure 10-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501. the proponent agency is DCSPER</small>		1. JOB NUMBER 10837	
2. INSTALLATION OR HEADQUARTERS OFFICE  HQ MTMCEA		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i> Comptroller Directorate, Finance & Acctg. Center, Pay and Examination Branch, Commercial Accounts Section	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  CSC STD: Voucher Exam, GS-540, 12/64.		5. TITLE Voucher Examiner	
		6. PAY SCHEDULE Class Act	7. OCC CODE GS-540
		8. GRADE 05	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input checked="" type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Works under supervision of Chief of Commercial Accounts Section, who furnishes oral and written instructions on new or revised policies and procedures, and assistance on the handling of controversial or unprecedented problems; otherwise, accomplishes duties with considerable independence. Completed work is spot-checked for compliance with policies and procedures, and for application of contract and agreement provisions.			
<u>MAJOR DUTIES</u>			
Performs comprehensive audit/examination of commercial invoices and government voucher and supporting documents for accuracy, legality of charges and payee entitlement. These cover a wide range and diversification of supplies, equipment and a variety of services (i.e., construction, building, leasing, utilities, repair and maintenance equipment rental, Household Goods non-temporary storage and drayage, etc.), for all organizations supported on a MTMC-wide basis including terminals, outposts, tenant and satellite organizations, through procurement contracts and agreements; local purchase inter and intra-agency (D/A, DOD) and other cross-service agreements. Applies a comprehensive knowledge of policies, procedures and other instructions established by higher and local authorities; and a thorough knowledge of procurement regulations,			

DA FORM 374  
1 JUN 76

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Figure 10-3. Job Description

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contract and agreement provisions, tariffs and other controls pertinent to the examination and processing of invoices and vouchers.

1. Examines and audits invoices and vouchers and supporting documents for legality of charges, accuracy, and entitlement of payees for supplies and services.

a. Supplies & Equipment: Analyses invoices and vouchers to ensure that required data and certifications have been included; and validates such invoices against supporting documents (i.e., purchase or delivery orders, receiving reports, etc.) to determine (and to compute where necessary) whether nature of items, quantities, and charges are in agreement and proper and whether discounts, overshipments or under shipments vs allowable overages and shortages, partial shipments or payments are involved. Refers to contracts, service agreements, purchase orders, as appropriate, to ensure proper items, rates and other data. In cases of discrepancies corrects and/or returns invoices in accordance with established procedures. Maintains record of payments against each purchase or delivery order until all items have been received or cancelled.

b. Services: Examines invoices and supporting documents such as project progress reports, delivery or job orders, IBM rental reports and others and check against applicable contracts and agreements to ensure that the nature of the services and rates charged are proper, particularly noting discount provisions, contract modifications and charge orders, partial, progress or final payments, and percentage of completion for Engineer and other contracts. Verifies modifications and authority for releasing 10% withholding on Engineer contracts. Where discrepancies are found, obtains clarifying information, correct or additional supporting documents from the organizations involved; makes necessary corrections or adjustments; and prepares and/or reviews vouchers prepared. Factors involved are dissimilar contracts and appropriations, different price bases, price adjustments as result of contract modifications, and other factors.

c. Household Goods: Examines invoices from contracts and supporting documents (i.e., orders, certifications of services, travel orders, etc.), governing the non-temporary storage of and related services (packaging and crating, drayage, etc.) for household goods of DOD military and other authorized personnel. Validates invoices against delivery orders, and other documents for agreement of services rendered, fund appropriations and other data; and against basic agreements (contracts) to ensure propriety of services, rates and total charges; makes necessary corrections and adjustments to invoices; and prepares payment vouchers.

d. Cargo Handling: Examines invoices received from vessel operators and other and related supporting documents covering cargo shipped under MSC Space Charter Agreements through commercial ports throughout the Command. Audits support documents such as mechanized or manual commodity and activity listings, etc., indicating vessel, commodity categories, nature of activity, i.e., loading, clerking and checking etc., area, contractor, activity, cost and other required codes, quantities, unit costs, extensions and total charges for accuracy by checking against tonnage controls and accounting accruals maintained by others and against the Command Rate Tariff and/or contracts as appropriate for proper rates, legality of charges and payee entitlement. Changes total tonnages and charges of invoices to agree with tonnage control and accounting accruals after rechecking supporting documents and/or contacting Division personnel concerned for reasons for differences. Where discrepancies in activity, accounting and other codes, unit rates and other disagreements are involved, rechecks supporting documents, refers to rate tariff or contract, manifest, time and activity

Figure 10-3. Job Description—Continued

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reports, and other Division records; makes necessary corrections; and prepares adjustments. As required, examiners for waterfront and related services furnished by stevedoring, authorities and others for the handling of export and import cargo at any of the Command terminals, outports and other facilities.

2. Maintains contact, through correspondence, telephone, personal, with vendors, contractors, and using Command organizations concerned in connection with voucher examining duties. Establishes and maintains voucher and payment logs and controls; and performs other related duties.

Performs other duties as assigned.

**Figure 10-3. Job Description—Continued**

---

JOB TITLE: Voucher Examiner

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Examines Vouchers
2. Maintains payment and fund control logs
3. Prepares accounting adjustments to reconcile accounts
4. Maintains contact with contractors, vendors and others as necessary.
- 5.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Ability to read and apply contracts  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. Ability to maintain bookkeeping logs  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. Skill in making arithmetic computations  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. Ability to communicate verbally  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Figure 10-4. Job Analysis Interview

JOB TITLE: Voucher Examiner

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Examines documents related to preparation of the voucher

2. Maintains payment and funds control logs

3. Prepares adjustments to reconcile accounts

4. Maintains contact with contractors, vendors, and others as necessary

5.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. 1. Ability to read and interpret provisions of contracts

7. Ability to analyze data

2. 2. Ability to maintain detailed logs

3. Ability to apply fund citation

3. 4. Skill in making arithmetic computations

4. 5. Ability to communicate verbally

6. Ability to communicate in writing

5. \_\_\_\_\_

Figure 10-4. Job Analysis Interview—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>
<b>Knowledges, skills, abilities, and other characteristics</b>	<b>KSAO Ranking Column</b>	<b>Essential</b>	<b>KSAO Combination</b>	<b>Distinguishes Superior from Barely Acceptable</b>	<b>Measurement Tool *</b>
1. Ability to read, apply and interpret provisions of contracts	1	Yes	Combine with 7	Yes	<u>TRAEX</u> SA
2. Ability to maintain logs	3	Yes		Yes	<u>TRAEX</u> SA
3. Ability to apply fund citations	7	No			
4. Skill in making arithmetic computations	5	Yes		Yes	<u>TRAEX</u> SA
5. Ability to communicate verbally	4	Yes		Yes	<u>TRAEX</u> SA
6. Ability to communicate in writing	6	Yes		Yes	<u>TRAEX</u> SA
7. Ability to analyze data	2	Yes	Combine with 1		

\*Abbreviations: TRAEX - Training and Experience  
SA - Supervisory Appraisal

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Figure 10-5. KSAO Determination Sheet

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**FINAL KSAO**

1. Ability to read, interpret, and analyze data.
2. Ability to maintain logs.
3. Skill in making arithmetic computations.
4. Ability to communicate verbally.
5. Ability to communicate in writing.

---

Figure 10-6. Final KSAO

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**10-5. Rating Guide.**

This section contains the rating guide.

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<b>KSAO NO. 1.</b>	<b><i>ABILITY TO READ, INTERPRET, AND ANALYZE DATA.</i></b> This includes the ability to read and apply procedures established by regulations or other guidance in the examination and analysis which precedes preparation of the voucher.
<b>Level Descriptions</b>	
<b>4 pts</b>	Analyzes documentation of invoices applying all provisions of the appropriate contract.  <i>Sample Task:</i> Examines the overall transaction. Determines changes in the contract which affect future payments or which are retroactive.
<b>3 pts</b>	Analyzes documentation of invoices applying provisions of complex regulations, statutes, or decisions where full understanding of the contract is not required.  <i>Sample Task:</i> Examines specific entries in the invoice to insure compliance with relevant Joint Travel Regulations, General Accounting Office decisions, Interstate Commerce Commission requirements.
<b>2 pts</b>	Verifies common entries in the documentation applying moderately complex guidelines.  <i>Sample Task:</i> Checks mileage, or weight of shipment following local operating procedures.
<b>1 pt</b>	XXXX

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Figure 10-7. Rating Guide

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**KSAO NO. 2.** *ABILITY TO MAINTAIN LOGS.* This includes the ability to maintain several logs and spread sheets which require daily entries, while applying a knowledge of the proper appropriation to be charged.

**Level Descriptions**

- 4 pts** Has maintain detailed interrelated numerical logs.  
*Sample Tasks:* Maintains spread sheets for several contracts all requiring several daily entries. Maintains logs of appropriation accounts, assuring that the proper accounts are charged.
- 3 pts** Has maintained routine numerical logs.  
*Sample Task:* Has maintained routine numerical logs requiring maintenance of a balance.
- 2 pts** Has maintained simple logs.  
*Sample Task:* Has maintained simple logs such as a work order log, requiring entry by date of receipt.
- 1 pt** XXXX

Figure 10-7. Rating Guide—Continued

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**KSAO NO. 3.** *SKILL IN MAKING ARITHMETIC COMPUTATIONS.* This includes the ability to determine the proper formula in computing discounts as agreed to in the contract, discover errors in computation in invoices, and accurately carry out the four basic arithmetic functions.

**Level Descriptions**

<b>4 pts</b>	Makes arithmetic reviews or carries out arithmetic processes requiring some degree of analysis.  <i>Sample Tasks:</i> Determining the formula to be used (based on the contract provisions), computes rate of discount. Determines formula to be used in computing bills which require several rates. Reviews invoices to determine errors in computation by the vendor.
<b>3 pts</b>	Carries out arithmetic processes, with basic formulas or guidance provided.  <i>Sample Tasks:</i> With the formula provided, can compute discount rate or determine total bill where several rates are involved. Given the basic formula used in computing a bill, can review and detect errors in calculation.
<b>2 pts</b>	Carries out the four basic arithmetic functions accurately.  <i>Sample Task:</i> With the aid of a calculator, can add, subtract, multiply, and divide accurately.
<b>1 pt</b>	XXXX

Figure 10-7. Rating Guide—Continued

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**KSAO NO. 4.** *ABILITY TO COMMUNICATE VERBALLY.* This includes the ability to request or provide data from contractors, vendors, or others as appropriate to clarify specific charges on invoices.

**Level Descriptions**

- 4 pts** Discusses items of a complex nature with contacts outside the organization.  
*Sample Tasks:* Contacts vendors or contractors to clarify discrepancies between invoice received and contract provisions. This includes explaining the reasoning that led to the identification of the discrepancy.
- 3 pts** Discusses items of a routine nature with contacts outside the organization.  
*Sample Task:* Contacts vendors or contractors to clarify discrepancies which are easily reconciled such as a mistake in computation or to request additional information.
- 2 pts** Discusses items of a procedural nature with employees within the organization.  
*Sample Task:* Request clarification from supervisor of procedural nature. Provides routine information to co-workers.
- 1 pt** XXXX

Figure 10-7. Rating Guide—Continued

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**KSAO NO. 5.** *ABILITY TO COMMUNICATE IN WRITING.* This includes the ability to prepare letters addressing billing problems or requesting additional information.

**Level Descriptions**

- 4 pts** Prepares original correspondence of a technical nature.  
*Sample Task:* Prepares letters to contractors requesting clarifying information related to discrepancies between invoice and contract provisions.
- 3 pts** Prepares original correspondence of a routine nature.  
*Sample Task:* Prepares letters to contractors requesting additional information related to an invoice received.
- 2 pts** Prepares correspondence following prescribed format. Completes form letters.
- 1 pt** XXXX

Figure 10-7. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

## **Section IV RATING FORMS**

### **10-6. Rating Forms.**

This section contains the following documents:

- a.* Supplemental Applicant Questionnaire. (Fig 10-8)
- b.* Supplemental Questionnaire for Supervisors. (Fig 10-9)
- c.* Supervisory Rating Form. (Fig 10-10)
- d.* Individual SME Panel Rating Form. (Fig 10-11)
- e.* Final Rating Form. (Fig 10-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice	
Individuals asked or required to furnish personal information are advised of the following:	
AUTHORITY:	5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection, and procedural adequacy of the selection and training and promotion processes.	
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.	

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number

RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 10-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1. ABILITY TO READ, INTERPRET, AND ANALYZE DATA.**  
This includes the ability to read and apply procedures established by regulations or other guidance in the examination and analysis which precedes preparation of the voucher.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards if available).
  
3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 10-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** *ABILITY TO MAINTAIN LOGS.* This includes the above ability to maintain several logs and spread sheets which require daily entries, while applying a knowledge of the proper appropriation to be charged.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, Etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 10-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** *SKILL IN MAKING ARITHMETIC COMPUTATIONS.* This includes the ability to determine the proper formula in computing discounts as agreed to in the contract, discover errors in computation in invoices, and accurately carry out the four basic arithmetic functions.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 10-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** *ABILITY TO COMMUNICATE VERBALLY.* This includes the ability to request or provide data from contractors, vendors, or others as appropriate to clarify specific charges on invoices.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 10-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 5.** *ABILITY TO COMMUNICATE IN WRITING:* This includes the ability to prepare letters addressing billing problems or requesting additional information.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 10-8. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

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The person identified below is being considered for the position of Voucher Examiner, GS-540-5.

To help up determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

### INSTRUCTIONS FOR COMPLETING FORM

For each knowledge or ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 10-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1**    *ABILITY TO READ, INTERPRET, AND ANALYZE DATA.*  
This includes the ability to read and apply procedures established by regulations or other guidance in the examination and analysis which precedes preparation of the voucher.

*(Note: Sample tasks provided with each level description are derived from the vacant job. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- a. Verifies common entries in the documentation applying moderately complex guidelines.  
*Sample Task:* Checks mileage, or weight of shipment following local operating procedures.
- b. Analyzes documentation of invoices applying all provisions of the appropriate contract.  
*Sample Task:* Examines the overall transaction. Determines changes in the contract which affect future payments or which are retroactive.
- c. Analyzes documentation of invoices applying provisions of complex regulations, statutes, or decisions where full understanding of the contract is not required.  
*Sample Task:* Examines specific entries in the invoice to insure compliance with relevant Joint Travel Regulations, GAO decisions, ICC requirements.
- d. Don't know.

Figure 10-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. ABILITY TO MAINTAIN LOGS.** This includes the ability to maintain several logs and spread sheets which require daily entries, while applying a knowledge of the proper appropriation to be charged.

*(Note: Sample tasks provided with each level description are derived from the vacant job. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_ a. Has maintained routine numerical logs.  
*Sample Task:* Has maintained routine numerical logs requiring maintenance of a balance.
- \_\_\_ b. Has maintained detailed interrelated numerical logs.  
*Sample Tasks:* Maintains spread sheets for several contracts all requiring several daily entries. Maintains logs of appropriation accounts, assuring that the proper accounts are charged.
- \_\_\_ c. Has maintained simple logs.  
*Sample Task:* Has maintained simple logs such as a work order log, requiring entry by date of receipt.
- \_\_\_ d. Don't know.

Figure 10-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3.** *SKILL IN MAKING ARITHMETIC COMPUTATIONS.* This includes the ability to determine the proper formula in computing discounts as agreed to in the contract, discover errors in computation in invoices, and accurately carry out the four basic arithmetic functions.

(Note: Sample tasks provided with each level description are derived from the vacant job. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Carries out arithmetic processes, with basic formulas or guidance provided.  
*Sample Tasks:* With the formula provided, can compute discount rate or determine total bill where several rates are involved. Given the basic formula used in computing a bill, can review and detect errors in calculations.
- \_\_\_ b. Carries out the four basic arithmetic functions accurately.  
*Sample Task:* With the aid of a calculator, can add, subtract, multiply, and divide accurately.
- \_\_\_ c. Makes arithmetic reviews or carries out arithmetic processes requiring some degree of analysis.  
*Sample Tasks:* Determining the formula to be used (based on the contract provisions) computes rate of discount. Determines formula to be used in computing bills which require several rates. Reviews invoices to determine errors in computation by the vendor.
- \_\_\_ d. Don't know.

Figure 10-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO COMMUNICATE VERBALLY.** This includes the ability to request or provide data from contractors, vendors, or others as appropriate to clarify specific charges on invoices.

*(Note: Sample tasks provided with each level description are derived from the vacant job. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_ a. Discusses items of a complex nature with contacts outside the organization.  
*Sample Tasks:* Contacts vendors or contractors to clarify discrepancies between invoice received and contract provisions. This includes explaining the reasoning that led to the identification of the discrepancy.
- \_\_\_ b. Discusses items of a routine nature with contacts outside the organization.  
*Sample Task:* Contacts vendors or contractors to clarify discrepancies which are easily reconciled such as a mistake in computation or to request additional information.
- \_\_\_ c. Discusses items of a procedural nature with employees within the organization.  
*Sample Task:* Request clarification from supervisor of procedural nature. Provides routine information to co-workers.
- \_\_\_ d. Don't know.

Figure 10-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 5.** *ABILITY TO COMMUNICATE IN WRITING.* This includes the ability to prepare letters addressing billing problems or requesting additional information.

*(Note: Sample tasks provided with each level description are derived from the vacant job. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)*

**Level Descriptions**

- \_\_\_\_\_ a. Prepares correspondence following prescribed format.  
*Sample Task:* Complete form letters.
- \_\_\_\_\_ b. Prepares original correspondence of a technical nature.  
*Sample Task:* Prepares letters to contractors requesting clarifying information related to discrepancies between invoice and contract provisions.
- \_\_\_\_\_ c. Prepares original correspondence of a routine nature.  
*Sample Task:* Prepares letters to contractors requesting additional information related to an invoice received.
- \_\_\_\_\_ d. Don't know.

**Figure 10–9. Supplemental Questionnaire for Supervisors—Continued**

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Voucher Examiner, GS-504-5.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 10-10. Supervisory Rating

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**VOUCHER EXAMINER  
GS-540-5**

- \_\_\_\_\_ 1. *Ability to Read, Interpret, and Analyze Data.* This includes the ability to read and apply procedures established by regulations or other guidance in the examination and analysis which precedes preparation of the voucher.
- \_\_\_\_\_ 2. *Ability to Maintain Logs.* This includes the ability to maintain several logs and spread sheets which require daily entries, while applying a knowledge of the proper appropriation to be charged.
- \_\_\_\_\_ 3. *Skill in Making Arithmetic Computations.* This includes the ability to determine the proper formula in computing discounts as agreed to in the contract, discover errors in computation in invoices, and accurately carry out the four basic arithmetic functions.
- \_\_\_\_\_ 4. *Ability to Communicate Verbally.* This includes the ability to request or provide data from contractors, vendors, or others as appropriate to clarify specific charges on invoices.
- \_\_\_\_\_ 5. *Ability to Communicate in Writing.* This includes the ability to prepare letters addressing billing problems or requesting additional information.

Figure 10-10. Supervisory Rating—Continued

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**Voucher Examiner, GS-540-5**

Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1.		Ability to read, interpret and analyze data.
2.		Ability to maintain logs.
3.		Skill in making arithmetic computations.
4.		Ability to communicate verbally.
5.		Ability to communicate in writing.

\_\_\_\_\_  
Panel Member Signature and Date

Figure 10-11. Individual SME Panel Rating Form

---

**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 10-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 11**

### **MODEL CREDITING PLAN—Payroll Clerk, GS-544-5**

#### **Section I**

#### **GENERAL INFORMATION**

##### **11-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Ratings

##### **11-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, (SF 171)
- Supplemental Questionnaire For Supervisors. (Fig 11-8)
- Supplemental Applicant Questionnaire. (Fig 11-9)
- Supervisory Rating Form. (Fig 11-10)
- Individual SME Panel Rating Form. (Fig 11-11)
- Final Rating Form. (Fig 11-12)

##### **11-3. CANDIDATE EVALUATION.**

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialist(s) will complete a preliminary review of the Official Personnel Folders or applications (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated June 1971 for Payroll Series, GS-544, in OPM Handbook X-118. Applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2 and 3 below.

*b. Step 2—Rating Procedures:* The following “highly qualifying criteria” which were developed through a job analysis involving three subject matter experts (SME), will be used to evaluate candidates:

1. **ABILITY TO PERFORM PAYROLL OPERATIONS, ESPECIALLY IN A MECHANIZED ENVIRONMENT.** This element includes the ability to perform payroll transactions to collect, code, maintain, balance, and verify payroll, time and leave records, especially using data processing procedures.
2. **ABILITY TO USE REGULATORY MATERIAL.** This element includes the ability to select and apply the proper regulations to a specific type of pay or leave action.
3. **ABILITY TO COMMUNICATE ORALLY.** This element includes the ability to communicate with individuals at different levels such as supervisors, managers, employees, co-workers, etc. in order to assist and provide information.
4. **ABILITY TO WORK UNDER PRESSURE TO MEET ESTABLISHED SCHEDULES.** This element includes the ability to pace one’s work, reorganize priorities, requesting assistance when necessary in order to meet deadlines to insure work accomplishment.

A Rating Guide developed with the technical assistance of the SME will be used to evaluate the degree to which candidates possess the above knowledge, skills, abilities, and other characteristics (KSAO). A panel of subject matter experts chaired by a Personnel Staffing Specialist will be convened to rate all qualified candidates as determined in Step 1 above.

(1) *TRAEX Rating.* The appropriate points for Training and Experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO, the subject matter expert is required to record the basis of the points selected in the comment section of the Individual

SME Panel Rating Form. The following point values will be placed in the TRAEX Column of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The applicant's supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Reviewing Ratings.*

(a) When there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(b) The Staffing Specialist should also review supervisory ratings for KSAO elements that might not be a part of the applicant's current position. If the KSAO is obviously not an element of the applicant's current position, an "X" rating should be considered.

(4) *Scoring Procedure.*

(a) SME points for TRAEX will be averaged for each KSAO. This average will be transferred to the "TRAEX point column" of the Final Rating Form.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Not Observed" an "X" will be placed in the "Supervisory Rating Points" column.

(c) "TRAEX Points" and "Supervisory Rating Points" will be averaged and the result will be recorded in the "Average Points" column of the Final Rating Form. Where the "Supervisory Rating Points" column contains an "X", the "TRAEX Points" for that KSAO will be recorded in the "Average Points" column. "Average Points" for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score."

c. *Step 3—Rating to Determine "Highly Qualified."* To be considered a highly qualified candidate for Payroll Clerk GS-544-5, the Final Score must be 3.0 or above.

d. *Step 4—Ranking to Determine "Best Qualified."* The candidates with the highest scores will be referred to the selecting official. The number of candidates referred and tie-breaking factors used, if any, will be governed by applicable regulations and the local merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **11-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 11-1)
- b. SME Participating in KSAO Determination. (Fig 11-2)
- c. Job Description-Payroll Clerk, GS-544. (Fig 11-3)
- d. Job Analysis Interview. (Fig 11-4)
- e. KSAO Consolidation. (Fig 11-5)
- f. Final KSAO. (Fig 11-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis for Payroll Clerk, GS-544-05

1. Three subject matter experts (SME) in payroll procedures met with two personnel staffing specialists to conduct a job analysis interview on 20 June 1979. The SME panel was composed of three females of which one was a minority member. The SME's years of experience in payroll work were 4 years, 8½ years and 27 years.
2. One of the staffing specialists had developed a list of duties from standardized job description, DA #76. The standardized job description is not used at this installation; however, the subject matter experts approved the job description and the major duties as representative of the positions with the addition of the statement "Answers employee inquiries on pay and leave questions." The SME's brainstormed eight KSAO's. Numbers 1, 2, 5 and 8 were combined and reworded into number 1. Number 3 was determined to not distinguish Superior from Barely Acceptable candidates.
3. The SME's met again on 22 and 25 June to work on task levels. Each worked separately on the four KSAO's, then general discussion was held to finalize the product.

/Signed/  
Personnel Staffing Specialist

Figure 11-1. Memorandum for Record

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<i>Name</i>	<i>Years of Payroll Experience</i>
SME Number 1	4 Years
SME Number 2	8½ Years
SME Number 3	27 Years

**Technical Support**

<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Staffing Specialist
Personnel Specialist Number 2	Personnel Staffing Specialist

Figure 11-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501, the proponent agency is DCSPER</small>		1. JOB NUMBER DA-76-A	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE CSC PCS, GS-544, Jun 71		5. TITLE Payroll Clerk	
		6. PAY SCHEDULE GS	7. OCC CODE 544
		8. GRADE 5	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Receives a minimum of supervision, proceeding with and processing the more complicated problems. May request assistance from supervisor on usual or unusually difficult pay problems, selection of precedent cases when published guides do not apply or when totals cannot be balanced or reconciled in time. Supervisor discusses new or changed regulations, rules, instructions, procedures, computer applications and Comptroller General decisions. Refers usual, unusually complicated, or controversial questions to supervisor. Complicated decisions and judgments are accepted as final commitments. Plans, schedules, and completes work without supervisory assistance, review, or reminder. Work is reviewed for ability to perform accurately, independently, and on time.			
<u>MAJOR DUTIES</u>			
Establishes and maintains a block of individual time, leave, and pay records for class act and wage grade employees. Accounts are characterized by a variety of types of pay entitlements to both regular and irregular working hours, applicable differential, previous pay, overtime computations, deductions, etc., and frequent retroactive adjustments. Accounts are complicated by at least 3 of the following conditions: variety of different types of appointment or employment situations and conditions (e.g., career, career-conditional, temporary, intermittent, part-time,			

DA FORM 374  
JUN 76

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Figure 11-3. Job Description

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consultant, back to school, fellowship, etc.) with differing entitlements to pay, leave, deductions, and benefits; large groups of employees whose actual working time differs from a normal biweekly schedule (e.g., round-the-clock operations, irregular tours of duty) and thus consume the time of the payroll clerk on more complicated pay problems; regular and recurring application of laws, rules, regulations and agency policy regarding pay entitlements to overtime, differentials, hazardous duty, holiday and special rates, premium pay, allowances, etc., and the possible effect of these on other items in the account (e.g., retirement, FICA, taxes, health benefits, union dues, insurance, etc.); need to record, reconcile, and balance pay data by a large number of differing appropriations, allotments, sub-allotment, or cost centers for accounting, budget, production or other management purposes; and need for frequent retroactive adjustments and tracing of errors which involve correction of the pay interrelations of the items mentioned above. (The need for such retroactive adjustments and error tracing usually occurs for reasons outside the control of the payroll clerk, e.g., late receipt of corrected authorization documents.)

1. Within the above work environment, examines and verifies a wide variety of pay action documents (including time and attendance records, overtime and night differentials, levies against salaries or wages for taxes, accessions, separations, promotions, demotions, etc.) for accuracy, propriety, completeness, conformance to regulatory requirements; computes time, leave and pay data and posts to records and/or prepares change slips or other documents to reflect changes for others to post; establishes, maintains, and closes individual pay accounts; determines and verifies net pay changes or net amounts due; and verifies accuracy and agreement of payroll totals (or sub-totals) with accounting controls and reconciles differences.

2. Prepares and verifies accounting and mathematical accuracy of a variety of lists, registers, statements, vouchers, summaries, reports, and schedules (i.e., payrolls, bond schedules, lists of tax deductions, recapitulations, etc.); examines, audits, and verifies accuracy, propriety, and completeness of time, leave, and payroll records prepared by other clerks in the same or lower grades; and prepares and maintains payroll certification or other subsidiary accounting controls, and reconciles discrepancies. Compiles and furnishes payroll data to management.

3. In a computerized payroll system, uses the various input documents and a wide variety of coding structure to process the kinds of pay interrelationships described under the conditions typical of accounts. Utilizes a knowledge of pay interrelationships and coding structures to determine how and at what points in the cycle to insert changes, debits, or credits or corrections so that accounts will be paid correctly. Insures that the effect of any transaction on all other possible items in the accounts is properly taken into consideration by either input to the computer or by making manual adjustment into the system. Recognizes the kinds of transactions which the computer may not be programmed to handle, processes them manually and adjusts corresponding records and reports to balance. Applies a good knowledge of the operations and products of the computerized payroll system in making retroactive adjustment and in tracing multiple sources of errors if all items in the system are not in balance with one another or with reports from other sources outside the payroll office.

4. On an intermittent basis, assigns work to, trains and reviews the work of other time, leave, and payroll clerks of the same or lower grade.

5. Answers employee inquiries on pay and leave questions.

Performs other duties as assigned.

Figure 11-3. Job Description—

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JOB TITLE: PAYROLL CLERK

SIGNATURE: \_\_\_\_\_

JOB ANALYSIS INTERVIEW

COLUMN 1

COLUMN 2

A. What are the four or five major functions to be performed on this job?

B. For each function, what KSAO are required to perform this?

1. Establishes & maintains individual time, leave & pay records for employees under a variety of pay systems & appointments with differing entitlements to pay, leave, deductions & benefits.

1. Knowledge of mechanized payroll procedures  
Ability to work with codes;  
Ability to apply regulatory material;  
Knowledge of accounting procedures;  
Ability to meet deadlines;  
Knowledge of data processing.

2. Examines & verifies a variety of pay action documents for accuracy propriety, completeness & conformance to regulations. Computes & prepares input for updating individual pay & leave records, balances & verifies totals to controls, reconciles differences.

2. Knowledge of mechanized payroll procedures;  
Ability to work with codes;  
Ability to operate adding machine;  
Ability to apply regulatory material;  
Knowledge of accounting procedures;  
Ability to meet deadlines;  
Knowledge of data processing

3. Prepares & verifies accounting & mathematical accuracy of a variety of lists, registers, summaries, reports, schedules. Examines & audits same for other clerks.

3. Knowledge of mechanized payroll procedures  
Ability to work with codes;  
Ability to operate adding machine;  
Knowledge of accounting procedures;  
Ability to meet deadlines;  
Knowledge of data processing.

4. Compiles & furnishes payroll data to management.

4. Knowledge of mechanized payroll procedures;  
Ability to work with codes;  
Ability to operate adding machine;  
Ability to apply regulatory material;  
Knowledge of accounting procedures;  
Ability to communicate orally;  
Knowledge of data processing

5. Prepares input documents for computerized payroll system. Interprets machine listings, makes corrections & adjustments.

5. Knowledge of mechanized payroll procedures;  
Ability to work with codes;  
Ability to apply regulatory materials;  
Knowledge of accounting procedures;  
Ability to meet deadlines;  
Knowledge of data processing

Figure 11-4. Job Analysis Interview

<b>JOB TITLE:</b> <u>PAYROLL CLERK</u>	
<b>SIGNATURE:</b> _____	
<b><u>JOB ANALYSIS INTERVIEW</u></b> (PAGE 2)	
<b><u>COLUMN 1</u></b> A. What are the four or five major functions to be performed on this job?  6. Intermittently trains & reviews work of other clerks.	<b><u>COLUMN 2</u></b> B. For each function, what KSAO are required to perform this?  1. <u>Knowledge of mechanized payroll procedures;</u> <u>Ability to work with codes;</u> <u>Ability to apply regulatory material;</u> <u>Knowledge of accounting procedures;</u> <u>Ability to communicate orally;</u> <u>Knowledge of data processing.</u>
7. Answers employee inquiries on pay and leave questions	2. <u>Knowledge of mechanized payroll procedures;</u> <u>Ability to work with codes;</u> <u>Ability to apply regulatory material;</u> <u>Knowledge of accounting procedures;</u> <u>Ability to communicate orally;</u> <u>Knowledge of data processing.</u>
	_____ _____ _____ _____
	_____ _____ _____ _____
	_____ _____ _____ _____

Figure 11-4. Job Analysis Interview—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>
<b>Knowledges, skills, abilities, and other characteristics</b>	<b>KSAD Ranking Column</b>	<b>Essential</b>	<b>KSAD Combination</b>	<b>Distinguishes Superior from Barely Acceptable</b>	<b>Measurement Tool *</b>
1. Knowledge of mechanized payroll procedures.	--	YES	--	YES	TRAEX * SA
2. Ability to work with codes.	--	YES	Combine with 1		
3. Ability to operate adding machine.	--	YES	--	NO	
4. Ability to apply regulatory material.	--	YES	--	YES	TRAEX * SA
5. Knowledge of accounting procedures.	--	YES	Combine with 1		
6. Ability to communicate orally.	--	YES	--	YES	TRAEX * SA
7. Ability to meet deadlines.	--	YES	--	YES	TRAEX * SA
8. Knowledge of data processing.	--	YES	Combine with 1		

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

PERSONNEL STAFFING SPECIALIST

\* Abbreviations:  
TRAEX - Training & Experience  
SA - Supervisory Appraisal

Figure 11-5. KSAO Determination Sheet

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1. Ability to perform payroll operations, especially in a mechanized environment.
  2. Ability to use regulatory materials.
  3. Ability to communicate orally.
  4. Ability to work under pressure to meet established schedules.

Figure 11-6. Final KSAO

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*(Title and paragraph not used.)* This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**11-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1.** Ability to perform payroll operations, especially in a mechanized environment.

*General Definition:* This includes the ability to perform payroll transactions to collect, code, maintain, balance, and verify payroll, time and leave records especially using data processing procedures.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

#### Level Descriptions

4 pts

*Superior Level:* Works with an automated system processing groups of pay actions involving combinations of unusual working hours and pay circumstances. *Examples:* (1) Resolves pay problems in an automated system involving variables based on hourly rate of pay, differential allowances for three-shift operation, Sunday or holiday premium pay, differing or special pay schedules (such as is used under STARCIPS civilian pay system which has Wage Grade or General Schedule, firefighter and law enforcement special schedules, accelerated rates for engineers, doctors etc.). (2) Researches past payroll records to correct erroneous base pay and effect on other accounts such as overtime, retirement deductions, etc. and determines retroactive adjustments which cannot be handled in computer programs. (3) Makes determination of amount of sick leave to be paid back when employee is to be compensated for on the job injury. (4) Makes dual computations to determine whether overtime payment will be made under Title 5 or FLSA.

3 pts

*Highly Acceptable level:* Works with pay systems involving differing types of pay entitlements, frequent retroactive adjustments and account interrelationships and coding structures. *Examples:* (1) Processes automated system pay actions involving basic monthly pay with daily or monthly variables usually figured from pre-determined tables (such as is used under JUMPS military pay system involving basic monthly pay and allowances such as flight pay, specialty pay, reenlistment bonus which are usually determined from tables or scales). (2) Using automated procedures, processes actions such as coding Master Employee Records for permanent base pay change, verifying leave, and interpreting output listings from the computer to correct, maintain and balance pay actions. (3) Processes actions in a manual payroll system such as retroactive adjustments impacting on multiple accounts. (4) Has completed courses in basic accounting and data processing. The accounting courses would have required the candidate to establish and/or maintain a practice set of books for a business to include payroll accounts, deduction accounts such as FICA, retirement, union dues, etc. The courses in data processing or computer science would have required the candidate to work with symbols, to process information, to interpret results of the processed information for use in further applications.

Figure 11-7. Rating guide

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<b>2 pts</b>	<p><i>Acceptable Level:</i> Works with a payroll system involving a block of accounts with commonly occurring deductions and entitlements with responsibility for balancing and reconciliation. <i>Examples:</i> (1) Has completed courses in basic accounting which would have required the candidate to establish and/or maintain a practice set of books for a business to include payroll accounts, deduction accounts such as FICA, retirement, union dues, etc. (2) Processes transactions under guidance from outside source such as company accountant or CPA firm; computes pay, overtime, taxes and other routine payments.</p>
<b>1 pt</b>	<p><i>Barely Acceptable Level:</i> Works with a small payroll system with a limited number of entitlements and deductions. <i>Examples:</i> (1) Has completed college or business school courses not including accounting or data processing but which did include courses in business math, finance, or business administration which would have required the candidate to perform arithmetical computations. (2) Performs limited payroll functions such as auditing time &amp; attendance cards for completeness, or processing actions such as change in base rate due to promotion. (3) Computes time worked from timeclock punched cards and applies base rate.</p>

Figure 11-7. Rating guide—Continued

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**KSAO NO. 2.** Ability to use regulatory material.

*General Definition:* This includes the ability to select and apply the proper regulation to a specific type of pay or leave action.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- 4 pts**      *Superior Level:* Interprets regulations concerning new or questionable pay or leave accounting. *Examples:* (1) Determines entitlements to retained pay under the Civil Service Reform Act. (2) Interprets new or changed regulations and recommends changes to SOP's. (3) Instructs classes in time and leave regulations. (4) Determines applicability of Comptroller General decisions to local case. (5) Confers with SJA on matters of bankruptcy, child support payments or with IRS on tax liabilities and applies guidance on a case-by-case basis.
- 3 pts**      *Highly Acceptable Level:* Uses a variety of pay and leave regulations to determine entitlements in complex situations. *Examples:* (1) Makes determination of FLSA or Title 5 overtime pay. (2) Determines entitlements to night differential and Sunday premium pay.
- 2 pts**      *Acceptable Level:* Applies standard pay and leave regulations. *Examples:* (1) Uses regulations to determine standard deductions such as taxes from tables, union dues, hospitalization, retirement and savings bonds. (2) Has completed college or business school course in pay administration. (3) Has used financial regulations other than pay and leave. (4) Has completed Finance Center correspondence course on pay and leave.
- 1 pt**      *Barely Acceptable Level:* Performs few, repetitive tasks using written guidance. *Examples:* (1) Selects proper code from readily available sources. (2) Follows written instructions such as verifying cost codes or determining completeness of action from checklist.

Figure 11-7. Rating guide—Continued

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**KSAO NO. 3.** Ability to communicate orally.

*General Definition:* This includes the ability to communicate with individuals at different levels such as supervisors, managers, employees, co-workers, etc. in order to assist and provide information.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- 4 pts** *Superior Level:* Communicates with varied groups or individuals, often under adverse conditions, to enforce and/or advise of entitlements and solve problems of substantial impact. *Example:* Deals with people referred by others to resolve problems such as credit availability, complaints, entitlements.
- 3 pts** *Highly Acceptable Level:* Communicates one-to-one with a variety of people in order to solve problems, or convey ideas and seek compliance. *Examples:* (1) Experience in dealing with the general public as assistant supervisor/manager. (2) Experience requiring communications with people answering technical questions such as pay and leave. (3) Elective office in a large organization. (4) Sales work such as real estate or advertising.
- 2 pts** *Acceptable Level:* Communicates with a number of people explaining standard requirements and answering routine questions. *Examples:* (1) Deals with public answering routine questions. (2) Sales work such as department store clerk or bank teller.
- 1 pt** *Barely Acceptable Level:* Communicates with the public telephonically or on a one-to-one basis to convey simple facts. *Examples:* (1) Provides facts mainly to fellow workers. (2) Sells items over the counter. (3) Serves as receptionist. (4) Serves as telephone operator.

Figure 11-7. Rating guide—Continued

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<b>KSAO NO. 4.</b>	<p>Ability to work under pressure to meet established schedules.</p> <p><i>General Definition:</i> This includes the ability to pace one's work, reorganize priorities, requesting assistance when necessary in order to meet deadlines to insure work accomplishment.</p> <p>(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).</p>
<b>4 pts</b>	<p><i>Superior Level:</i> Adjusts workflow for self and others in order to meet critical deadlines where failure to meet deadlines will result in adverse impact on others (i.e., missed input for computer time will result in major rescheduling efforts). <i>Example:</i> Rearranges work for self and others when a major interruption (i.e., an Act of God such as an ice storm or earthquake; or Presidentially declared holiday) impedes workflow and might result in missing scheduled payday.</p>
<b>3 pts</b>	<p><i>Highly Acceptable Level:</i> Adjusts workflow for self and/or others, or where failure to meet own deadlines impedes others, in situations having major impact. <i>Example:</i> Has served as a payroll clerk under STARCIPS/JUMPS where work assignments require changing to compensate for regularly scheduled holiday or to compensate for implementation of new pay scale impacting base pay on all accounts.</p>
<b>2 pts</b>	<p><i>Acceptable Level:</i> Adjusts own workflow in order to meet critical deadlines where failure to meet deadlines would produce limited impact. <i>Examples:</i> (1) As an accounts payable clerk, pays bills with early payment discounts. (2) As a secretary, completes correspondence by suspenses. (3) Carries out manual payroll work with weekly or semi-monthly deadlines.</p>
<b>1 pt</b>	<p><i>Barely Acceptable Level:</i> Adjusts own workflow to meet recurring or non-critical requirements. <i>Examples:</i> (1) Handles small manual payroll with established deadlines (25-50 employees). (2) Completes college courses.</p>

Figure 11-7. Rating guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

## Section IV RATING FORMS

### 11-6. Rating Forms

This section contains the following documents:

- a. Supplemental Questionnaire for Supervisors. (Fig 11-8)
- b. Supplemental Applicant Questionnaire. (Fig 11-9)
- c. Supervisory Rating. (Fig 11-10)
- d. Individual SME Panel Rating Form. (Fig 11-11)
- e. Final Rating Form. (Fig 11-12)

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\*\*\*\*\* This is not a Performance Appraisal \*\*\*\*\*

The person identified below is being considered for the position of Payroll Clerk (Typing), GS-544-05.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade \_\_\_\_\_

Organization: \_\_\_\_\_

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Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each Knowledge or Ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job which was performed for you. If you have not observed any level of a KSAO being performed, mark "Don't Know". Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 11-8. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1.** Ability to perform payroll operations, especially in a mechanized environment.

*General Definition:* This means ability to perform payroll transactions to collect, code, maintain, balance, and verify payroll, time and leave records, especially using data processing procedures.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

#### Level Descriptions

- a. Works with an automated system processing groups of pay actions involving combinations of unusual working hours and pay circumstances. *Examples:* (1) Resolves pay problems in an automated system involving variables based on hourly rate of pay, differential allowances for three-shift operation, Sunday or holiday premium pay, differing or special pay schedules (such as is used under STARCIPS civilian pay system which has Wage Grade or General Schedule, firefighter and law enforcement special schedules, accelerated rates for engineers, doctors etc.). (2) Researches past payroll records to correct erroneous base pay and effect on other accounts such as overtime, retirement deductions, etc. and determines retroactive adjustments which cannot be handled in computer programs. (3) Makes determination of amount of sick leave to be paid back when employee is to be compensated for on the job injury. (4) Makes dual computations to determine whether overtime payment will be made under title 5, US Code, or FLSA.
- b. Works with payroll system involving a block of accounts with commonly occurring deductions and entitlements with responsibility for balancing and reconciliation. *Examples:* (1) Has completed courses in basic accounting which would have required the candidate to establish and/or maintain a practice set of books for a business to include payroll accounts, deduction accounts such as FICA, retirement, union dues, etc. (2) Processes transactions under guidance from outside source such as company accountant or CPA firm, computes pay, overtime, taxes and other routine payments.
- c. Works with small payroll system with a limited number of entitlements and deductions. *Examples:* (1) Has completed college or business school courses not including accounting or data processing but which did include courses in business math, finance, or business administration which would have required the candidate to perform arithmetical computations. (2) Performs limited payroll functions such as auditing time and attendance cards for completeness, or processing actions such as change in base rate due to promotion. (3) Computes time worked from timeclock punched cards and applies base rate.
- d. Works with pay systems involving differing types of pay entitlements, frequent retroactive adjustments and account interrelationships and coding structures. *Examples:* (1) Processes automated system pay actions involving basic monthly pay with daily or monthly variables usually figured from pre-determined tables (e.g., those used under JUMPS military pay system involving basic monthly pay and allow-

Figure 11-8. Supplemental Questionnaire for Supervisors—Continued

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ances such as flight pay, specialty pay, reenlistment bonus which are usually determined from tables or scales). (2) Using automated procedures, processes actions such as coding Master Employee Records for permanent base pay change, verifying leave, and interpreting output listings from the computer to correct, maintain and balance pay actions. (3) Processes actions in a manual payroll system such as retroactive adjustments impacting on multiple accounts. (4) Has completed courses in basic accounting and data processing. The accounting courses would have required the candidate to establish and/or maintain a practice set of books for a business to include payroll accounts, deduction accounts such as FICA, retirement, union dues, etc. The courses in data processing or computer science would have required the candidate to work with symbols, to process information, to interpret results of the processed information for use in further applications.

— e. Don't Know.

Figure 11-8. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2.** Ability to use regulatory material.

*General Definition:* This includes being able to select and apply the proper regulation to a specific type of pay or leave action.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- \_\_\_\_\_ a. Performs few, repetitive tasks using written guidance. *Examples:* (1) Selects proper code from readily available sources. (2) Follows written instructions such as verifying cost codes, determining completeness of action from checklist.
- \_\_\_\_\_ b. Applies standard pay and leave regulations. *Examples:* (1) Uses regulations to determine standard deductions such as taxes from tables, union dues, hospitalization, retirement and savings bonds. (2) Has completed college or business school course in pay administration. (3) Has demonstrated ability to use financial regulations other than pay and leave. (4) Has completed Finance Center correspondence course on pay and leave.
- \_\_\_\_\_ c. Interprets regulations concerning new or questionable pay or leave accounting. *Examples:* (1) Determines entitlements to retained pay under the Civil Service Reform Act. (2) Interprets new or changed regulations and recommends changes in SOP's. (3) Instructs classes in time and leave regulations. (4) Determines applicability of Comptroller General decisions to local case. (5) Confers with SJA on matters of bankruptcy, child support payments or with IRS on tax liabilities and applies guidance on a case by case basis.
- \_\_\_\_\_ d. Uses a variety of pay and leave regulations to determine entitlements in complex situations. *Examples:* (1) Makes determination of FLSA or title V overtime pay. (2) Determines entitlement to night differential and Sunday premium pay.
- \_\_\_\_\_ e. Don't Know.

Figure 11-8. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3.** Ability to communicate orally.

*General Definition:* This means being able to communicate with individuals at different levels such as supervisors, managers, employees, co-workers, etc. in order to assist and provide information.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**LEVEL DESCRIPTIONS**

- \_\_\_ a. Communicates one-to-one with a variety of people in order to solve problems, or convey ideas and seek compliance. *Examples:* (1) Experience in dealing with the general public as assistant supervisor/manager. (2) Experience requiring communications with people answering technical questions such as pay and leave. (3) Elective office in a large organization. (4) Sales work such as real estate or advertising.
- \_\_\_ b. Communicates with the public telephonically or on a one-to-one basis to convey standard information. *Examples:* (1) Experience in a job with limited outside contact. (2) Experience dealing mainly with fellow workers. (3) Counter sales work. (4) Receptionist. (5) Telephone operator.
- \_\_\_ c. Communicates with a number of people explaining standard requirements and answering routine questions. *Examples:* (1) Deals with public answering routine questions. (2) Sales work such as department store clerk or bank teller.
- \_\_\_ d. Communicates with varied groups or individuals, often under adverse conditions, to enforce and/or advise of entitlements and solve problems of substantial impact. *Example:* Deals with people referred by others to resolve problems such as credit availability, complaints, entitlements.
- \_\_\_ e. Don't Know.

Figure 11-8. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4.** Ability to work under pressure to meet established schedules.

*General Definition:* This means being able to pace one's work, reorganize priorities, requesting assistance when necessary, in order to meet deadlines to insure work accomplishment.

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- \_\_\_\_\_ a. Adjusts workflow for self and/or others, or where failure to meet own deadlines impedes others, in situations having major impact. *Example:* Has served as a payroll clerk under STARCIPS/JUMPS where work assignments require changing to compensate for regularly scheduled holiday or to compensate for implementation of new pay scale impacting base pay on all accounts.
- \_\_\_\_\_ b. Adjusts workflow for self and others in order to meet critical deadlines where failure to meet deadlines will result in adverse impact on others (i.e., missed input for computer time will result in major rescheduling efforts). *Example:* Rearranges work for self and others when a major interruption (i.e., an Act of God such as an ice storm or earthquake; or a Presidentially declared holiday) impedes workflow and might result in missing scheduled payday.
- \_\_\_\_\_ c. Adjusts own workflow to meet recurring or non-critical requirements. *Examples:* (1) Handles small manual payroll with established deadlines (25-50 employees). (2) Completes college courses.
- \_\_\_\_\_ d. Adjusts own workflow in order to meet critical deadlines where failure to meet deadlines would produce limited impact. *Examples:* (1) As an accounts payable clerk, pays bills with early payment discounts. (2) As a secretary, completes correspondence by suspense date. (3) Carries out manual payroll work with weekly or semi-monthly deadlines.
- \_\_\_\_\_ e. Don't know.

Figure 11-8. Supplemental Questionnaire for Supervisors—Continued

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SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number

RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 11-9. Supplemental Applicant Questionnaire

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**KSAO NO. 1.** Ability to perform payroll operations, especially in a mechanized environment. This means ability to perform payroll transactions to collect, code, maintain, balance, and verify payroll, time and leave records, especially using data processing procedures.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

2. *Education, Training and/or Awards:* (Describe any education or training courses which indicate possession of this KSAO. Include title, date, length of course, description of course content, or of knowledges acquired, behaviors learned, etc. as it relates to this KSAO. For awards, include the narrative description of the acts for which the award was received and how it relates to this KSAO).

3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

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Figure 11-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** Ability to use regulatory material. This includes being able to select and apply the proper regulation to a specific type of pay or leave action.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Education, Training and/or Awards:* (Describe any education or training courses which indicate possession of this KSAO. Include title, date, length of course, description of course content, or of knowledges acquired, behaviors learned, etc. as it relates to this KSAO. For awards, include the narrative description of the acts for which the award was received and how it relates to this KSAO).
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 11-9. Supplemental Applicant Questionnaire—Continued

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**KASO NO. 3.** Ability to communicate orally. This means being able to communicate with individuals at different levels such as supervisors, managers, employees, co-workers, etc. in order to assist and provide information.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

2. *Education, Training and/or Awards:* (Describe any education or training courses which indicate possession of this KSAO. Include title, date, length of course, description of course content, or of knowledges acquired, behaviors learned, etc. as it relates to this KSAO. For awards, include the narrative description of the acts for which the award was received and how it relates to this KSAO).

3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 11-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** Ability to work under pressure to meet established schedules. This means being able to pace one's work, reorganize priorities, requesting assistance when necessary, in order to meet deadlines to insure work accomplishment.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

2. *Education, Training and/or Awards:* (Describe any education or training courses which indicate possession of this KSAO. Include title, date, length of course, description of course content, or of knowledges acquired, behaviors learned, etc. as it relates to this KSAO. For awards, include the narrative description of the acts for which the award was received and how it relates to this KSAO).

3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 11-9. Supplemental Applicant Questionnaire—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Return this form by: \_\_\_\_\_

---

The person identified above is being considered for the position of Payroll Clerk, GS 544-05.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 11-10. Supervisory Rating

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**PAYROLL CLERK**  
**GS-544-05**

- \_\_\_ 1. Ability to perform payroll operations, especially in a mechanized environment. This means ability to perform payroll transactions to collect, code, maintain, balance, and verify payroll, time and leave records, especially using data processing procedures.
- \_\_\_ 2. Ability to use regulatory material. This includes being able to select and apply the proper regulation to a specific type of pay or leave action.
- \_\_\_ 3. Ability to communicate orally. This means being able to communicate with individuals at different levels such as supervisors, managers, employees, co-workers etc. in order to assist and provide information.
- \_\_\_ 4. Ability to work under pressure to meet established schedules. This means being able to pace one's work, reorganize priorities, requesting assistance when necessary, in order to meet deadlines to insure work accomplishment.

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Figure 11-10. Supervisory Rating—Continued

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**Payroll Clerk, GS-544-5**

Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Ability to perform payroll operations, especially in a mechanized environment.		
2. Ability to use regulatory materials.		
3. Ability to communicate orally.		
4. Ability to work under pressure to meet established schedules.		

\_\_\_\_\_  
Panel Member Signature and Date

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Figure 11-11. Individual SME Panel Rating Form

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FINAL RATING FORM				
Name of Candidate: _____				
Position Applied for: _____ <small>(Title, Series, Grade, and Job No.)</small>				
Announcement No.: _____				
KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.	_____	_____	_____	_____
2.	_____	_____	_____	_____
3.	_____	_____	_____	_____
4.	_____	_____	_____	_____
5.	_____	_____	_____	_____
6.	_____	_____	_____	_____
7.	_____	_____	_____	_____
8.	_____	_____	_____	_____
9.	_____	_____	_____	_____
10.	_____	_____	_____	_____
11.	_____	_____	_____	_____
12.	_____	_____	_____	_____
Total Average KSAO Points _____ Total Average KSAO Points divided by _____ (# of KSAO) = _____ Final Score (This figure must be 3 or above to be considered "highly qualified")				
* 1,2,3, or 4 based on candidate and supervisory questionnaires. ** 1,2,3, or 4 based on supervisory rating of candidate. *** Mathematical average of TRAEX and Supervisory Rating.				

Figure 11-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

**Chapter 12**  
**MODEL CREDITING PLAN—Licensed Practical Nurse/Nursing Assistant, GS-621-5**

**Section I**  
**GENERAL INFORMATION**

**12-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

## 12-2. RATING FORMS.

The following will be obtained from or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, SF 171
- Supplemental Applicant Questionnaire. (Fig 12-9)
- Supplemental Questionnaire for Supervisors. (Fig 12-10)
- Supervisory Rating Form. (Fig 12-11)
- Individual SME Panel Rating Form. (Fig 12-12)
- Final Applicant Rating Form. (Fig 12-13)

## 12-3. CANDIDATE EVALUATION.

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialist(s) will complete a preliminary review of applications (SF 171s) and/or Official Personnel Folders to determine basic eligibility and minimum qualifications in accordance with the standard dated October 1970 for Licensed Practical Nurse/Nursing Assistant, GS-621, in OPM Handbook X-118. Applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3, below.

*b. Step 2—Rating Procedures:* The following “highly qualifying criteria” which were developed through a job analysis involving seven subject matter experts (SME) in nursing care services will be used to evaluate candidates.

1. ABILITY TO ASCERTAIN PATIENT CARE NEEDS. This element includes ability to evaluate patient condition and ascertain changes in condition, and ability to apply judgement in situations requiring definite decisions.

2. KNOWLEDGE OF PHARMACEUTICALS/MEDICATION. Included in this element is knowledge of dosage amounts and administration of medication according to patient condition, usual side effects or reactions of patients to medications and administration techniques.

3. KNOWLEDGE OF STANDARD NURSING PRACTICES/PROCEDURES. This element includes the knowledge of various nursing procedures involved in providing patient care either directly or by assisting a physician or nurse.

4. ABILITY TO MAINTAIN REPORTS REGARDING PATIENT CONDITION AND BEHAVIOR. This element includes the ability to record and report general and specific physical/behavioral signs and symptoms reflecting a patient’s condition.

A Rating Guide, developed with the technical assistance of the above mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, and abilities and other characteristics (KSAO). An ad hoc panel of subject matter experts will convene to rate all qualified candidates as determined in step 1 above. This panel will be chaired by a personnel staffing specialist.

(1) *Training & Experience Ratings.* The appropriate points for Training and Experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section of the Individual SME Panel Rating Form. Awards cannot be used to increase the level of KSAO beyond four points. For each KSAO the subject matter expert is required to record the basis for the points selected in the comment section of the Individual SME Panel Rating Form. The following point values will be placed in the “Training/Experience” column of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) *Supervisory Rating.* The applicant’s supervisor will complete and return the Supervisory Rating Form. The point values are identical to those in (1) above.

(3) *Reviewing Ratings.* Where there is a difference in TRAEX ratings of 2 or more points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(4) *Scoring Procedures.*

(a) SME points for TRAEX will be averaged for each KSAO. This average will be recorded on the Final Rating Form in the “TRAEX Points” column by the personnel specialist.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the “Supervisory Rating

Points” column of the Final Rating Form. If the supervisor has marked an “X” for “Don’t Know”, an “X” will be placed in the “Supervisory Rating Points” column.

(c) TRAEX Points and Supervisory Rating Points will be averaged and the result will be recorded in the “Average Points” column. Where the “Supervisory Rating Points” column contains an “X”, the TRAEX Points for that KSAO will be recorded in the “Average Points” column. Average Points for all KSAO will be summed and recorded as “Total Average KSAO points.” “Total Average KSAO points” will be divided by the number of KSAO to achieve the “Final Score”.

c. *Step 3—Rating to Determine “Highly Qualified.”* To be considered a highly qualified candidate for Nursing Assistant/Licensed Practical Nurse, GS-621-5, the Final Score must be 3.0 or above.

d. *Step 4—Ranking to Determine “Best Qualified”.* The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie breaking factors used, if any, will be governed by applicable regulations and the merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **12-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 12-1)
- b. SME Participating in KSAO Determination and Rating Guide Development. (Fig 12-2)
- c. Statement of Duties—Licensed Practical Nurse, GS-621-5 (Fig 12-3a); Nursing Assistant, GS-621-5. (Fig 12-3b)
- d. Job Analysis Interview. (Fig 12-4)
- e. KSAO Ranking. (Fig 12-5)
- f. KSAO Consolidation. (Fig 12-6)
- g. Final KSAO. (Fig 12-7)

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MEMORANDUM FOR RECORD

SUBJECT: Development of the Model Crediting Plan for Licensed Practical Nurse/Nursing Assistant, GS-621-5

1. Subject crediting plan was developed IAW DA Pamphlet 690-10 dated September 1979. Seven subject matter experts were used: four at Fitzsimons AMC who accomplished the initial job analysis/KSAO determinations and developed a tentative rating guide, and three at HQ HSC who reviewed and made minor revisions to the job analysis/KSAO determinations and finalized the rating guide. Four KSAO were identified that would distinguish superior candidates from less qualified candidates (i.e., all candidates in the applicant pool would not have demonstrated the KSAO to the same degree, and higher levels of possession of each KSAO would correlate to higher levels of job performance).
2. The SME recognized that the plan (rating guide) would require slight modification to reflect the actual setting (i.e., psychiatric vs. pediatric ward) of specific vacancies.

/signed/  
Personnel Staffing Specialist

Figure 12-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME #1	Psychiatric Nursing Assistant, GS-621-5
SME #2	Nursing Assistant, GS-621-5
SME #3	Licensed Practical Nurse, GS-621-5
SME #4	Operating Room Nursing Assistant, GS-621-6
SME #5	Licensed Practical Nurse, GS-621-5
SME #6	Registered Nurse LTC, ANC
SME #7	Senior Clinical NCO SGM (91C50)

**Technical Support**

<i>Name</i>	<i>Title</i>
Personnel Specialist #1	Personnel Staffing Specialist

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Figure 12-2. Subject Matter Experts Participating in KSAO Determination and Rating Guide Development pg. 12-5

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DEPARTMENT OF THE ARMY JOB DESCRIPTION <small>For use of this form, see CPR 501; the proponent agency is DCSPER.</small>		1. JOB NUMBER	
		7024	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE		5. TITLE	
CSC PSC GS-621, Jun 70		Licensed Practical Nurse	
		6. PAY SCHEDULE	7. OCC CODE
		GS	621
		8. GRADE	
		05	
		9. FAIR LABOR STANDARDS ACT	
		<input type="checkbox"/> EXEMPT <input checked="" type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____		_____	
(Signature)		(Date)	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____		_____	
(Signature of Approving Supervisor)		(Date)	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____		_____	
(Signature of Position Classification Specialist)		(Date)	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Position functions under supervision of professional nursing personnel who make specific and general assignments, discuss treatments and procedures and provide advice or assistance on nursing care problems. Performs and documents regular nursing care assignments on own initiative, utilizing good knowledge of advanced specialized treatment requirements, pharmacology and complex, advanced and specialized nursing care techniques. Professional nurse or physician provides advice or guidance on new or changed procedures and practices and generally evaluates performance in terms of accuracy of care and observations, initiative and judgement shown, timeliness of work accomplishment and ability to relate to patients and co-workers.			
<u>MAJOR DUTIES</u>			
On a medical, surgical, pediatric, or Ob-Gyn ward, serves as Licensed Practical Nurse with responsibility for measuring and administering medication orally, intramuscularly, subcutaneously, and through "piggy-back" IVs in accordance with doctors' written orders. Patients cared for include adults or children of all ages except newborn infants and include those who are seriously ill as well as those less seriously ill or convalescent. In addition to administering medication a substantial amount of time, and as required by ward to which assigned, serves as team leader over a small group of nursing care personnel and personally participates in rendering nursing care.			

DA FORM 374  
JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED.

Figure 12-3A. Job Description

1. In accordance with physician's orders and on a regular, recurring basis, measures and administers medications (including narcotics) to patients orally, intramuscularly, subcutaneously and through "piggy-back" IVs. Computes to convert, or to verify accurate conversion, of units of measure (i.e., milligrams, grains, ounces, grams, etc.) whenever medication used is not in the same unit of measure as that included in physician's order. Exercises a knowledge of medications and anticipated effect on patient in order to recognize signs of adverse reaction to medication; to assure that patient is in satisfactory condition to receive the medication (e.g., that pulse and blood pressure are within tolerance levels of specific types of medicines, that physical appearance or actions such as restlessness are not in contraindication to administration of medicine); to be aware of usual dosage in order to bring significant variation in ordered dosage to attention of professional nurse prior to administering medication to patient. Charts medications administered, together with any pertinent notes concerning same. 35%

2. As assigned, services as team leader over a small number (2-6) of equal or lower graded nursing personnel. Assigns tasks in accordance with nursing care plan or based upon discussions held with professional nurse and personally participates in care of patients. Charts treatments given and makes appropriate entries to nursing care plan regarding patient's condition, response, behavior, attitude and other salient points which may be of assistance in determining care to be given. Closely observes patients for signs of cyanosis, respiratory difficulty, excessive coughing, nausea, hemorrhage, blood in sputum, etc. Assures that drainage, suction or other special equipment is functioning properly and makes necessary adjustments. Is alert to signs or conditions reflecting on patient's condition and reports unusual conditions or emergencies to appropriate personnel, taking emergency action if appropriate. Irrigates catheters and colostomies, using aseptic techniques; cleans wounds, changing packs and dressings; monitors flow of intravenous fluids, with responsibility for starting IVs as directed. Performs routine nursing care to include but not be limited to taking temperature, pulse and respiration; recording intake and output; bathing and feeding patients; assisting professional nurses and doctors in treatment or diagnostic procedures; assisting patients in walking; performing post mortem care, etc. 50%

3. As required, performs general maintenance and related duties to contribute to smooth functioning of unit to which assigned: sorts linens and supplies and replenishes standardized items such as thermometers; disassembles and cleans equipment and/or instruments; cleans and prepares items for sterilization; cleans patient care areas including beds, tables, chairs, floors. 15%

Performs other duties as assigned.

Figure 12-3A. Job Description—Continued

DEPARTMENT OF THE ARMY JOB DESCRIPTION		1. INSTALLATION OR HEADQUARTERS OFFICE		2. JOB NUMBER Sept 1972 DA-57	
3. CITATION TO APPLICABLE STANDARD AND ITS DATE OF ISSUANCE CSC PCS, Nursing Assistant Series GS-621, Part II, 6/70			4. TITLE Nursing Assistant		7. GRADE 5
5. PAY SCHEDULE GS			6. OCC. CODE 621		
8. EVALUATION APPROVAL Title, pay schedule, code and grade of this job have been fixed in accordance with Department of the Army official policy and grade level standards.			SIGNATURE		DATE
9. SUPERVISORY CONTROLS, DUTIES, AND WORKING CONDITIONS (Indicate percent of time for each duty, where pertinent.) (Continue statement of duties, etc., on reverse side if necessary.)					
<u>SUPERVISORY CONTROLS</u>					
Supervision is received from professional nurse in charge or nursing supervisor who makes work assignments and furnishes instructions on special requirements. Incumbent is expected to independently accomplish duties with recourse to supervisor only in unusual circumstances. Work is evaluated by review of records and observation on a periodic basis.					
<u>MAJOR DUTIES</u>					
Serves as Nursing Assistant on medical and surgical wards or in clinics performing unusually difficult or responsible duties as typified by one or more of the following:					
1. Performs specialized procedures on medical/surgical wards or in specialty areas such as pediatrics, new born nursery, and obstetrics. Reviews nursing care plan. Directs and carries out specified procedures including catheterizations, irrigations, care of drainage tubes, suction, administration of oxygen and other treatments; and obtaining specimens. Observes patients during treatments. Takes appropriate emergency action and contacts nurse/physician/resuscitation team, in the event of unusual or adverse reactions. Administers specified medication in accordance with prescribed procedures and taking all necessary precautions. Maintains records of treatments, patient reactions and any occurrences. Maintains detailed records of intake-output. Compiles data for and makes report for the shift.					
2. Provides care to acutely and seriously ill patients. Sets up and operates specialized equipment in support of team care of critical or postoperative patients. Equipment includes machines such as hypothermia, defibrillator, EKG, and dialysis. Connects appropriate tubing, electrical and/or gas supply. Turns equipment on, set dials at appropriate settings based on known normal setting or by instruction of					
10. JOB CONTENT APPROVAL (Complete on organization file copy only.)					
ORGANIZATION LOCATION					
THIS STATEMENT ACCURATELY DESCRIBES THE WORK REQUIRED IN ONE POSITION OR IN EACH OF A GROUP OF POSITIONS IN THE ABOVE ORGANIZATION.			THE ABOVE DESCRIPTION, WITH SUPPLEMENTAL MATERIAL, IS ADEQUATE FOR PURPOSES OF EVALUATION.		
SIGNATURE OF APPROVING SUPERVISOR			SIGNATURE OF ANALYST		
11. REAUDIT APPROVAL					
DATE					
SUPERVISOR'S APPROVAL					
ANALYST'S SIGNATURE					

DA FORM 374  
1 JUN 61

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE

For use of this form, see CFR 501; the proponent agency GPO: 1961 O-517874  
is Office of the Deputy Chief of Staff for Personnel. A-113

Figure 12-3B. Job Description

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physician. Observes monitors, recording equipment or other indicators; reports to nurse/physician immediately any observed patient reaction or equipment malfunction. Carries out highly specialized nursing care procedures: suctioning of tracheotomy, applying pressure to stop bleeding, bladder catheterization, EKG, and IPPB treatments.

3. In clinics, assists with medical and surgical procedures and diagnostic tests, independently performs specialized procedures as directed by the physician/nurse. Sets up and performs EKG's, IPPB treatments, bladder catheterizations and administers oxygen under supervision of the nurse. Assist with IV therapy, observes patient and maintains flow rate. Sets up and assist with lumbar puncture, bone marrow aspiration and joint injections. Assists with special tests such as: circulation tests, skin tests for allergies, TB skin tests, sweat chloride tests and blood and urine PKU screening by setting up equipment, preparing solutions and medication, timing procedure and obtaining specimens. As directed by the physician administers immunizations including DPT, Smallpox, rebecca, mumps, oral polio and interprets results as indicated and directed. Assists with examinations and special procedures by positioning and draping patient, setting up sterile equipment, labelling tissue specimens for biopsies and applying sterile dressings. Special procedure assistance includes: breast, lymph node and cervical biopsies; excision of lipomas, sebaceous cysts, pilomidal cysts and skin polypus; protological and gynecological examinations. Instructs patient for clean catch urine specimens, laboratory and x-ray tests. Applies principles of asepsis in performance of assignment. Assists with orientation and training of assigned personnel. Relieves in any specialty clinic as required.

Performs other duties as assigned.

Figure 12-3B. Job Description—Continued

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JOB TITLE: LPN/Nursing Asst, GS-621-5

SIGNATURE: \_\_\_\_\_

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Observe, record, and assess patients conditions.
2. Perform or assist in medical treatment procedures.
3. Monitor and control patient diet.
4. Administer medications.
5. Maintain records, reports and perform administrative duties.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. Ability to ascertain patient care needs.  
Ability to use judgement.  
Ability to note side effects of medication.  
Ability to recognize/monitor changes.  
Ability to evaluate patients interpersonal relationships and response to environment.
2. Knowledge of patient care procedures.  
Ability to assist physician or nurse.  
Knowledge of nursing practices.  
Ability to provide resuscitation.  
Knowledge of sterile techniques.  
Ability to draw blood.  
Knowledge of proper operation of specialized medical equipment.  
Ability to provide medical care instructions.
3. \_\_\_\_\_  
Ability to measure fluid intake/output.  
Ability to interpret dietician requirements.  
\_\_\_\_\_
4. \_\_\_\_\_  
Knowledge of pharmaceuticals/medications.  
Ability to administer medications.  
\_\_\_\_\_
5. \_\_\_\_\_  
Ability to maintain patient charts.  
Ability to record vital signs.  
Ability to give orientation and training.

Figure 12-4. Job Analysis Interview

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KSAO Ranking

Knowledge of patient care procedures. 1  
Ability to assist physician or nurse. 9  
Ability to use judgement. 2  
Knowledge of nursing practices. 5  
Ability to note side effects of medication. 13  
Ability to maintain patient charts. 12  
Knowledge of pharmaceuticals/medications. 7  
Ability to interpret dietician requirements. 17  
Knowledge of sterile techniques. 10  
Ability to draw blood. 14  
Ability to record vital signs. 11  
Knowledge of proper operation of specialized medical equipment. 15  
Ability to measure fluid intake/output. 6  
Ability to administer medications. 8  
Ability to recognize/monitor changes. 16  
Ability to ascertain patient care needs. 3  
Ability to provide resuscitation. 4  
Ability to give orientation and training. 20  
Ability to evaluate patients interpersonal relationships and response to environment. 18  
Ability to provide medical instructions. 19

SME #5

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Signature

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Figure 12-5. KSAO Ranking

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KSAO Ranking

Knowledge of patient care procedures. 6  
Ability to assist physician or nurse. 17  
Ability to use judgement. 2  
Knowledge of nursing practices. 10  
Ability to note side effects of medication. 3  
Ability to maintain patient charts. 11  
Knowledge of pharmaceuticals/medications. 4  
Ability to interpret dietician requirements. 20  
Knowledge of sterile techniques. 8  
Ability to draw blood. 15  
Ability to record vital signs. 13  
Knowledge of proper operation of specialized medical equipment. 14  
Ability to measure fluid intake/output. 12  
Ability to administer medications. 1  
Ability to recognize/monitor changes. 18  
Ability to ascertain patient care needs. 5  
Ability to provide resuscitation. 7  
Ability to give orientation and training. 16  
Ability to evaluate patients interpersonal relationships and response to environment. 19  
Ability to provide medical instructions. 9

SME #6

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Signature

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Figure 12-5. KSAO Ranking—Continued

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KSAO Ranking

Knowledge of patient care procedures. 8  
Ability to assist physician or nurse. 11  
Ability to use judgement. 6  
Knowledge of nursing practices. 7  
Ability to note side effects of medication. 3  
Ability to maintain patient charts. 18  
Knowledge of pharmaceuticals/medications. 1  
Ability to interpret dietician requirements. 17  
Knowledge of sterile techniques. 9  
Ability to draw blood. 14  
Ability to record vital signs. 20  
Knowledge of proper operation of specialized medical equipment. 13  
Ability to measure fluid intake/output. 19  
Ability to administer medications. 2  
Ability to recognize/monitor changes. 10  
Ability to ascertain patient care needs. 5  
Ability to provide resuscitation. 12  
Ability to give orientation and training. 15  
Ability to evaluate patients interpersonal relationships and response to environment. 16  
Ability to provide medical instructions. 4

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SME #7

Signature

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Figure 12-5. KSAO Ranking—Continued

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Aggregate SME KSAO Ranking

<u>FINAL RANKING</u>	<u>KSAO</u>	<u>TOTAL SME POINTS</u>
5	Knowledge of patient care procedures.	(15)
11	Ability to assist physician or nurse.	(37)
1	Ability to use judgement.	(10)
7	Knowledge of nursing practices.	(22)
6	Ability to note side effects of medication.	(19)
13	Ability to maintain patient charts.	(41)
3	Knowledge of pharmaceuticals/medications.	(12)
20	Ability to interpret dietician requirements.	(54)
9	Knowledge of sterile techniques.	(27)
16	Ability to draw blood.	(43)
15	Ability to record vital signs.	(42)
14	Knowledge of proper operation of specialized medical equipment.	(42)
12	Ability to measure fluid intake/output.	(37)
2	Ability to administer medications.	(11)
17	Ability to recognize/monitor changes.	(44)
4	Ability to ascertain patient care needs.	(13)
8	Ability to provide resuscitation.	(23)
18	Ability to give orientation and training.	(51)
19	Ability to evaluate patients interpersonal relationships and response to environment.	(53)
10	Ability to provide medical instructions.	(32)

Personnel Staffing Specialist  
Signature

Figure 12-5. KSAO Ranking—Continued

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**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
1. Knowledge of Patient Care Procedures	5	Yes	-	-	-
2. Ability to Assist Physician or Nurse	11	Yes	-	-	-
3. Ability to Use Judgement	1	Yes	-	-	-
4. Knowledge of Standard Nursing Practices	7	Yes	Combine 1, 2, 8, 9, 12, 17 with 4	Yes	TRAEX/SUPV Rating
5. Ability to Note Side Effects of Medications	6	Yes	-	-	-
6. Ability to Maintain Patient's Charts and Progress Reports	13	Yes	-	Yes	TRAEX/SUPV Rating
7. Knowledge of Pharmaceuticals and Medications.	3	Yes	Combine 5 & 14 with 7	Yes	TRAEX/SUPV Rating
8. Ability to Interpret Dietician Requirements	20	No	-	-	-
9. Knowledge of Sterile Techniques	9	Yes	-	-	-
10. Ability to Draw Blood	16	No	-	-	-
11. Ability to Record Vital Signs	14	No	-	-	-
12. Knowledge of Proper Operation of Specialized Medical Equip	15	Yes	-	-	-
13. Ability to Measure Fluid Intake/Output	12	No	-	-	-

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

Figure 12-6. KSAO Determination Sheet

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
14. Ability to Administer Medications	2	Yes	-	-	-
15. Ability to Recognize and Monitor Changes	17	Yes	-	-	-
16. Ability to Ascertain Patient Care Needs	4	Yes	Combine 3,5,15 19 with 16	Yes	TRAEX/SUPV Rating
17. Ability to Provide Resuscitation	8	Yes	-	-	-
18. Ability to Give Orientation/Training	18	No	-	-	-
19. Ability to Eval Patient's Interpers Rel & Resp to Environment	19	Yes	-	-	-
20. Ability to Provide Medical Care Instructions	10	Yes	-	-	-

**SIGNATURE:** \_\_\_\_\_ (Personnel Staffing Specialist)      **DATE:** \_\_\_\_\_

Figure 12-6. KSAO Determination Sheet—Continued

1. Ability to ascertain patient care needs.
2. Knowledge of pharmaceuticals/medications.
3. Knowledge of standard nursing practices/procedures.
4. Ability to maintain reports regarding patient condition and behavior.

Figure 12-7. Final KSAO

(Title and paragraph not used.) This paragraph contains no entries.

### Section III RATING GUIDE

#### 12-5. Rating Guide.

This section contains the rating guide.

**KSAO NO. 1.** ABILITY TO ASCERTAIN PATIENT CARE NEEDS—This element includes the ability to evaluate patient condition and ascertain changes in condition, and ability to apply mature judgment in situations requiring definite decisions.

(Note: Sample tasks provided with each level description are derived from representative GS-621-5 positions. They are included only to clarify the level descriptions and may not match the specific tasks required of the applicant.)

#### Level Descriptions

<b>4 pts</b>	Has observed/assessed condition of patients where any change in the patient's condition or quality of care being provided would require immediate action. <i>Sample Tasks:</i> Monitored condition of patients receiving mechanical life support by means of defibrillator, respirator, electronic pacemaker, dialysis. Cared for critically ill patients.
<b>3 pts</b>	Has observed/assessed patient's condition based on subtle symptoms or changes in behavior. <i>Sample Tasks:</i> Monitored patient's physical or emotional reaction to care/medications. Noted symptoms such as inattention of eyes, rise in temperature, perspiration, slight drooling, reflecting change in patient condition.
<b>2 pts</b>	Has observed/assessed gross symptoms of changes in patient condition. <i>Sample Task:</i> Noted symptoms such as bleeding, vomiting, fainting, change in skin condition, loss of extremity function.
<b>1 pt</b>	Has determined patient's personal hygiene/comfort needs. <i>Sample Tasks:</i> Bathed and fed patients, applied powders and salves.

Figure 12-8. Rating Guide

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**KSAO NO. 2. KNOWLEDGE OF PHARMACEUTICALS/MEDICATIONS—**  
This element includes knowledge of dosage amounts and administration of medication according to patient condition, usual side effects or reactions of patients to medication, and administration techniques (oral, IM or IV).

(*Note:* Sample tasks provided with each level description are derived from representative GS-621-5 positions. They are included only to clarify the level descriptions and may not match the specific tasks required of the applicant.)

**Level Descriptions**

- 4 pts** Has administered a variety of sophisticated drugs. *Sample Task:* Administered drugs to treat cardiovascular diseases, respiratory diseases, cancer, diabetes, and blood diseases such as thrombo-phlebitis.
- 3 pts** Has administered a variety of drugs. *Sample Task:* Administered drugs to treat psychiatric patients, urinary or gastro-intestinal diseases, and surgical infections.
- 2 pts** Has administered a variety of over-the-counter medicines. *Sample Task:* Administered medicines such as milk of magnesia, Milanta, Maalox, Tylenol.
- 1 pt** Has assisted higher graded personnel administer over the counter medications.

Figure 12-8. Rating Guide—Continued

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**KSAO NO. 3. KNOWLEDGE OF STANDARD NURSING PRACTICES/PROCEDURES**—This element includes the knowledge of various nursing procedures involved in providing patient care either directly or by assisting a physician or nurse.

(*Note:* Sample tasks provided with each level description are derived from representative GS-621-5 positions. They are included only to clarify the level description and may not match the specific tasks required of the applicant.)

**Level Descriptions**

- 4 pts** Has performed a variety of advanced specialized procedures. *Sample Tasks:* Set up and/or operate specialized equipment such as defibrillator, dialysis, EKG, hypothermia; catheterize/irrigate bladder, insert and drain indwelling catheters; apply Buck's Skin Traction, initiate intravenous infusion of prescribed fluid.
- 3 pts** Has performed a variety of specialized procedures. *Sample Tasks:* Irrigate colostomy, perform tracheotomy suctioning, measure central venous pressure, set up an isolette, assist in excision of cysts and lipomas, assist physical in bone marrow biopsy.
- 2 pts** Has performed a variety of routine procedures. *Sample Tasks:* Administer humidity therapy, obtain radial/apical pulse, perform preoperative skin prep, apply heat and ice packs, change sterile dressings. Remove sutures, administer ear/eye irrigation.
- 1 pt** Has performed personal hygiene care for patients and accomplish simple procedures. *Sample Tasks:* Bathe and feed patients, take oral/rectal temperature and other vital signs.

**Figure 12-8. Rating Guide—Continued**

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**KSAO NO. 4. ABILITY TO MAINTAIN REPORTS REGARDING PATIENT CONDITION AND BEHAVIOR**—This element includes the ability to record and report general and specific physical/behavioral signs and symptoms reflecting a patient's condition.

(*Note:* Sample tasks provided with each level description are derived from representative GS-621-5 positions. They are included only to clarify the level description and may not match the specific tasks required of the applicant.)

**Level Description**

<b>4 pts</b>	Recorded specialized medical information or information requiring analysis and evaluation. <i>Sample Tasks:</i> Completed a medication card, recorded laboratory results. Accounted for treatment (Doctor's) orders, take medical history of patient.
<b>3 pts</b>	Has completed or updated comprehensive medical records. <i>Sample Tasks:</i> Posted data to patient charts using standard charting techniques, updates nursing care plans.
<b>2 pts</b>	Has completed routine medical records. <i>Sample Tasks:</i> Completed clinical record (temp, B.P., pulse rate), record data in nursing notes, maintain an intake/output record.
<b>1 pt</b>	Has observed and reported patient behavior to higher graded personnel.

**Figure 12-8. Rating Guide—Continued**

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV  
RATING FORMS**

**12-6. Rating Forms**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 12-9)
- b. Supplemental Questionnaire for Supervisors. (Fig 12-10)
- c. Supervisory Rating Form. (Fig 12-11)
- d. Individual SME Panel Rating Form. (Fig 12-12)
- e. Final Rating Form. (Fig 12-13)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice

Individuals asked or required to furnish personal information are advised of the following:

AUTHORITY: 5 U. S. Code 3302

PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection, and procedural adequacy of the selection and training and promotion processes.

DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number      RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 12-9. Supplemental Applicant Questionnaire

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**KSAO NO. 1. ABILITY TO ASCERTAIN PATIENT CARE NEEDS**—This element includes ability to evaluate patient condition and ascertain changes in condition, and ability to apply judgment in situations requiring definite decisions.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the date and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 12-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** *KNOWLEDGE OF PHARMACEUTICALS/MEDICATION*—Included in this element is knowledge of: dosage amounts and administration of medication according to patient condition, usual side effects or reactions of patients to medications, and administration techniques.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above knowledge. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above knowledge. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above knowledge. Give the dates and locations where you did this.)

Figure 12-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** *KNOWLEDGE OF STANDARD NURSING PRACTICES/PROCEDURES*—This element includes the knowledge of various nursing procedures involved in providing patient care either directly or by assisting a physician or nurse.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above knowledge. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above knowledge. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above knowledge. Give the dates and locations where you did this).

Figure 12-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** *ABILITY TO MAINTAIN REPORTS REGARDING PATIENT CONDITION AND BEHAVIOR*—The element includes the ability to record—report general and specific physical/behavioral signs and symptoms reflecting a patient's condition.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 12-9. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

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The person identified below is being considered for the position of Nursing Assistant/Licensed Practical Nurse, GS-621-5.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicants Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this Form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

### INSTRUCTIONS FOR COMPLETING FORM

For each Knowledge or Ability, please place an 'X' in the space beside the *one* level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

Figure 12-10. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. ABILITY TO ASCERTAIN PATIENT CARE NEEDS**—This element includes ability to evaluate patient condition and ascertain changes in condition, and ability to apply judgment in situations requiring definite decisions.

**Level Descriptions**

- \_\_\_ a. Has observed/assessed gross symptoms of changes in patient's condition. *Sample Task:* Noted symptoms such as bleeding, vomiting, fainting, change in skin condition, loss of extremity function.
- \_\_\_ b. Has determined patient's personal hygiene/comfort need. *Sample Tasks:* Determined patient's needs relative to bathing, grooming; applies medicinal salves and powders.
- \_\_\_ c. Has observed/assessed condition of patients where any change in their condition or quality of care provided would require immediate action. *Sample Tasks:* Monitored condition of patients receiving mechanical life support by means of defibrillator, respirator, electronic pacemaker, dialysis machine. Cared for critically ill patient.
- \_\_\_ d. Has observed/assessed patients condition based on subtle symptoms or changes in behavior. *Sample Tasks:* Monitored patient's physical or emotional reaction to care/medications. Noted symptoms such as inattention of the eyes, rise in temperature, perspiration, slight drooling, which reflect a change in the patient's condition.
- \_\_\_ e. Don't know.

Figure 12-10. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2. KNOWLEDGE OF PHARMACEUTICALS/MEDICATIONS**—This element includes knowledge of dosage amounts and administration of medication according to patient condition, usual side effects or reactions of patients to medication, and administration techniques.

**Level Descriptions**

- \_\_\_ a. Has assisted higher grader personnel administer over the counter medications.
- \_\_\_ b. Has administered a variety of drugs. *Sample Task:* Administered drugs to treat psychiatric patients, urinary or gastro-intestinal diseases, or surgical infections.
- \_\_\_ c. Has administered a variety of over the counter medicines. *Sample Task:* Administered medicines such as milk of magnesia, Milanta, Maalox, Tylenol.
- \_\_\_ d. Has administered a variety of sophisticated drugs. *Sample Task:* Administered drugs to treat cardiovascular diseases, respiratory diseases, cancer, diabetes, or blood diseases such as thrombo-phlebitis.
- \_\_\_ e. Don't know.

Figure 12-10. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. KNOWLEDGE OF STANDARD NURSING PRACTICES/PROCEDURES**—This element includes the knowledge of various nursing procedures involved in providing patient care either directly or by assisting a physician or nurse.

**Level Descriptions**

- \_\_\_ a. Has performed a variety of specialized procedures. *Sample Tasks:* Irrigated colostomies, performed tracheotomy suctioning, measured central venous pressure, set up an isolette, assisted in excision of cysts and lipomas, assisted physician in bone marrow biopsy.
- \_\_\_ b. Has performed a variety of advanced specialized procedures. *Sample Tasks:* Set up and operated medical equipment such as defibrillator, respirator, cardiac monitor, dialysis machine, EKG; cauterized and irrigated a bladder; inserted and drained an indwelling catheter; applied a Buck's Skin Traction; initiated an intravenous infusion of prescribed fluid.
- \_\_\_ c. Has performed personal hygiene and for patients and other simple procedures. *Sample Tasks:* Bathed and fed patients, taken vital signs.
- \_\_\_ d. Has performed a variety of routine procedures. *Sample Tasks:* Administered humidity therapy, obtained radial/apical pulse, performed preoperative skin prep, applied heat and ice packs; changed sterile dressings, removed sutures, administered ear/eye irrigations.
- \_\_\_ e. Don't know.

Figure 12-10. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO MAINTAIN REPORTS REGARDING PATIENT CONDITION AND BEHAVIOR.** This element includes the ability to record and report general and specific physical/behavioral signs and symptoms reflecting a patient's condition.

**Level Descriptions**

- \_\_\_ a. Has observed and reported patient behavior to higher graded personnel.
- \_\_\_ b. Has completed routine medical records. *Sample Tasks:* Completed clinical records, recorded data in nursing notes, maintained intake/output records.
- \_\_\_ c. Has recorded specialized medical information or information requiring analysis and evaluation. *Sample Tasks:* Completed medication card, recorded laboratory results, accounted for treatment (Doctor's) orders, taken medical history of patients.
- \_\_\_ d. Has completed or updated comprehensive medical records. *Sample Tasks:* Posted data to patient's charts using standard charting techniques, updated nursing care plans.
- \_\_\_ e. Don't know.

Figure 12-10. Supplemental Questionnaire for Supervisors—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:  
 Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

The person identified above is being considered for Nursing Assistant/Licensed Practical Nurse, GS-621-5

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this appraisal promptly and return it by the due date. The information you provide will be disclosed to the applicant.

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with the respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 12-11. Supervisory Rating

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**NURSING ASSISTANT/LICENSED PRACTICAL NURSE**  
**GS-621-5**

- 1. **ABILITY TO ASCERTAIN PATIENT CARE NEEDS**—This element includes ability to evaluate patient condition and ascertain changes in condition, and ability to apply judgment in situations requiring definite decisions.
- 2. **KNOWLEDGE OF PHARMACEUTICALS/MEDICATION**—Included in this element is knowledge of: dosage amounts and administration of medication according to patient condition, usual side effects or reactions of patients to medications, and administration techniques.
- 3. **KNOWLEDGE OF STANDARD NURSING PRACTICES/PROCEDURES**—This element includes the knowledge of various nursing procedures involved in providing patient care either directly or by assisting a physician or nurse.
- 4. **ABILITY TO MAINTAIN REPORTS REGARDING PATIENT CONDITION AND BEHAVIOR**—This element includes the ability to record and report general and specific physical/behavioral signs and symptoms reflecting a patient's condition.

Figure 12-11. Supervisory Rating—Continued

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**Nursing Assistant/Licensed Practical Nurse, GS-621-5**

APPLICANT NAME: \_\_\_\_\_

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

CURRENT POSITION: \_\_\_\_\_

Points assigned for each KSAO will be based on evaluation of Training and Experience (TRAEX) as presented in the Personal Qualifications Statement, Supplemental Applicant Questionnaire, and records of awards. Awards will be credited according to the provisions of the merit promotion regulation. Point value will be assigned in accordance with the guidelines in the Crediting Plan.

<i>KSAO</i>	<i>TRAEX Evaluation</i>	<i>Comments</i>
-------------	-------------------------	-----------------

1. Ability to ascertain patient care needs.
2. Knowledge of pharmaceuticals/medications
3. Knowledge of standard nursing practices/procedures
4. Ability to maintain reports regarding patient condition and behavior

SME (Signature) \_\_\_\_\_ Date \_\_\_\_\_

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Figure 12-12. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ (# of KSAO) = \_\_\_\_\_ Final Score (This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 12-13. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 13**

### **MODEL CREDITING PLAN—Dental Assistant, GS-681-5**

#### **Section I**

##### **General Information**

#### **13-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisory Rating

#### **13-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, SF 171
- Supplemental Applicant Questionnaire. (Fig 13-8)
- Supplemental Questionnaire for Supervisors. (Fig 13-9)
- Supervisory Rating. (Fig 13-10)
- Individual SME Panel Rating Form. (Fig 13-11)
- Final Rating Form. (Fig 13-12)

#### **13-3. CANDIDATE EVALUATION.**

*a. STEP 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialist(s) will complete a preliminary review of applicants (SF 171) to establish basic eligibility/minimum qualifications with the standard dated February 1975 for Dental Assistant, GS-681, in OPM Handbook X-118. All applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2 and 3 below.

*b. STEP 2—Rating Procedure:* the following KSAO are the “highly qualifying criteria” which were developed through a job analysis involving three subject matter experts (SME) and will be used to evaluate candidates:

1. ABILITY TO OPERATE DENTAL X-RAY EQUIPMENT—This element includes the ability to expose and develop various intra and extra oral films using conventional and panoramic equipment.
2. ABILITY TO PERFORM INTRA-ORAL PROCEDURES—This element includes accomplishing routine, reversible operative and preoperative procedures.
3. KNOWLEDGE OF DENTAL ANATOMY—This element includes an understanding of the normal anatomy of teeth and soft tissues and deviations therefrom.
4. ABILITY TO COUNSEL/INSTRUCT PATIENTS—This element includes the ability to instruct patients concerning preventive measures, explain treatment procedures to be accomplished, and provide advice on post-operative care.
5. ABILITY TO PERFORM PRE-TREATMENT PROCEDURES—This element includes screening of patient records and medical history to determine general areas of treatment required, and/or route emergency patients to an appropriate treatment provider.

The Rating Guide developed with the technical assistance of the SME identified above will be used to evaluate the degree to which candidates possess the above KSAO.

An ad hoc panel of subject matter experts (SME) chaired by a Personnel Staffing Specialist will be convened to rate all eligible and qualified candidates as determined in Step 1 above.

(1) The appropriate points for Training and Experience (TRAEX) will be credited to each candidate (on the individual SME Panel Rating Form) as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Awards and other employee recognition will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the specific award must be identified on the rating form. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the SME is required to record the points awarded and the basis

therefore on the individual SME Panel Rating Form. The following point values will be recorded in the TRAEX column of the individual SME Panel Rating Form and then transferred to the final rating form by the Personnel Staffing Specialist: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) The employee's supervisor will complete and return the supervisory rating form. The point values to be used are: 4—superior; 3—highly acceptable; 2—acceptable; 1—barely acceptable. The staffing specialist will review the Supervisory Rating and transfer the points assigned by the supervisor to the supervisory rating points column of the Final rating form.

(3) When there is a difference among/between Rating Panel Members in TRAEX ratings of 2 or more points on any particular KSAO, the personnel specialist will discuss the basis for the ratings with the raters. The intent of this discussion is to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their divisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of this discussion and its outcome.

(4) Scoring Procedure.

(a) SME points for TRAEX will be averaged for each KSAO. This average will be transferred to the Final Rating Form and recorded in "TRAEX points" column.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the Supervisory Rating Points column of the Final Rating Form. If the supervisor has marked any KSAO "X" for "Don't Know," an "X" also must be placed in the "Quality Rating Points" column for that KSAO.

(c) "TRAEX Points" and "Quality Rating Points" will be averaged and the result will be recorded in the "Average Points" column of the Final Rating form. Exception: Where the "Supervisory Rating Points" column contains an "X", the "TRAEX Points" for that KSAO will be recorded in the "Average Points" column. If a situation arises where the Supervisor does not return the form or does not complete it, the "TRAEX" Points will be recorded in the Average Points Column for all KSAO. "Average Points" for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO (5) to achieve the "Final Score". To be considered "highly qualified", an applicant must receive a "Final Score" of 3.0 or above.

c. STEP 3—Ranking Procedure for Best Qualified. The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors used, (if any) will be determined by applicable regulations/agreements and the local merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **13-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 13-1)
- b. SME Participating in KSAO determination. (Fig 13-2)
- c. Statement of Duties-Dental Assistant (Expanded Function) GS-681-5. (Fig 13-3)
- d. Job Analysis interview. (Fig 13-4)
- e. KSAO consolidation. (Fig 13-5)
- f. Final KSAO. (Fig 13-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis For Dental Assistant (Expanded Function), GS-681-05

1. Three Dental Officers acting as subject matter experts (SME) met on the 13th and 14th of February to conduct a job analysis. No journeyman dental assistants, GS-5, were assigned to the installation and a decision was made that it would not be feasible or necessary to obtain the services of one via TDY to act as an additional SME.
2. Assembled SME were provided a copy of the appropriate qualification/classification standards, a copy of the standard job description for the position, and a list of duties and representative KSAO for each duty. A job analysis as described in para. 2-5, DA Pamphlet 690-10 was then conducted. A total of 12 KSAOs were initially identified with 5 surviving the SME review of essentiality, combination, . . . etc.
3. SME next independently developed draft level descriptions for each KSAO. The level descriptions were then discussed by the group and revised as needed. Sample tasks were then identified by the SME for each KSAO. A rating guide was developed based on the KSAO and level descriptions provided by the SME.
4. The SME agreed that the Supplemental Applicant Questionnaire, Supplemental Questionnaire for Supervisors, and Supervisory Rating portrayed in DA Pam 690-10 would provide sufficient information to evaluate job applicants.

/Signed/  
Personnel Staffing Specialist

Figure 13-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	COL, Dental Officer
SME Number 2	COL, Dental Officer
SME Number 3	LTC, Dental Officer

**Technical Support**

<i>Name</i>	<i>Title, Series, Grade</i>
Personnel Specialist Number 1	Personnel Staffing Specialist GS-212-12

Figure 13-2. Subject Matter Experts (SME) Participating in KSAO Determination

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## DENTAL ASSISTANT (EXPANDED FUNCTION) GS-681-5

### *Duties*

Restores teeth prepared by dentist and performs other reversible intra-oral procedures. Provides chairside assistance and other supportive services in the dental clinic.

- Maintains supply levels and cleanliness of dental station; sterilizes instruments, materials and equipment.
- Assists patient in completing medical history statements. Records examination and treatment information as relayed by dentist.
- Instructs patient in preventive dental care; demonstrates brushing and flossing techniques and use of disclosing tablets; explains the common cause of decay and its relationship to general diet.
- Takes preliminary impressions for study models and modifies impression trays as needed. Pours and trims models from impressions.
- Restores teeth prepared by dentist; places cavity varnish on prepared tooth; places matrix bands and wedges when required; places, condenses, carves and finishes simple amalgam restorations such as those not requiring retentive pins or cusp replacement. Places, compresses, and finishes synthetic single-surface anterior restorations. Places and contours temporary restorations.
- Applies rubber dam and places cotton rolls to isolate the operative site.
- As directed by dentist removes sutures; applies topical anesthesia, desensitizing agents, medicaments and surgical gauze following extractions to specified areas of the oral cavity.
- Operates dental X-ray equipment to expose and develop intra- and extra-oral radiographs.
- Provides chairside assistance, fully anticipating the dentist's need for instruments, materials, and services.

### *Factor 1. Knowledge Required by the Position*

- Knowledge of dental anatomy, related oral anatomy, the technical methods and practices of dentistry, and the working characteristics of dental instruments and materials to perform a variety of intra-oral procedures including restoration of teeth prepared by dentist.
- Knowledge of and ability to recognize common dental disorders and conditions, such as inflamed tissue and tooth decay, to perform intra-oral procedures which treat these conditions.
- Skill and dexterity in performing intra-oral procedures.

### *Factor 2. Supervisory Controls*

- The dentist assigns therapeutic and restorative intra-oral procedures with detailed instructions on materials and methods to use.
- The assistant performs intra-oral procedures as instructed and consults with the dentist on all matters not specifically covered by instructions.

Figure 13-3. Statement of Duties

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- 
- The dentist spot checks the assistant's work progress in the performance of intra-oral procedures. Completed work is reviewed in detail for accuracy, adequacy, and adherence to instructions and established procedures.

*Factor 3. Guidelines*

Guidelines, consisting of hospital and clinic handbooks, memoranda and operating procedures, manufacturers' instructions and methods and procedures required to perform assigned intra-oral procedures are very specific. The technician exercises very little judgment in selecting guidelines for application to individual cases. Guidelines are closely adhered to in the performance of duties and all deviations must be referred to the dentist. Assignments allow little opportunity for employee to make choices.

*Factor 4. Complexity*

Performs a variety of intra-oral procedures, including restorations, which require consideration of detailed aspects of each patient's dental anatomy to complete.

*Factor 5. Scope and Effect*

Intra-oral procedures, chairside assistance and other clinical support duties together comprise a significant segment of total dental care services. Performance of these duties affects the attitude of patients, the efficiency with which the dental clinic provides services, and facilitates the work of the dentist. Intra-oral procedures also have an effect on the well-being of patients.

*Factor 6. Personal Contacts*

Contacts are with patients and other employees in the hospital.

*Factor 7. Purpose of Contacts*

Contacts with other employees are to exchange information and coordinate services to be provided to patients. Purpose of patient contact is to provide services, exchange information, reassure patient, and motivate patient to practice preventive dental care measures.

*Factor 8. Physical Demands*

Long periods of standing, walking and bending are required.

*Factor 9. Work Environment*

Work involves danger of exposure to radiation and communicable diseases. Assistant uses lead shields for protection against radiation and may wear face masks during treatment procedures.

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Figure 13-3. Statement of Duties—Continued

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JOB TITLE: Dental Assistant

SIGNATURE: \_\_\_\_\_

JOB ANALYSIS INTERVIEW

COLUMN 1

A. What are the four or five major functions to be performed on this job?

1. Operates dental X-Ray equipment to expose and develop intra- and extra - Oral Radiographs

2. Restores teeth prepared by dentist

3. Takes preliminary impressions for study models and modifies impression trays

4. Instructs patients in preventive dental care

5. Assists patients in completing medical records

COLUMN 2

B. For each function, what KSAO are required to perform this?

1. Ability to operate dental X-Ray equipment

2. Skill in performing Intra-Oral procedures; knowledge of physiological processes; knowledge of dental material and instrument; knowledge of basic office emergency procedures, knowledge of dental equipment maintenance.

3. Knowledge of dental anatomy

4. Knowledge of common dental disorders; ability to counsel and instruct patients

5. Knowledge of record keeping/patient scheduling; ability to direct/perform pretreatment diagnostic procedures.

Figure 13-4. Job Analysis Interview

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> <b>Knowledges, skills, abilities, and other characteristics</b>	<b>COLUMN 2</b> <b>KSAO Ranking Column</b>	<b>COLUMN 3</b> <b>Essential</b>	<b>COLUMN 4</b> <b>KSAO Combination</b>	<b>COLUMN 5</b> <b>Distinguishes Superior from Barely Acceptable</b>	<b>COLUMN 6</b> <b>Measurement Tool *</b>
1. Ability to Operate Dental Equipment	6	Yes	-	Yes	TRAEX & Supv App
2. Ability to perform intraoral (reversible) procedures	1	Yes	Combine with 5 & 8	Yes	TRAEX & Supv App
3. Knowledge of dental anatomy	4	Yes	Combine with 4	Yes	TRAEX & Supv App
4. Knowledge of common dental disorder	5	Yes	Combine with 3	No	-
5. Skill in administering topical anesthesia	11	Yes	Combine with 2 & 8	No	-
6. Ability to direct/perform pre-treatment diagnostic procedures	3	Yes	-	Yes	TRAEX & Supv App
7. Knowledge of physiological processes	8	Yes	Combine with 10	No	-
8. Knowledge of dental materials/instruments	2	Yes	Combine with 2 & 5	No	-
9. Knowledge of record keeping/patient scheduling	9	No	-	No	-
10. Knowledge of basic office emergency procedures	7	Yes	Combine with 7	No	-
11. Ability to counsel/instruct patients	10	Yes	-	Yes	TRAEX & Supv App
12. Knowledge of basic equipment maintenance	12	No	-	-	-

\*Abbreviations: TRAEX - Training and Experience  
Supv App - Supervisory Appraisal

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
Personnel Staffing Specialist

Figure 13-5. KSAO Determination sheet

- 
1. Knowledge of X-Ray equipment operation
  2. Ability to perform intra-oral procedures
  3. Knowledge of dental anatomy
  4. Ability to counsel/instruct patients
  5. Ability to perform pre-treatment procedures

Figure 13-6. Final KSAO

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**13-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1. ABILITY TO OPERATE DENTAL X-RAY EQUIPMENT**—This element includes the ability to expose and develop various intra and extra-oral X-ray films using conventional and panoramic equipment

(Note: Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Has taken, developed, and fixed the most difficult X-rays. <i>Sample Tasks:</i> (1) Expose and develop a mandibular or occlusal film; (2) Expose and develop a maxillary occlusal film including a mid hard palate. |
| <b>3 pts</b> | Has taken, developed and fixed all but the most difficult X-rays. <i>Sample Tasks:</i> (1) Expose and develop a complete series or periapical films (2) Expose and develop a panographic film.                      |
| <b>2 pts</b> | Has taken and developed routine X-rays. <i>Sample Task:</i> Expose and develop periapical films of the maxillary anterior teeth.  |
| <b>1 pt</b>  | Has taken only the most simple X-rays. <i>Sample task:</i> Expose and develop bitewing films.   |

Figure 13-7. Rating guide

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**KSAO NO. 2. ABILITY TO PERFORM INTRA-ORAL PROCEDURES**—This element includes accomplishing routine, reversible operative and pre-operative procedures.

(Note: Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- 4 pts** Has placed and finished amalgam and composite restorations including those requiring retentive pins or cusp replacement. *Sample Tasks:* (1) Place and finish 3 surface amalgam restoration with cusp replacement. (2) Place and finish a 2 surface composite restoration.
- 3 pts** Has placed and finished amalgam and composite restorations not requiring retentive pins or cusp replacement. *Sample tasks:* (1) Place and finish a 3 surface amalgam restoration, (2) Place and finish a 1 surface composite restoration.
- 2 pts** Has taken preliminary impressions, placed temporary fillings, removed sutures. *Sample Task:* Place a 3 surface temporary restoration.
- 1 pt** Has accomplished routine pre-post operative procedures. *Sample Task:* Placed and removed a rubber dam.

Figure 13-7. Rating guide—Continued

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**KSAO NO. 3. KNOWLEDGE OF DENTAL ANATOMY**—This element includes an understanding of the normal anatomy of teeth and soft tissues and deviations therefrom.

(Note: Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

- 4 pts** Has recognized symptoms which indicate generalized systematic abnormalities. *Sample Task:* Differentiate individual tooth caries from generalized abnormalities such as gross enamel developmental defects.
- 3 pts** Has recognized pathological variations in both hard and soft tissue. *Sample Task:* Differentiate between early dental caries and normal enamel grooves and pits.
- 2 pts** Has recognized gross deviations from the norm in both hard and soft tissue. *Sample Task:* Differentiate between normal gingiva and gingiva in a moderate state of inflammation.
- 1 pt** Has recognized normal tooth structure. *Sample Task:* Identify normal occlusal anatomy of bicuspids and molars.

Figure 13-7. Rating guide—Continued

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**KSAO NO. 4. ABILITY TO COUNSEL/INSTRUCT PATIENTS**—This element includes the ability to instruct patients concerning preventive measures, explain treatment procedures to be accomplished, and provide advice on post-operative care.

(*Note:* Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- 4 pts** Has instructed patient concerning treatment in progress, proper diet/preventive care. *Sample Task:* Instruct a patient in flossing and brushing techniques specific to his/her oral condition.
- 3 pts** Has instructed patients in general oral hygiene. *Sample Task:* Demonstrate generally accepted flossing standards.
- 2 pts** Has instructed patients concerning the common causes of tooth decay periodontal disease.
- 1 pt** Has explained a sequence of events to patients during specific procedures. *Sample Task:* Explain the function of the rubber dam and other steps in the process of placing a restoration.

Figure 13-7. Rating guide—Continued

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**KSAO NO. 5. ABILITY TO PERFORM PRE-TREATMENT PROCEDURES**—This element includes screening of patient records and medical history, determine general area of treatment required, and/or route emergency patients to appropriate treatment provider.

(*Note:* Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- 4 pts** Has performed oral screening exams. *Sample Tasks:* (1) Conduct screening exam to rule out existence of acute gingivitis. (2) Conduct screening exam to determine existence of generalized extensive dental caries.
- 3 pts** Has performed simple procedures such as vitality tests and blood pressure. *Sample Tasks:* (1) Use vitalometer, (2) take and record blood pressure.
- 2 pts** Has identified significant aspects of patient's medical history and secured additional pertinent data when appropriate. *Sample Task:* Question patient with history of high blood pressure or bleeding and record information for evaluation by the dentist.
- 1 pt** Has obtained patient's medical history and description of symptoms. *Sample Task:* Review medical history and bring up to date.

Figure 13-7. Rating guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

#### **Section IV RATING FORMS**

##### **13-6. Rating Forms.**

This appendix contains the following documents:

- a.* Supplemental Applicant Questionnaire. (Fig 13-8)
- b.* Supplemental Questionnaire for Supervisors. (Fig 13-9)
- c.* Supervisory Rating. (Fig 13-10)
- d.* Individual SME Panel Rating Form. (Fig 13-11)
- e.* Final Rating Form. (Fig 13-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number

RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 13-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1**    **ABILITY TO OPERATE DENTAL X-RAY EQUIPMENT**—This element includes the ability to expose and develop various intra- and extra-oral X-Ray films using conventional and panoramic equipment.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the act for which you received the awards, if available.)

3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

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Figure 13-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2. ABILITY TO PERFORM INTRA-ORAL PROCEDURES**—This element includes accomplishing routine, reversible operative and pre-operative procedures.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 13-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. KNOWLEDGE OF DENTAL ANATOMY**—This element includes an understanding of the normal Anatomy of teeth and soft tissues and deviations therefrom.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above knowledge. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above knowledge. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above knowledge. Give the dates and locations where you did this.)

Figure 13-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4. ABILITY TO COUNSEL/INSTRUCT PATIENTS**—This element includes the ability to instruct patients concerning preventive measures, explain treatment procedures to be accomplished, and provide advice on postoperative care.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)

Figure 13-8. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

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The person identified below is being considered for the position of Dental Assistant (Expanded Function) GS-681-05.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

### Instructions for Completing Form

For each knowledge or ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

Figure 13-9. Supplemental Questionnaire for supervisors

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**KSAO NO. 1. ABILITY TO OPERATE DENTAL X-RAY EQUIPMENT**—This element includes the ability to expose and develop various intra and extra-oral X-ray films using conventional and panoramic equipment.

(*Note:* Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- a. Has taken and developed a variety of routine X-rays. *Sample Task:* Exposed and developed periapical films of maxillary anterior teeth.
- b. Has taken, developed and fixed all but the most difficult X-rays. *Sample Tasks:* (1) Exposed and developed a complete series of periapical films (2) Exposed and developed panographic films.
- c. Has taken only the most simple X-rays. *Sample Task:* Exposed and developed bitewing films.
- d. Has taken, developed and fixed the most difficult X-rays. *Sample Tasks:* (1) Exposed and developed mandibular or occlusal films, (2) Exposed and developed maxillary occlusal films including a mid-hard palate.

Figure 13-9. Supplemental Questionnaire for supervisors—Continued

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**KSAO NO. 2. ABILITY TO PERFORM INTRA-ORAL PROCEDURES**—This element includes accomplishing routine, reversible operative and pre-operative procedures.

(*Note:* Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- a. Has accomplished simple pre/post operative procedures. *Sample Task:* Placed and removed rubber dams.
- b. Has placed and finished amalgam and composite restorations including those requiring retentive pins and cusp replacement. *Sample Task:* (1) Placed and finished 3 surface amalgam restorations with cusp replacement, (2) Placed and finished a 2 surface composite restoration.
- c. Has taken preliminary impressions, placed temporary fillings and removed sutures. *Sample Task:* Placed a 3 surface temporary restoration.
- d. Has placed and finished amalgam and composite restorations not requiring retentive pins or cusp replacement. *Sample Tasks:* (1) Placed and finished 3 surface amalgam restorations. (2) Placed and finished a 1 surface composite restoration.

Figure 13-9. Supplemental Questionnaire for supervisors—Continued

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**KSAO NO. 3. KNOWLEDGE OF DENTAL ANATOMY**—This element includes an understanding of the normal anatomy of teeth and soft tissues and deviations therefrom.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Has recognized pathological variations in both hard and soft tissues. *Sample Task:* Differentiated between early dental caries and normal enamel grooves and pits.
- \_\_\_ b. Has recognized gross deviations from the norm in both hard and soft tissue. *Sample Task:* Differentiated between normal gingiva and gingiva in a moderate state of inflammation.
- \_\_\_ c. Has recognized normal tooth structure. *Sample Task:* Identified normal occlusal anatomy of bicuspid and molars.
- \_\_\_ d. Has recognized symptoms which indicate generalized systematic abnormalities. *Sample Task:* Differentiated individual tooth caries from generalized abnormalities such as gross enamel developmental defects.

Figure 13-9. Supplemental Questionnaire for supervisors—Continued

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**KSAO NO. 4. ABILITY TO COUNSEL/INSTRUCT PATIENTS**—This element includes the ability to instruct patients concerning preventive measures, explain treatment procedures to be accomplished, and provide advice on post-operative care.

(*Note:* Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- \_\_\_ a. Has explained a sequence of events to patients during the course of specific procedures. *Sample Task:* Explained the function of the rubber dam and other steps in the process of placing restorations.
- \_\_\_ b. Has instructed patients concerning treatment in progress, proper diet and preventive care. *Sample Task:* Instructed patient in proper flossing and brushing techniques specific to his/or her oral condition.
- \_\_\_ c. Has instructed patients concerning the common causes of tooth decay/periodontal disease. *Sample Task:* Counseled patients on the effects of refined sugar in a diet.
- \_\_\_ d. Has instructed patients in general oral hygiene. *Sample Task:* Demonstrated generally accepted flossing techniques.

Figure 13-9. Supplemental Questionnaire for supervisors—Continued

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**KSAO NO. 5. ABILITY TO PERFORM PRE-TREATMENT PROCEDURES—**  
This element includes screening of patient records and medical history, determining the general area of treatment required, and/or route emergency patients to appropriate treatment provider.

(*Note:* Sample Tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level description and need not specifically match tasks performed by the applicant.)

**Level Descriptions**

- a. Has identified significant aspects of patient's medical history and secured additional pertinent data when appropriate. *Sample Task:* Questioned patients with history of high blood pressure or bleeding and record information for evaluation by the dentist.
- b. Has obtained patient's medical history and description of symptoms. *Sample Task:* Review medical history and bring up to date.
- c. Has performed oral screening exams. *Sample Tasks:* (1) Conducted screening exam to rule out existence of acute gingivitis, (2) Conduct screening exam to determine existence of generalized extensive dental caries.
- d. Has performed simple preliminary procedures to oral exam. *Sample Tasks:* (1) Take and record blood pressure, (2) use vitalometer.

Figure 13-9. Supplemental Questionnaire for supervisors—Continued

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Name of Employee	Title and Grade	Organizational Unit
Prepared By	Title and Grade	Organizational Unit

**Working Relationship to Employee:**

Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: From \_\_\_\_\_ To \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

The person identified above is being considered for Dental Assistant (Expanded Function), GS-681-05.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills and abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

**INSTRUCTIONS ON COMPLETING THIS FORM**

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 13-10. Supervisory Rating

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**DENTAL ASSISTANT (EXPANDED FUNCTION)**

**GS-681-05**

- \_\_\_ 1. *Ability to Operate Dental X-Ray Equipment*—This element includes the ability to expose and develop various INTRA and EXTRA-oral X-ray films using conventional and panoramic equipment.
- \_\_\_ 2. *Ability to Perform Intra-Oral Procedures*—This element includes accomplishing routine, reversible operative and preoperative procedures.
- \_\_\_ 3. *Knowledge of Dental Anatomy*—This element includes an understanding of the normal anatomy of teeth and soft tissues and deviations therefrom.
- \_\_\_ 4. *Ability to Counsel/Instruct Patient*—This element includes the ability to instruct patients concerning preventive measures, explain treatment procedures to be accomplished and provide advice on post-operative care.
- \_\_\_ 5. *Ability to Perform Pre-Treatment Procedures*—This element includes screening of patient records and medical history, determine general area or treatment required, and/or route emergency patients to the appropriate treatment provider.

Figure 13-10. Supervisory Rating—Continued

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**Dental Assistant (Expanded Function), GS-681-05**

Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1.		
2.		
3.		
4.		
5.		

\_\_\_\_\_  
Panel Member Signature and Date

Figure 13-11. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_ (This figure must be  
(# of KSAO) Final Score considered "highly  
 qualified")

\* 1,2,3, or 4 based on candidate and supervisory questionnaires.  
 \*\* 1,2,3, or 4 based on supervisory rating of candidate.  
 \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 13-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 14**

### **MODEL CREDITING PLAN—Electronics Technician, GS-856-11**

#### **Section I**

#### **GENERAL INFORMATION**

##### **14-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings
- Supervisor Rating

##### **14-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- SF 171 and/or Official Personnel Folder
- Supplemental Applicant Questionnaire. (Fig 14-7)
- Supplemental Questionnaire for Supervisors. (Fig 14-8)
- Supervisory Rating. (Fig 14-9)
- Individual SME Panel Rating Form. (Fig 14-10)
- Final Rating Form. (Fig 14-11)

##### **14-3. CANDIDATE EVALUATION.**

*a. Step 1—Review for basic eligibility and minimum qualifications:* Personnel Staffing Specialist will review the SF 171 of Official Personnel Folder of all applicants to determine basic eligibility and minimum qualifications in accordance with the standard dated December 1975 for Electronics Technician, GS-856, in OPM Handbook X-118. All applicants found to be eligible for consideration and having minimum qualifications by this step will be considered in steps 2,3, and 4 below.

*b. Step 2—Rating procedures:* The following KSAO are the “Highly Qualified Criteria” which were developed through a job analysis involving four Subject Matter Experts (SME) in the Electronics Technician area and will be used to evaluate candidates:

**KSAO 1: KNOWLEDGE OF COMPUTERIZED ATE (AUTOMATIC TEST EQUIPMENT) SYSTEMS DEFINITION—**This element requires a knowledge of the configuration, operation, maintenance, and application of ATE systems.

**KSAO 2: KNOWLEDGE OF ATE (AUTOMATIC TEST EQUIPMENT) LANGUAGE DEFINITION—**This element requires a knowledge of ATE high level, assembly, and machine languages.

**KSAO 3: KNOWLEDGE OF ELECTRONICS DEFINITION—**This element requires a knowledge of the theory and principles governing the functions and maintenance of electronic equipment.

**KSAO 4: ABILITY TO ANALYZE ATE (AUTOMATIC TEST EQUIPMENT) SOFTWARE DESIGN CONCEPTS/APPLICATIONS DEFINITION—**This element requires the ability to evaluate, design, interpret various ATE systems and applications of software.

**KSAO 5: ABILITY TO RESOLVE AND DIRECT THE RESOLUTION OF ATE (AUTOMATIC TEST EQUIPMENT) HARDWARE MALFUNCTIONS DEFINITION—**This element requires experience in analysis and diagnosis of malfunctions of ATE systems with the ability to provide direction to lower graded technicians in problem resolution.

**KSAO 6: ABILITY TO COMMUNICATE IN WRITING DEFINITION—**This element requires the ability to prepare formal correspondence and reports in a clear, concise and grammatically accurate manner.

**KSAO 7: ABILITY TO DEVELOP TPS (TEST PROGRAM SETS) DEFINITION—**This element requires the ability to determine test ability (feasibility), estimate total cost, and develop/improvise test methods and procedures for the development of Test Program Sets.

A rating guide developed with the technical assistance of the SME will be used to evaluate the degree to which candidates possess the above KSAO.

An Ad Hoc panel consisting of three subject matter experts and a personnel staffing specialist will be convened to rate all eligible and qualified candidates as determined in Step 1.

(1) Panel members must be capable of making informed decisions regarding criteria and qualifications in the occupational field.

(2) Where possible, panel members will include qualified minority group members and/or women.

(3) The panel members must be at a level no lower than the position being rated.

(4) TRAEX Rating. The appropriate points for training and experience (TRAEX) will be credited to each candidate as indicated in the rating guide by considering all information provided on the Supplemental Questionnaire for Supervisors, the Supplemental Applicant Questionnaire, SF-171, and/or Official Personnel Folder. Awards and other employee recognition will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered as such, the award must be identified on the rating form. Awards cannot be used to increase the level of a KSAO beyond 4 points. For each KSAO, the personnel specialist is required to record the basis for crediting points on the Final Rating Form. The following point values, will be used in accessing the value of each KSAO: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(5) Supervisory Rating. Using the Supervisory Rating Form, points will be recorded in the Supervisory Rating Column on the Final Rating Form. The point values are as follows: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(6) Reviewing Ratings: The points derived from the individual rating will be recorded on the Final Rating Form. When there is a difference in TRAEX ratings of more than 2 points on total raw score or a difference of more than 1 point on any one KSAO between raters, the Personnel Staffing Specialist will open a discussion of the basis for the ratings. This discussion is intended to insure that all SME generally noted the same facts and interpreted the rating guide in the same manner. If a larger spread exists, the applicant's qualifications will be discussed/recredited and/or adjusted, as appropriate. Notes will be made of the discussion and its outcome.

(7) Scoring Procedure.

(a) SME points for TRAEX will be averaged for each KSAO. This average will be transferred to the Final Rating Form and recorded in the "TRAEX Points" column by the staffing specialist.

(b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know," an "X" will be placed in the "Supervisory Rating Points" column.

(c) TRAEX Points and Supervisory Rating Points will be averaged and the results recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the "TRAEX Points" for that KSAO will be recorded in the "Average Points" column. "Average Points" for all KSAO will be summed and recorded as "Total Average KSAO Points." "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score."

c. *Step 3—Rating to determine "Highly Qualified"*: An applicant's score must be at least 3.0 to be considered "Highly Qualified."

d. *Step 4—Ranking to determine "Best Qualified"*: The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors if any, will be governed by applicable regulations and the local merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **14-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. SME Participating in KSAO determination. (Fig 14-1)
- b. Statement of Duties—Electronics Technician, GS-856-11. (Fig 14-2)
- c. Statement of Physical demands. (Fig 14-2(a))
- d. Job Analysis interview. (Fig 14-3)
- e. KSAO consolidation. (Fig 14-4)
- f. Final KSAO. (Fig 14-5)

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Supervisory Electronics Technician, GS-856-11
SME Number 2	Electronics Technician, GS-856-11
SME Number 3	Electronics Technician, GS-856-11
SME Number 4	Electronics Technician, GS-856-11

**Technical Support**

<i>Name</i>	<i>Title, Series, Grade</i>
Personnel Specialist Number 1	Personnel Staffing Specialist, GS-212-11

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Figure 14-1. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501. the proponent agency is DCSPER</small>		1. JOB NUMBER <div style="text-align: right; font-size: 1.2em;">10844</div>	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  USCSC PCS, GS-856, 12/65; GS-344, 8/67		5. TITLE <div style="text-align: center;">Electronics Technician</div>	
		6. PAY SCHEDULE <div style="text-align: center;">GS</div>	7. OCC CODE <div style="text-align: center;">856</div>
		8. GRADE <div style="text-align: center;">11</div>	10. COMP LEVEL
		9. FAIR LABOR STANDARDS ACT <input checked="" type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
<p>Works under the general supervision of Chief, Automatic Test Equipment (ATE) Section who outlines project assignments, priorities, responsibilities, and authorities to accomplish mission objectives. Incumbent plans, organizes, and executes or directs the execution of assigned projects independently utilizing considerable initiative and engineering skills and judgment. Work performance is evaluated for effectiveness and accomplishment in meeting mission objectives.</p>			
<u>MAJOR DUTIES</u>			
<p>Serves as ATE Systems Manager, Configuration Manager or on Staff responsible for the acquisition, application, support, control and operation of ATE Systems. These responsibilities are the principal and essential functions necessary in supporting all facets of Automatic Testing (AT) associated with the Maintenance Directorate mission requirements and provides the Directorate with capabilities, skills, and expertise demanded by the highly specialized domain of AT and ATE. The necessity to coordinate with and/or provide engineering consultation or assistance on AT/ATE related matters to Depot and Command elements, other service organizations as well as industry are a significant and inherent aspect of these responsibilities.</p>			

DA FORM 374  
1 JUN 76

PREVIOUS EDITIONS OF THIS FORM MAY BE USED U.S. Government Printing Office: 1980-341-646/8064

Figure 14-2. Job Description

1. May serve as ATE Systems Manager responsible for the overall management of an ATE System or Systems to assure effective, efficient and coordinated utilization of the System(s) being managed.

a. Responsible for establishing, implementing and enforcing system policies and procedures to regulate the utilization of the system relative to the engineering support functions. Reviews applications program developed by test designers to assure adequacy in the achievement of design intent, assuring conformance with accepted engineering practices, and assuring that the completed software package conforms with existing standards. Directs or performs the system confidence tests, cyclic in-system instrument calibration, and system maintenance. Respond to system failures and analyzes the problem origin. Performs hardware diagnostics or software analyses to determine causative factors. Resolves or directs the resolution of the problem as soon as possible to meet the critical need in minimizing costly system down-time. Responsible for assuring a cohesive and coordinated effort among operating shifts in the performance of engineering support functions on the ATE Systems(s) under his management.

b. Coordinates with respective Directorate activities in establishing priorities and due dates for the development of applications programs and for production requirements. Provides assignments to test designers engaged in the development of applications programs on the ATE System(s) under his management and monitors the schedules to assure meeting specified completion dates.

c. Engages directly in the design and development of applications programs on highly complex electronic equipment undergoing depot maintenance as well as for purposes of developing Depot Maintenance Work Requirements (DMWR) for higher command. This entails the development of level of diagnosis, diagnostic logic, stimuli/measurement requirements, computer flow charts, and interface adapters. Effort requires in-depth knowledge of high level languages such as BASIC and FORTRAN and associated assembly and machine languages; also requires working knowledge and understanding of the principles and techniques of Computer-aided program generation such as TESTAID/FASTRACE and DLASAR as applied in the digital test world.

d. As ATE System(s) Manager, has overall responsibility for the operating software and hardware in assuring that the capabilities are consistent with present and future needs. Initiates action to expand the hardware as required. Modifies the system operating software such as the compiler to accommodate the hardware expansion and/or to enhance or improve the operating software capabilities. Assures that all system software and hardware changes do not impact previously developed applications programs and that such changes are coordinated with the Configuration Manager.

2. May serve as the Depot ATE Configuration Manager responsible for configuration controls associated with ATE Systems, i.e., operating software, applications software and systems hardware.

a. Responsible for the central management of ATE to assure that: the latest test specifications are applied in the design of the applications programs, and, when test specifications are not available, assists in the development of same and coordinates the recommended test specifications with the appropriate Commodity Command or Service; all test specification changes affecting applications software are controlled and implemented and the resulting test design updates are coordinated with the appropriate Commodity Command or Service; test design and/or updates in the form of disk packs, magnetic tape, perforated tape and associated documentation are distributed to all using organizations and Commodity Command/Service, and, in the event of test design

Figure 14-2. Job Description—Continued

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updates, takes appropriate action to dispose of superseded issues; all revisions, updates or recommendations thereto to the systems software or modifications to the hardware are thoroughly researched, reviewed, evaluated and coordinated prior to implementation to safeguard the integrity of developed applications program; all processes associated with hardware and software actions are duly coordinated and controlled through proper documentations.

b. Serves as Depot representative on Command teams or committees involved in the development and implementation of a standardized DOD high level automatic test equipment language. Effort requires in-depth knowledge of high level languages such as ATLAS, BASIC and FORTRAN and associated assembly and machine languages, a working knowledge and understanding of the principles and techniques of computer-aided program generation such as TESTAID/FASTRACE and SLASAR as applied in the digital world; a working knowledge and understanding of operation of compilers, interpreters and assemblers.

3. May serve as Staff to the Chief of Automatic Test Equipment Section.

a. Assigned special projects which may include the assignment as Engineering Project Officer, to coordinate depot maintenance support plans with respective Commodity Commands on new equipment such as the AN/TPQ-37 FIREFINDER scheduled for fielding which are heavily supported and maintained by ATE Systems.

b. Performs in-depth feasibility studies in coordination with the appropriate Systems Manager on highly complex electronics equipment such as the AN/UYK-23 Computer, part of QUICKLOOK II and Circuit Card Assemblies (CCA's) of GURADRAIL V when tasked by higher command to determine testability by ATE means. Such feasibility studies entail the determination of the depot's ATE support capability as well as providing accurate manhour and material estimates.

c. Responsible for the preparation of work proposals, Statement of Work (SOW) complete with milestone charts on major automatic testing tasks assigned by higher command. Responsible for the coordination, monitoring of work schedules of assigned tasks through completion.

d. Works towards achieving optimum application of ATE in support of the depot maintenance mission by performing assignments encompassing research, engineering studies and evaluations associated with automatic testing concepts, test philosophies and ATE design capabilities and configuration. Takes action to assure that all necessary ATE equipment are being budgeted in the short and long range modernization plans, provides the necessary basis and justification as well as all technical and statistical inputs necessary for the preparation of the Economic Analysis. Responsible for the development of technical specifications for procurement actions of ATE Systems and/or equipment.

e. Responsible for the coordination in the installation of new major ATE Systems on depot such as the AN/USM-410 (EQUATE) or special installation of ATE Systems in mobile vans such as the ATS-80 for SIG INT/EW projects.

f. Performs in an administrative capacity in assisting the Section Chief in preparation of Special reports, Fact Sheets, Staff/Special Studies, etc.

Performs other duties as assigned.

**Figure 14-2. Job Description—Continued**

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The number preceding each physical demand requirement and each work environment condition essential to the duties of this position is circled below:

PHYSICAL DEMANDS

1. Heavy lifting, 45 lbs or over
  - a. Rarely
  - b. Occasionally
  - c. Often
  - d. Assistance is available
2. Moderate lifting, 15-44 lbs
  - a. Rarely
  - b. Occasionally
  - c. Often
  - d. Assistance is available
3. Light lifting, under 15 lbs
4. Heavy carrying, 45 lbs and over
  - a. Rarely
  - b. Occasionally
  - c. Often
  - d. Assistance is available
5. Moderate carrying 15-44 lbs
  - a. Rarely
  - b. Occasionally
  - c. Often
  - d. Assistance is available
6. Light carrying, under 15 lbs
7. Straight pulling ( hrs)
  - a. Pulling hand over hand ( hrs)
  - b. Pushing ( hrs)
8. Reaching above shoulder height
9. Use of fingers
10. Both hands required
11. Walking ( hrs)
12. Standing ( hrs)
13. Crawling ( hrs)
14. Kneeling ( hrs)
15. Repeated bending ( hrs)
16. Climbing, legs only ( hrs)
17. Climbing, use of legs and arms
18. Both legs required
19. Operation of crane, truck, tractor, or motor vehicle
20. Ability for rapid mental and muscular coordination simultaneously
21. Ability to use and desirability of using firearms
22. Near vision correctable at 13" to 16" Jaeger 1 to 4
23. Far vision correctable in one eye to 20/20 and 20/40 in the other
24. Far vision correctable in one eye to 20/20 and 20/40 in the other
25. Far vision correctable in one eye to 20/20 and 20/40 in the other
26. Far vision correctable in one eye to 20/50 and to 20/100 in the other
27. Specific visual requirement (specify)
28. Both eyes required
29. Depth perception
30. Ability to distinguish basic colors
31. Ability to distinguish shades of color
32. Hearing (Aid permitted)
33. Hearing without aid
34. Specific hearing requirements (specify)
  - a. Miscellaneous
    1. Sedentary Work
    2. Ride a Bicycle
    3. Operation of vehicle other than that stated in item 21 (specify)
    4. Other (specify)

WORK ENVIRONMENT

1. Outside
2. Outside and inside
3. Excessive heat
4. Excessive cold
5. Excessive humidity
6. Excessive dampness or chilling
7. Dry atmospheric conditions
8. Excessive noise, intermittent
  - a. 85 decibels and over
  - b. Between 60 and 85 decibels
9. Constant noise
  - a. 85 decibels and over
  - b. Between 60 and 85 decibels
10. Dust
11. Silica, asbestos, etc.
12. Fumes, smoke, or gases
13. Solvents (degreasing agents)
14. Grease and oils
15. Radiant Energy
  - a. Ionizing
  - b. Non-ionizing
  - c. Laser
16. Electrical energy
17. Slippery or uneven walking surfaces
18. Working around machinery with vehicles
19. Working around moving objects or vehicles
20. Working on ladders or scaffolding
21. Working below ground
22. Unusual fatigue factors
  - a. Working in cramped positions
  - b. Working on items overhead
  - c. Other (Specify)
23. Working with hands in water
24. Explosives
25. Vibration
26. Working closely with others
27. Working alone
28. Protracted or irregular hours of work
29. Miscellaneous
  - a. Pesticides
  - b. Chemicals
  - c. Working on high structures
  - d. Subject to cuts and bruises
  - e. Other (specify)

Figure 14-2(A). Job Description

**JOB ANALYSIS INTERVIEW**

*Column*

A. What are the four or five major functions to be performed on this job?

1. Performs technical review of test programs sets (TPS) designed and developed for ATE Systems.

*Column 2*

B. For each function, what KSAO are required to perform this?

1. Knowledge of ATE systems
2. Knowledge of ATE language
3. Knowledge of electronics
4. Knowledge of electronic and mechanical design
5. Ability to develop/interpret test/diagnostic parameters.
6. Ability to interpret schematics, engineering drawings.
7. Knowledge of math
8. Knowledge of electronic test instruments.
9. Ability to interpret various software design concepts/applications.
10. Knowledge of state-of-the art hardware design.
11. Ability to develop TPS
12. Ability to perform feasibility studies.

**Figure 14-3. Job Analysis Interview**

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**JOB ANALYSIS INTERVIEW (continued)**

<i>Column 1</i>	<i>Column 2</i>
2. Directs/performs ATE Systems analysis for hardware/software dysfunction/modification.	1. Knowledge of ATE systems
	2. Knowledge of ATE language
	3. Knowledge of electronics.
	4. Knowledge of electronics & mechanical design
	5. Ability to develop/interpret test/diagnostic parameters.
	6. Ability to interpret schematics, engineering drawings
	7. Knowledge of math
	8. Knowledge of electronic test instruments.
	9. Ability to interpret various software design concepts/applications.
	10. Ability to direct the resolution of hardware dysfunctions.
	11. Ability to develop TPS
	12. Ability to perform feasibility studies.

Figure 14-3. Job Analysis Interview—Continued

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**JOB ANALYSIS INTERVIEW (continued)**

<i>Column 1</i>	<i>Column 2</i>
3. Designs/develops TPS on special highly complex electronic equipment.	1. Knowledge of ATE systems
	2. Knowledge of ATE language
	3. Knowledge of electronics
	4. Knowledge of electronic and mechanical design
	5. Ability to develop/interpret test/diagnostic parameters.
	6. Ability to interpret schematics, engineering drawings.
	7. Knowledge of math
	8. Knowledge of electronic test instruments.
	9. Ability to interpret various software design concepts/applications.
	10. Ability to develop TPS.
	11. Ability to work under pressure.
	12. Ability to perform feasibility studies.

Figure 14-3. Job Analysis Interview—Continued

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**JOB ANALYSIS INTERVIEW (continued)**

<i>Column 1</i>	<i>Column 2</i>
4. As project leader, directs, assigns, and coordinates work objectives relative to automated testing.	1. Ability to communicate orally.
	2. Ability to communicate in writing.
	3. Ability to direct the resolution of hardware dysfunctions.
	4. Knowledge of SOP's.
	5. Ability to meet and deal.

Figure 14-3. Job Analysis Interview—Continued

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---

## JOB ANALYSIS INTERVIEW (continued)

*Column 1*

5. Responsible for overall ATE hardware/software configuration management encompassing ATE Systems and TPS's.
1. Knowledge of ATE systems.
2. Knowledge of ATE language
3. Knowledge of electronics.
4. Knowledge of electronic and mechanical design.
5. Ability to develop/interpret test/diagnostic parameters.
6. Ability to interpret schematics, engineering drawings.
7. Knowledge of math
8. Knowledge of electronic test instruments.
9. Ability to communicate orally.
10. Ability to communicate in writing
11. Ability to interpret various software design concepts/applications.
12. Knowledge of state-of-the art hardware design.
13. Ability to meet and deal.
14. Knowledge of configuration management principles.
15. Ability to develop TPS.
16. Ability to work under pressure.
17. Ability to perform feasibility studies.

Figure 14-3. Job Analysis Interview—Continued

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## JOB ANALYSIS INTERVIEW (continued)

*Column 1*

- |  |   |
|--|---|
| 6. Evaluates/develops ATE System hardware and software for present and future (modernization) application. | 1. Knowledge of ATE systems.                              |
|  | 2. Knowledge of electronics.                              |
|  | 4. Knowledge of electronic and mechanical design.         |
|  | 5. Ability to interpret schematics, engineering drawings. |
|  | 6. Knowledge of math.                                     |
|  | 7. Knowledge of electronic test instruments.              |

Figure 14-3. Job Analysis Interview—Continued

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## JOB ANALYSIS INTERVIEW (continued)

### *Column 1*

- |  |   |
|--|---|
| 7. Performs or directs the performance of various assignments. Assignments associated with special ATE project encompassing; feasibility studies, preparation of work proposals/S.O.W.'s, ETC. | 1. Knowledge of ATE systems   |
|  | 2. Knowledge of ATE language  |
|  | 3. Knowledge of electronics   |
|  | 4. Knowledge of electronics and mechanical design.                      |
|  | 5. Ability to develop/interpret test/diagnostic parameters.             |
|  | 6. Ability to interpret schematics, engineering drawings.               |
|  | 7. Knowledge of math.   |
|  | 8. Knowledge of electronic test instruments.                            |
|  | 9. Ability to communicate orally.                                       |
|  | 10. Ability to communicate in writing.                                  |
|  | 11. Ability to interpret various software design concepts/applications. |
|  | 12. Knowledge of state-of-the art hardware design.                      |
|  | 13. Knowledge of SOP's  |
|  | 14. Ability to meet and deal.   |
|  | 15. Ability to work under pressure.                                     |
|  | 16. Ability to perform feasibility studies.                             |

Figure 14-3. Job Analysis Interview—Continued

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KSAO DETERMINATION SHEET

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6
Knowledges, skills, abilities, and other characteristics	KSAO Ranking Column	Essential	KSAO Combination	Distinguishes Superior from Barely Acceptable	Measurement Tool
1. Knowledge of ATE Systems	3			Yes	SUPV RATING TRAEX
2. Knowledge of ATE Language	2			Yes	SUPV RATING TRAEX
3. Knowledge of Electronics	1		4, 6, 7, 8	Yes	SUPV RATING TRAEX
4. Knowledge of Electronic and Mechanical Design	10				
5. Ability to Develop/ Interpret Test/Diagnostic Parameters	6				
6. Ability to Interpret Schematics, Engineering Drawings	8				
7. Knowledge of Math	17				
8. Knowledge of Electronic Test Instruments.	9				
9. Ability to Communicate Orally	15	No			
10. Ability to Communicate in Writing	13			Yes	SUPV RATING TRAEX
11. Ability to interpret various software design concepts/applications	7			Yes	SUPV RATING TRAEX
12. Knowledge of State-of-the Art Hardware Design	14	No			
13. Ability to direct the Resolution of Hardware Dysfunctions	5			Yes	SUPV RATING TRAEX

SIGNATURE: \_\_\_\_\_

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

Figure 14-4. KSAO Determination Sheet

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
14. Knowledge of SOP's	19	No			
15. Ability to meet and deal	12	No			
16. Knowledge of Configuration Management Principles	11		11		
17. Ability to Develop TPS	4		19, 5	Yes	SUPV RATING TRAEX
18. Ability to Work Under Pressure	18	No			
19. Ability to perform feasibility Studies	16				

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

Figure 14-4. KSAO Determination Sheet—Continued

- 
1. Knowledge of computerized ATE (Automatic Test Equipment) systems.
  2. Knowledge of ATE (Automatic Test Equipment) language.
  3. Knowledge of electronics.
  4. Ability to analyze ATE (Automatic Test Equipment) software design concepts/applications.
  5. Ability to resolve and direct the resolution of ATE (Automatic Test Equipment) hardware malfunctions.
  6. Ability to communicate in writing.
  7. Ability to develop TPS (Test Program Sets).

Figure 14-5. Final KSAO

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*(Title and paragraph not used.)* This paragraph contains no entries.

### **Section III RATING GUIDE**

#### **14-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1. KNOWLEDGE OF COMPUTERIZED ATE (AUTOMATIC TEST EQUIPMENT) SYSTEMS.** This elements requires a knowledge of the configuration, operation, maintenance and application of ATE systems.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- 4 pts** Applies a knowledge of total ATE system application. *Sample Tasks:* (1) Applied ATE system knowledge for the analysis, maintenance and repair of ATE systems hardware; (2) Maintained ATE hardware/software configuration; (3) Developed and/or maintained systems software.
- 3 pts** Applies a knowledge of related computerized systems and/or components. *Sample Tasks:* (1) Applied/utilized ATE systems; (2) Maintained and repaired computers; (3) Maintained and repaired computer peripheral equipment; (4) Experience in configuring ATE systems.
- 2 pts** Applies a knowledge of ATE/related system applications. *Sample Tasks:* (1) Analyzed and interpreted a developed ATE applications program; (2) Maintained and repaired computer related equipment in various weapons systems; (3) Validated and verified applications programs on ATE systems.
- 1 pt** Has experience with related computerized systems. *Sample Tasks:* (1) Maintained programmable electronics equipment; (2) Experience in installation and customer acceptance testing of computerized systems.

Figure 14-6. Rating Guide

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**KSAO NO. 2.** *KNOWLEDGE OF ATE (AUTOMATIC TEST EQUIPMENT) LANGUAGE.* This element requires a knowledge of ATE high level, assembly and machine language.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

#### Level Descriptions

- 4 pts** Has developed programs using various computer languages in the ATE field. *Sample Tasks:* (1) Has written ATE programs utilizing at least two high level languages (e.g., FORTRAN, BASIC, ATLAS); (2) Developed programs utilizing at least two high level languages (e.g., FORTRAN, BASIC, ATLAS); (2) Developed programs utilizing special programmed generation software (e.g., TESTAID, DLASAR, CAPS); (3) Utilized compilers, interpreters and assemblers in the development of ATE programs.
- 3 pts** Has developed programs using one computer language in the ATE field. *Sample Tasks:* (1) Has written ATE programs utilizing at least one high level language, (e.g., FORTRAN, BASIC, ATLAS); (2) Has written ATE programs utilizing assembly language.
- 2 pts** Has developed programs using various other computer languages related to ATE. *Sample Tasks:* (1) Application of other computer languages (RPG, COBOL, etc.); (2) Has written programs in machine languages.
- 1 pt** Training in computer languages. *Example:* (1) Training in computer languages, such as FORTRAN, BASIC, ATLAS, RPG, COBOL, etc.

Figure 14-6. Rating Guide—Continued

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**KSAO NO. 3**    **KNOWLEDGE OF ELECTRONICS.** This element requires the knowledge of the theory and principles governing the functions and maintenance of electronic equipment.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Has performed analysis and repair of multi-functional electronic systems, circuitry and/or test equipment. <i>Sample Tasks:</i> (1) Repaired/maintained ATE systems including peripheral equipment; (2) Utilized highly complex electronic test equipment, (e.g., programmable frequency synthesizers, logic data analyzers, vector voltmeters) for engineering data compilation/analysis, systems operational/functional design verification, and/or multi-functional systems diagnostics/repair. |
| <b>3 pts</b> | Has performed analysis and repair on electronic equipment of a complex single function. <i>Sample Tasks:</i> (1) Repaired/maintained digital computers and/or peripheral equipment; (2) Utilized complex electronic test equipment (e.g., selective voltmeters, spectrum analyzers, wave form generators) in the repair/maintenance of radar sets, ground/aircraft communications systems, etc.  |
| <b>2 pts</b> | Has performed analysis and repair on related electronic equipment. <i>Sample Tasks:</i> (1) Performed analyses/diagnostics, analyzing and diagnosing malfunctions in electronic subsystems, (e.g., radio receivers, transmitters, amplifiers, printed circuit card assemblies, etc.); (2) Design and construct electronic circuits.  |
| <b>1 pt</b>  | Has performed routine repair of electronic equipment. <i>Sample Tasks:</i> (1) Performed repair of electronics equipment which are repetitive as in a production line environment; (2) Used common test equipment (digital multimeters, oscilloscopes, signal generators).   |

Figure 14-6. Rating Guide—Continued

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**KSAO NO. 4. ABILITY TO ANALYZE ATE (AUTOMATIC TEST EQUIPMENT) SOFTWARE DESIGN CONCEPTS/APPLICATIONS.**  
This element requires the ability to evaluate, design and interpret various ATE systems and applications of software.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- 4 pts** Has analyzed/developed applications and systems software. *Sample Tasks:* (1) Analyze and evaluate ATE systems software and applications software; (2) Analyze and evaluate proposed ATE hardware modification/system expansion, systems software changes/revisions, in determining benefits and impact; (3) Develop and/or modify ATE systems software (e.g., compilers, assemblers, utilities); (4) Develop ATE program models/concepts.
- 3 pts** Has analyzed/developed ATE application software. *Sample Tasks:* (1) Analyze and evaluate ATE application software; (2) Design and develop ATE applications software.
- 2 pts** Has analyzed/developed related software or recommended changes to ATE software. *Sample Tasks:* (1) Analyze related software design concepts (e.g., business, medical, scientific); (2) Develop related programs (e.g., business, medical, scientific); (3) Recommend ATE applications software changes.
- 1 pt** Has training or experience in programming techniques. *Sample Tasks:* (1) Utilize flow charts; (2) Training in programming techniques; (3) Implement ATE application software changes.

Figure 14-6. Rating Guide—Continued

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**KSAO NO. 5.** *ABILITY TO RESOLVE AND DIRECT THE RESOLUTION OF ATE (AUTOMATIC TEST EQUIPMENT) HARDWARE MALFUNCTIONS.* This element requires experience in analysis and diagnosis of malfunctions of ATE systems with the ability to provide direction to lower graded technicians in problem resolution.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Has maintained ATE systems hardware. <i>Sample Tasks:</i> (1) Analyze, diagnose, repair ATE; (2) Improvise/adapt/develop techniques for the analyses and test of ATE hardware malfunctions.  |
| <b>3 pts</b> | Has maintained related computerized systems hardware or improvised temporary repairs to ATE. <i>Sample Tasks:</i> (1) Provide guidance to lower graded technicians; (2) Analyze, diagnose, repair of related computerized systems (e.g., business, scientific, medical); (3) Improvise temporary repairs when direct replacement parts are not immediately available to reduce critical ATE systems down time. |
| <b>2 pts</b> | Has training in or performed calibration of ATE or related programmable instruments. <i>Sample Tasks:</i> (1) ATE cyclic in-system instrument calibration; (2) Formal training in computer maintenance/troubleshooting; (3) Diagnose and repair of programmable test instruments.  |
| <b>1 pt</b>  | Has performed routine maintenance of ATE. <i>Sample Tasks:</i> (1) Systems confidence test; (2) Performs scheduled systems preventative maintenance.   |

**Figure 14-6. Rating Guide—Continued**

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**KSAO NO. 6.** *ABILITY TO COMMUNICATE IN WRITING.* This element requires the ability to prepare formal correspondence and reports in a clear, concise and grammatically accurate manner.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- 4 pts** Has prepared studies or written correspondence of a technical nature. *Sample Tasks:* (1) Prepares technical reports and correspondence for command/industry use, etc; (2) Critiques technical reports and correspondence; (3) Prepares staff studies, fact sheets and other research/survey results.
- 3 pts** Has prepared written administrative material. *Sample Tasks:* (1) Prepares correspondence, DFs, Memo for Records, etc. for various Depot elements; (2) Prepares conference/meeting minutes, trip reports, for use within an organizational element (directorate, division, branch).
- 2 pts** Has written formal technical memoranda. *Sample Task:* (1) Prepares internal organizational memos, instructions, procedures, etc.
- 1 pt** Has prepared college level written compositions. *Sample Task:* Training in effective writing, e.g., college, correspondence, business schools, etc.

**Figure 14-6. Rating Guide—Continued**

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**KSAO NO. 7.** *ABILITY TO DEVELOP TPS (TEST PROGRAM SETS).* This element requires the ability to determine testability (feasibility) estimate total cost, and develop/improvise test methods and procedures for development of test program sets.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

#### Level Descriptions

<b>4 pts</b>	Has implemented testing via automated means. <i>Sample Tasks:</i> (1) Design and develop TPS for ATE system; (2) Develop diagnostic test procedures for TPS.
<b>3 pts</b>	Has developed/analyzed test applications pertaining to ATE systems. <i>Sample Tasks:</i> (1) Design and construct interface adaptors; (2) Develop test specifications; (3) Develop test techniques to compensate for ATE systems (hardware and/or software) limitations; (4) Validate, verify, evaluate TPS; (5) Evaluate specification changes and revise/update TPS.
<b>2 pts</b>	Has evaluated specifications/drawings or performed feasibility studies. <i>Sample Tasks:</i> (1) Interprets test specifications; (2) Interprets schematics, engineering drawings, etc.; (3) Performs feasibility studies determining testability by automatic means including test cost effectiveness, manhour and material cost.
<b>1 pt</b>	Has prepared documentation associated with computerized systems or software. <i>Sample Tasks:</i> (1) Develop program flow charts; (2) Draft engineering drawings for development of interface devices.

Figure 14-6. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

## Section IV RATING FORMS

### 14-6. Rating Forms.

This section contains the following documents.

- a. Supplemental Applicant Questionnaire. (Fig 14-7)
- b. Supplemental Questionnaire for Supervisors. (Fig 14-8)
- c. Supervisory Rating. (Fig 14-9)
- d. Individual SME Panel Rating Form. (Fig 14-10)
- e. Final Rating Form. (Fig 14-11)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING: Date: \_\_\_\_\_

1. \_\_\_\_\_ 2. \_\_\_\_\_  
Announcement Number Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_ RETURN THIS FORM BY \_\_\_\_\_  
Applicant's Social Security Number

5. \_\_\_\_\_  
Applicant's Signature

Figure 14-7. Supplemental Applicant Questionnaire

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**KSAO NO. 1. KNOWLEDGE OF COMPUTERIZED ATE (AUTOMATIC TEST EQUIPMENT) SYSTEMS.** This element requires a knowledge of the configuration, operation, maintenance and application of ATE systems.

1. *WORK EXPERIENCE:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. *TRAINING AND/OR AWARDS:* Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. *VOLUNTEER EXPERIENCE, HOBBIES, ETC.:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

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Figure 14-7. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2. KNOWLEDGE OF ATE (AUTOMATIC TEST EQUIPMENT) LANGUAGE.** This element requires a knowledge of ATE high level, assembly and machine language.

1. **WORK EXPERIENCE:** Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. **TRAINING AND/OR AWARDS:** Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. **VOLUNTEER EXPERIENCE, HOBBIES, ETC.:** Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

Figure 14-7. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. KNOWLEDGE OF ELECTRONICS.** This element requires a knowledge of the theory and principles governing the functions and maintenance of electronic equipment.

1. **WORK EXPERIENCE:** Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. **TRAINING AND/OR AWARDS:** Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. **VOLUNTEER EXPERIENCE, HOBBIES, ETC.:** Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

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Figure 14-7. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** *ABILITY TO ANALYZE ATE (AUTOMATIC TEST EQUIPMENT) SOFTWARE DESIGN CONCEPTS/APPLICATIONS.* This element requires the ability to evaluate, design and interpret various ATE systems and applications of software.

1. *WORK EXPERIENCE:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. *TRAINING AND/OR AWARDS:* Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. *VOLUNTEER EXPERIENCE, HOBBIES, ETC.:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

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Figure 14-7. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 5.** *ABILITY TO RESOLVE AND DIRECT THE RESOLUTION OF ATE (AUTOMATIC TEST EQUIPMENT) HARDWARE MALFUNCTIONS.* This element requires experience in analysis and diagnosis of malfunctions of ATE systems with the ability to provide direction to lower graded technicians in problem resolution.

1. *WORK EXPERIENCE:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. *TRAINING AND/OR AWARDS:* Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. *VOLUNTEER EXPERIENCE, HOBBIES, ETC.:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

Figure 14-7. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 6.** *ABILITY TO COMMUNICATE IN WRITING.* This element requires the ability to prepare formal correspondence and reports in a clear, concise and grammatically accurate manner.

1. *WORK EXPERIENCE:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. *TRAINING AND/OR AWARDS:* Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. *VOLUNTEER EXPERIENCE, HOBBIES, ETC.:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

Figure 14-7. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 7.** *ABILITY TO DEVELOP TPS (TEST PROGRAM SETS).* This element requires the ability to determine testability (feasibility) estimate total cost, and develop/improvise test methods and procedures for development of test program sets.

1. *WORK EXPERIENCE:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

2. *TRAINING AND/OR AWARDS:* Describe any training (include course description and title) and/or awards you have received which demonstrate your possession of the above ability. Include the dates and where you received any training and/or awards described.

3. *VOLUNTEER EXPERIENCE, HOBBIES, ETC.:* Describe the tasks you have performed which demonstrate your possession of the above ability.

Dates of the above:

Where did you do this:

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Figure 14-7. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

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The person identified below is being considered for the position of Electronics Technician, GS-856-11.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

#### INSTRUCTIONS FOR COMPLETING FORM

For each knowledge or ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 14-8. Supplemental Questionnaire for Supervisor

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**KSAO NO. 1. KNOWLEDGE OF COMPUTERIZED ATE (AUTOMATIC TEST EQUIPMENT) SYSTEMS.** This element requires a knowledge of the configuration, operation, maintenance and application of ATE systems.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- Applies a knowledge of ATE/related systems applications. *Sample Tasks:* (1) Analyzed and interpreted a developed ATE applications program; (2) Maintained and repaired computer related equipment in various weapons systems; (3) Validated and verified applications programs on ATE systems.
- Has experience with related computerized systems. *Sample Tasks:* (1) Maintained programmable electronics equipment; (2) Experience in installation and customer acceptance testing of computerized systems.
- Applies a knowledge of total ATE system application. *Sample Tasks:* (1) Applied ATE system knowledge for the analysis, maintenance and repair of ATE systems hardware; (2) Maintained ATE hardware/software configuration; (3) Developed and/or maintained systems software.
- Applies a knowledge of related computerized systems and/or components. *Sample Tasks:* (1) Applied/utilized ATE systems; (2) Maintained and repaired computers; (3) Maintained and repaired computer peripheral equipment; (4) Experience in configuring ATE systems.
- Don't Know.

Figure 14-8. Supplemental Questionnaire for Supervisor—Continued

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**KSAO NO. 2. KNOWLEDGE OF ATE (AUTOMATIC TEST EQUIPMENT) LANGUAGE.** This element requires a knowledge of ATE high level, assembly and machine language.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- \_\_\_\_\_ Training in computer languages. *Example:* (1) Training in computer languages, such as FORTRAN, BASIC, ATLAS, RPG, COBOL, etc.
- \_\_\_\_\_ Has developed programs using various computer languages in the ATE field. *Sample Tasks:* (1) Has written ATE programs utilizing at least two high level languages (e.g., FORTRAN, BASIC, ATLAS); (2) Developed programs utilizing special programmed generation software (e.g., TESTAID, DLASAR, CAPS); (3) Utilized compilers, interpreters and assemblers in the development of ATE programs.
- \_\_\_\_\_ Has developed programs using one computer language in the ATE field. *Sample Tasks:* (1) Has written ATE programs utilizing at least one high level language, (e.g., FORTRAN, BASIC, ATLAS); (2) Has written ATE programs utilizing assembly language.
- \_\_\_\_\_ Has developed programs using various other computer languages related to ATE. *Sample Tasks:* (1) Application of other computer languages (RPG, COBOL, etc.); (2) Has written programs in machine languages.
- \_\_\_\_\_ Don't Know.

Figure 14-8. Supplemental Questionnaire for Supervisor—Continued

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**KSAO NO. 3. KNOWLEDGE OF ELECTRONICS.** This element requires a knowledge of the theory and principles governing the functions and maintenance of electronic equipment.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- \_\_\_\_\_ Has performed analysis and repair of multi-functional electronic systems, circuitry and/or test equipment. *Sample Tasks:* (1) Repaired/maintained ATE systems including peripheral equipment; (2) Utilized highly complex electronic test equipment, (e.g., programmable frequency synthesizers, logic data analyzers, vector voltmeters) for engineering data compilation/analysis, systems operational/functional design verification, and/or multi-functional systems diagnostics/repair.
- \_\_\_\_\_ Has performed analysis and repair on related electronic equipment. *Sample Tasks:* (1) Performed analyses/diagnostics, analyzing and diagnosing malfunctions in electronic subsystems, (e.g., radio receivers, transmitters, amplifiers, printed circuit card assemblies, etc.); (2) Design and construct electronic circuits.
- \_\_\_\_\_ Has performed analysis and repair on electronic equipment of a complex single function. *Sample Tasks:* (1) Repaired/maintained digital computers and/or peripheral equipment; (2) Utilized complex electronic test equipment (e.g., selective voltmeters, spectrum analyzers, waveform generators) in the repair/maintenance of radar sets, ground/aircraft communications systems, etc.
- \_\_\_\_\_ Has performed routine repair of electronic equipment. *Sample Tasks:* (1) Performed repair of electronics equipment which are repetitive as in a production line environment; (2) Used common test equipment (digital multimeters, oscilloscopes, signal generators).
- \_\_\_\_\_ Don't Know.

Figure 14-8. Supplemental Questionnaire for Supervisor—Continued

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**KSAO NO. 4. ABILITY TO ANALYZE ATE (AUTOMATIC TEST EQUIPMENT) SOFTWARE DESIGN CONCEPTS/APPLICATIONS.**  
This element requires the ability to evaluate, design and interpret various ATE systems and applications of software.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- Has analyzed/developed related software or recommended changes to ATE software. *Sample Tasks:* (1) Analyze related software design concepts (e.g., business, medical, scientific); (2) Develop related programs (e.g., business, medical, scientific); (3) Recommend ATE applications software changes.
- Has training or experience in programming techniques. *Sample Tasks:* (1) Utilize flow charts; (2) Training in programming techniques; (3) Implement ATE application software changes.
- Has analyzed/developed applications and systems software. *Sample Tasks:* (1) Analyzed and evaluated ATE systems software and applications software; (2) Analyzed and evaluated proposed ATE hardware modification/system expansion, systems software changes/revisions, in determining benefits and impact; (3) Develop and/or modify ATE systems software, (e.g., compilers, assemblers, utilities); (4) Developed ATE program models/concepts.
- Has analyzed/developed ATE application software. *Sample Tasks:* (1) Analyze and evaluate ATE application software; (2) Design and develop ATE applications software.
- Don't Know.

Figure 14-8. Supplemental Questionnaire for Supervisor—Continued

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**KSAO NO. 5.** *ABILITY TO RESOLVE AND DIRECT THE RESOLUTION OF ATE (AUTOMATIC TEST EQUIPMENT) HARDWARE MALFUNCTIONS.* This element requires experience in analysis and diagnosis of malfunctions of ATE systems with the ability to provide direction to lower graded technicians in problem resolution.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- Has training in or performed calibration of ATE or related programmable instruments. *Sample Tasks:* (1) ATE cyclic in-system instrument calibration; (2) Formal training in computer maintenance/troubleshooting; (3) Diagnose and repair of programmable test instruments.
- Has maintained ATE systems hardware. *Sample Tasks:* (1) Analyze, diagnose, repair ATE; (2) Improvise/adapt/develop techniques for the analyses and test of ATE hardware malfunctions.
- Has performed routine maintenance of ATE. *Sample Tasks:* (1) Systems confidence test; (2) Performs scheduled systems preventative maintenance.
- Has maintained related computerized systems hardware or improvised temporary repairs to ATE. *Sample Tasks:* (1) Provide guidance to lower graded technicians; (2) Analyze, diagnose, repair of related computerized systems (e.g., business, scientific, medical); (3) Improvise temporary repairs when direct replacement parts are not immediately available to reduce critical ATE systems down time.
- Don't Know.

**Figure 14-8. Supplemental Questionnaire for Supervisor—Continued**

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**KSAO NO. 6.** *ABILITY TO COMMUNICATE IN WRITING.* This element requires the ability to prepare formal correspondence and reports in a clear, concise and grammatically accurate manner.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- Has prepared studies or written correspondence of a technical nature. *Sample Tasks:* (1) Prepares technical reports and correspondence for command/industry use, etc.; (2) Critiques technical reports and correspondence; (3) Prepares staff studies, fact sheets and other research/survey results.
- Has prepared written administrative material. *Sample Tasks:* (1) Prepares correspondence, DFs, Memo for Records, etc. for various Depot elements; (2) Prepares conference/meeting minutes, trip reports, for use within an organizational element (directorates, division, branch).
- Has written formal technical memoranda. *Sample Tasks:* Prepares internal organizational memos, instructions, procedures, etc.
- Has prepared college level written compositions. *Sample Tasks:* Training in effective writing, e.g., college, correspondence, business schools, etc.
- Don't Know.

Figure 14-8. Supplemental Questionnaire for Supervisor—Continued

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**KSAO NO. 7.** *ABILITY TO DEVELOP TPS (TEST PROGRAM SETS).* This element requires the ability to determine testability (feasibility), estimate total cost, and develop/improvise test methods and procedures for development of test program sets.

*Note:* Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant.

**Level Descriptions**

- Has prepared documentation associated with computerized systems or software. *Sample Tasks:* (1) Develop program flow charts; (2) Draft engineering drawings for development of interface devices.
- Has evaluated specifications/drawings or performed feasibility studies. *Sample Tasks:* (1) Interprets test specifications; (2) Interprets schematics, engineering drawings, etc.; (3) Performs feasibility studies determining testability by automatic means including test cost effectiveness, manhour and material cost.
- Has developed/analyzed test applications pertaining to ATE systems. *Sample Tasks:* (1) Design and construct interface adaptors; (2) Develop test specifications; (3) Develop test techniques to compensate for ATE systems (hardware and/or software) limitations; (4) Validate, verify, evaluate TPS; (5) Evaluate specification changes and revise/update TPS.
- Has implemented testing via automated means. *Sample Tasks:* (1) Design and develop TPS for ATE systems; (2) Develop diagnostic test procedures for TPS.
- Don't Know.

Figure 14-8. Supplemental Questionnaire for Supervisor—Continued

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

Immediate Supervisor  
 Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Electronics Technician GS-856-11.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision

Figure 14-9. Supervisory Rating

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**Electronics Technician**

**GS-856-11**

- 1. *KNOWLEDGE OF COMPUTERIZED ATE (AUTOMATIC TEST EQUIPMENT) SYSTEMS.* This element requires a knowledge of the configuration, operation, maintenance and application of ATE systems.
- 2. *KNOWLEDGE OF ATE (AUTOMATIC TEST EQUIPMENT) LANGUAGE.* This element requires a knowledge of ATE high level, assembly and machine language.
- 3. *KNOWLEDGE OF ELECTRONICS.* This element requires a knowledge of the theory and principles governing the functions and maintenance of electronic equipment.
- 4. *ABILITY TO ANALYZE ATE (AUTOMATIC TEST EQUIPMENT) SOFTWARE DESIGN CONCEPTS/APPLICATIONS.* This element requires the ability to evaluate, design and interpret various ATE systems and applications of software.
- 5. *ABILITY TO RESOLVE AND DIRECT THE RESOLUTION OF ATE (AUTOMATIC TEST EQUIPMENT) HARDWARE MALFUNCTIONS.* This element requires experience in analysis and diagnosis of malfunctions of ATE systems with the ability to provide direction to lower graded technicians in problem resolution.
- 6. *ABILITY TO COMMUNICATE IN WRITING.* This element requires the ability to prepare formal correspondence and reports in a clear, concise and grammatically accurate manner.
- 7. *ABILITY TO DEVELOP TPS (TEST PROGRAM SETS).* This element requires the ability to determine testability (feasibility), estimate total cost, and develop/improvise test methods and procedures for development of test program sets.

Figure 14-9. Supervisory Rating—Continued

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Name of Applicant \_\_\_\_\_

Position \_\_\_\_\_

Instructions: Panel rater will review all information available on each applicant and assign a point value of 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO #</i>	<i>Point Value</i>	<i>Explanation</i>
1.		Knowledge of computerized ATE (Automatic Test Equipment) systems.
2.		Knowledge of ATE language.
3.		Knowledge of electronics.
4.		Ability to analyze ATE software design concepts/applications.
5.		Ability to resolve and direct the resolution of ATE hardware malfunctions.
6.		Ability to communicate in writing.
7.		Ability to develop TPS (Test Program Sets).

\_\_\_\_\_  
Panel member signature and  
date

Figure 14-10. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 14-11. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 15**

### **MODEL CREDITING PLAN—Illustrator, GS-1020-7**

#### **Section I**

#### **GENERAL INFORMATION**

##### **15-1. MEASUREMENT TOOLS.**

The following measurement tools will be used in the rating process:

- Training and Experience Ratings (TRAEX)
- Supervisory Rating

##### **15-2. RATING FORMS.**

The following forms will be obtained or generated on each candidate and used in the rating process:

- Personal Qualifications Statement, SF 171 or Official Personnel Folder
- Samples of Various Illustrations
- Supplemental Applicant Questionnaire. (Fig 15-9)
- Supplemental Questionnaire for Supervisors. (Fig 15-10)
- Supervisory Rating. (Fig 15-11)
- Individual SME Panel Rating Form. (Fig 15-12)
- Final Rating Form. (Fig 15-13)

##### **15-3. CANDIDATE EVALUATION.**

*a.* Step 1—Review for Basic Eligibility and Minimum Qualifications: Personnel Staffing Specialist(s) will complete a preliminary review of applications (SF 171) or Official Personnel Folder to establish basic eligibility and minimum qualifications in accordance with the standard dated September 1979 for Illustrator, GS-1020, in OPM Handbook X-118. All applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3 below.

*b.* Step 2—Rating Procedure: The following “highly qualifying criteria”, which were developed through a job analysis involving three subject matter experts (SME) in illustration, will be used to evaluate candidates:

1. ABILITY TO ILLUSTRATE FACTUAL MATERIAL IN SEVERAL COMMON ART MEDIA—Includes Illustrator’s understanding of subject and ability to select appropriate media for completion of assignment.
2. KNOWLEDGE OF GRAPHIC ART REPRODUCTION METHODS—Includes understanding of common use of graphic art reproduction methods to produce camera ready art and mechanics.
3. SKILL IN USE OF TECHNICAL ART EQUIPMENT—Involves Illustrator’s knowledge of advantages and limitations of various technical equipment to produce best and most easily understood illustrative material.
4. ABILITY TO PREPARE LAYOUTS—Requires use of perspective angle of views or artistic effect to achieve desired objectives while keeping with styles of presentation familiar to intended audiences.

For positions requiring subject matter knowledge, an additional KSAO will have to be identified at the time of rating. The Rating Guide developed with the technical assistance of the above mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities, and other characteristics (KSAO). An ad hoc panel of SME chaired by a Personnel Staffing Specialist will be convened to rate all qualified candidates as determined in Step 1 above.

(1) The appropriate points for Training and Experience (TRAEX) will be assigned on the Individual SME Panel Rating Form as indicated in the Rating Guide by considering all information provided in the SF 171 and/or Official Personnel Folder, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors, Awards and other employee recognition(s) will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. If awards are considered evidence of a higher level of possession of a KSAO, the award should be identified in the comment section of the rating form. Awards cannot be used to increase the level of a KSAO beyond four points. For each KSAO the subject matter expert is required to record the basis of the points selected in the comment section of the Individual SME Panel Rating Form.

The following point values will be placed in the TRAEX column of the Individual SME Panel Rating Form: 4—Superior; 3—Highly Acceptable; 2—Acceptable; 1—Barely Acceptable.

(2) Supervisory Rating. The employee's supervisor will complete and return the supervisory rating form. The point values are identical to those in (1) above.

(3) Reviewing Ratings. When there is a difference in TRAEX ratings of 2 points on a KSAO between raters, the personnel specialist will open a discussion of the basis for the ratings. This discussion is intended to ensure that all SME generally noted the same facts and interpreted the Rating Guide in the same manner. SME will not be required to reach a consensus if they maintain their decisions after checking the facts and discussing the level definitions in the Rating Guide. Notes will be made of their discussion and its outcome.

(4) Scoring Procedure. (a) SME points for TRAEX will be averaged for each KSAO. This average will be recorded on the Final Rating Form by the Personal Specialist in the column, "TRAEX Points". (b) The points obtained from the Supervisory Rating will be recorded for each KSAO in the "Supervisory Rating Points" column of the Final Rating Form. If the supervisor has marked an "X" for "Don't Know", an "X" will be placed in the "Supervisory Rating Points" column. (c) TRAEX Points and Supervisory Rating Points will be averaged and the result will be recorded in the "Average Points" column. Where the "Supervisory Rating Points" column contains an "X", the TRAEX Points for that KSAO will be recorded in the "Average Points" column. Average Points for all KSAO will be summed and recorded as "Total Average KSAO Points". "Total Average KSAO Points" will be divided by the number of KSAO to achieve the "Final Score".

c. Step 3—Rating to Determine "Highly Qualified". To be considered a highly qualified candidate for Illustrator, GS-1020-7, the Final Score must be 3.0 or above.

d. Step 4—Ranking to Determine "Best Qualified". The candidates with the highest scores will be referred to the selecting official. The number of candidates to be referred and tie-breaking factors used, if any, will be governed by applicable regulations and the merit promotion plan.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **15-4. KSAO Determination (Job Analysis)**

This section contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 15-1)
- b. SME Participating in KSAO determination. (Fig 15-2)
- c. Statement of Duties—Illustrator, GS-1020-7. (Fig 15-3)
- d. Job Analysis interview. (Fig 15-4)
- e. SME KSAO determination. (Fig 15-5)
- f. KSAO consolidation. (Fig 15-6)
- g. Final KSAO. (Fig 15-7)

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MEMORANDUM FOR RECORD:

SUBJECT: Job Analysis for Illustrator, GS-1020-7

1. Three subject matter experts met with the undersigned to conduct a job analysis interview. The subject matter experts and undersigned developed a list of duties from job description. The SME brainstormed KSAO and identified a total of 13 KSAO. They ranked the KSAO and found 4 to be not essential (KSAO 4, 8, 9, and 14) which were eliminated. KSAO 1 and 6 were combined, as were 2, 7, and 12; 10, 13, and 3; and 5 and 11.
2. It was decided after further discussion that the remaining KSAO were essential and that the subject matter experts could define them to distinguish superior from barely satisfactory applicants.
3. The subject matter experts defined the point level definition including education relevant to each task and appropriate benchmarks were prepared. The subject matter experts performed this as they are knowledgeable in the field, where their expertise is known and recognized. The finalized results are depicted on the enclosed worksheet.
4. The TRAEX rating guide was developed by subject matter experts and the undersigned. Subject matter experts also reviewed all applicable paperwork, i.e., Questionnaires, etc., to be assured that questions could elicit the information needed from the candidates and also decided that samples from applicants will be requested to assist in rating KSAO.

/signed/  
Personnel Staffing Specialist

Figure 15-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series Grade</i>
SME Number 1	Supervisory Illustrator, GS-1020-12
SME Number 2	Supervisory Illustrator, GS-1020-11
SME Number 3	Printing Officer, GS-1654-12
<b>Technical Support</b>	
<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnel Staffing Specialist

Figure 15-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY</b> <b>JOB DESCRIPTION</b> <small>For use of this form, see CPR 501, the proponent agency is DCSPER</small>		1. JOB NUMBER  16,114	
2. INSTALLATION OR HEADQUARTERS OFFICE HQ, US Army QM Center & Fort Lee Fort Lee, Virginia 23801		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  USCSC PCS GS-1020-0, dtd Feb 62		5. TITLE Illustrator	
		6. PAY SCHEDULE CA	7. OCC CODE GS-1020
		8. GRADE 07	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input checked="" type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>DUTIES:</u>			
-Use several of common art media over representative period of time to execute wide variety of illustrations in many styles. Media utilized include pen and ink, pencil, tempera, wash, water colors, ross board, oil and air brush. Illustrations produced normally present factual rather than interpretive material.			
-Performs layout in accordance with established practice or from previously established or indicated style, theme, format, media and color treatment. Layout typically presents relatively simple problems in terms of perspective, angle of view or artistic effect.			
-Utilizes various graphic art technical equipment such as drafting equipment, projection equipment, diazo machine, air brush, cold-type composing machine, photo headliner, stat machine, etc.			
-Performs other duties as assigned.			
Factor 1 - <u>Knowledge Required by the Position</u> - 950 Points			
-Require proficiency in several common art media including pen and ink, pencil,			

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JUN 76

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Figure 15-3. Job Description

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tempera, wash, water colors, ross board, oil and airbrush.

- Ability to research assigned subject matter area in order to gain knowledge applicable to completing illustrating assignment.

- Skill to visually interpret such subject matter to prepare illustrations that are factual and accurate.

- Ability to perform layout of subject in accordance with established practices or from previously established or indicated style, theme, format, medium and color treatment.

- Skill in use of various artistic equipment.

#### Factor 2 - Supervisory Controls - 125 Points

Supervisor assigns work relying upon incumbent to work out details of final illustration. Supervisor is available and assists employee with determining media to be used and color treatment. Completed work is reviewed for acceptability in terms of achievement of objective, appropriateness and artistic quality.

#### Factor 3 - Guidelines - 125 Points

Some guidelines are available but are not always specific to assignments. Employee follows established practices concerning layout, format, and presenting illustrations.

#### Factor 4 - Complexity - 150 Points

Employee utilizes various techniques, methods, art media or artistic equipment to complete assignment. Approach and medium to be used are discussed with supervisor, with employee responsible for details of assignment. Assignments vary requiring appropriate research of technical subjects involved in illustration. Employee is responsible for determining details of final illustration.

Figure 15-3. Job Description—Continued

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Factor 5 - Scope and Effect - 75 Points

Illustrating assignments are of factual presentation of subject; are not interpretative in nature. Format, layout and presentations are in conformance with established policy, criteria, etc. Work products are for various manuals, brochures, graphics, as requested by customers throughout post and affect various intended audiences.

Factor 6 - Personal Contacts - 25 Points

Contacts are with co-workers, employees in same agency and customers throughout post. Persons contacted are engaged in various functions, missions and kinds of work.

Factor 7 - Purpose of Contacts. - 20 Points

Purpose of contacts is to obtain, clarify and correct facts or information needed to complete assignment.

Factor 8 - Physical Demands - 5 Points

Work is basically sedentary with occasional walking, standing, bending and carrying light objects.

Factor 9 - Work Environment - 5 Points

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

Total Points - 1480

Figure 15-3. Job Description—Continued

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**JOB TITLE:** Illustrator, GS-1020-7

**SIGNATURE:** SMEs

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Using several of the common art media over a representative period of time, executes a wide variety of illustrations in many styles

2. Prepares visuals for vu-graphs and camera ready mechanicals.

3. Through research and carrying out illustrating assignments, acquires information and develops a general background of subject matter knowledge for illustration.

4. Utilizes technical graphic art equipment.

5. Performs layout work in accordance with established practice or from previously established or indicated style, theme, format, media, and color treatment

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. a) Ability to illustrate factual material in several common art media.  
b) Ability to prepare technical illustrations drawings of human forms, cartoons and caricatures, landscapes and geometric shapes.

2. a) Ability to apply various graphic art reproduction methods in art work required for the reproduction of vu-graphs or other printed material.  
b) Knowledge of vu-graphs and camera ready mechanicals.  
c) Knowledge of graphic art reproduction methods.

3. a) Knowledge of research info, such as locally maintained files, libraries SME or other outside sources of info.  
b) Ability to research various sources of information.  
c) Ability to establish file or morgue of various subject matter (medical, scientific technical, anatomical, etc.)  
d) Knowledge of the subject matter, in order to complete assignment of illustrations.

4. a) Skill in the use of technical art equipment.  
b) Skills with drafting instruments, ozalid machines, typography, Pos One, Zip-a-Tone etc.  
c) Ability to utilize graphic art equipment.

5. a) Ability to prepare layouts.  
b) Ability to prepare a coordinated layout with certain selected graphics (illustrations, photographs, text, typography, artwork, etc.).

Figure 15-4. Job Analysis Interview

SME # 1

**KSAO DETERMINATION SHEET**

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6
Knowledges, skills, abilities, and other characteristics	KSAO Ranking Column	Essential	KSAO Combination	Distinguishes Superior from Barely Acceptable	Measurement Tool
1. Ability to illustrate factual material in several common art media, etc.	1	yes	6	yes	TRAEX SUPV APP
2. Ability to apply graphic art reproduction methods in art work required for the reproduction of vu-graphs or other printed material	4	yes	7&12		
3. Skill in use of technical art equipment.	7	yes	10 & 13	yes	TRAEX SUPV APP
4. Knowledge of research info such as locally maintained files, libraries, SME or other outside sources of info.	14	no			
5. Ability to prepare layouts	11	yes	11	yes	TRAEX SUPV APP
6. Ability to prepare technical illustrations, drawings of human forms, cartoons and caricatures, landscapes and geometric shapes.	2	yes	1		
7. Knowledge of vu-graphs, camera ready mechanicals.	5	yes	2 & 12		
8. Ability to research various sources of information.	12	no			
9. Ability to establish file or morgue of various subject matter (medical, scientific, technical, anatomical, etc.)	13	no			
10. Skill with drafting instruments, ozalid machine, typography, Pos Ore, Zip-a-Tone, etc.	8	yes	3 & 13		

Figure 15-5. KSAO Determination Sheet

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> <b>Knowledges, skills, abilities, and other characteristics</b>	<b>COLUMN 2</b> <b>KSAO Ranking Column</b>	<b>COLUMN 3</b> <b>Essential</b>	<b>COLUMN 4</b> <b>KSAO Combination</b>	<b>COLUMN 5</b> <b>Distinguishes Superior from Barely Acceptable</b>	<b>COLUMN 6</b> <b>Measurement Tool</b>
11. Ability to prepare a coordinated layout with certain selected graphics (illustrations, photographs, text, typography, artwork, etc.)	10	yes	5		
12. Knowledge of graphic art reproduction methods.	3	yes	2 & 7	yes	TRAEX SUPV APP
13. Ability to utilize graphic art equipment.	6	yes	3 & 10		
14. Knowledge of the subject matter in order to complete assignment of illustrations.	9	no			

Figure 15-5. KSAO Determination Sheet—Continued

SME # 2  
**KSAO DETERMINATION SHEET**

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6
Knowledges, skills, abilities, and other characteristics	KSAO Ranking Column	Essential	KSAO Combination	Distinguishes Superior from Barely Acceptable	Measurement Tool
1. Ability to illustrate factual material in several common art media, etc.	1	yes	6	yes	TRAEX SUPV APP
2. Ability to apply graphic art reproduction methods in art work required for the reproduction of vu-graphs or other printed material.	6	yes	7&12		
3. Skill in use of technical art equipment.	9	yes	10 & 13	yes	TRAEX SUPV APP
4. Knowledge of research info such as locally maintained files, libraries, SME or other outside sources of info.	11	no			
5. Ability to prepare layouts	3	yes	11	yes	TRAEX SUPV APP
6. Ability to prepare technical illustrations, drawings of human forms, cartoons and caricatures, landscapes and geometric shapes.	2	yes	1		
7. Knowledge of vu-graphs camera ready mechanicals.	7	yes	2 & 12		
8. Ability to research various sources of information.	12	no			
9. Ability to establish file or morgue of various subject matter (medical, scientific, technical, anatomical, etc.)	13	no			

Figure 15-5. KSAO Determination Sheet—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
10. Skill with drafting instruments, ozalid machine, typography, Pos One, Zip-a-Tone, etc.	10	yes	3 & 13		
11. Ability to prepare a coordinated layout with certain selected graphics (illustrations, photographs, text, typography, artwork, etc.)	4	yes	5		
12. Knowledge of graphic art reproduction methods.	5	yes	2 & 7	yes	TRAEX SUPV APP
13. Ability to utilize graphic art equipment.	8	yes	3 & 10		
14. Knowledge of the subject matter in order to complete assignment of illustrations.	14	no			

Figure 15-5. KSAO Determination Sheet—Continued

SME # 3  
**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
1. Ability to illustrate factual material in several common art media, etc.	1	yes	6	yes	TRAEX SUPV APP
2. Ability to apply graphic art reproduction methods in art work required for the reproduction of vu-graphs or other printed material.	5	yes	7&12		
3. Skill in use of technical art equipment	8	yes	10 & 13	yes	TRAEX SUPV APP
4. Knowledge of research info such as locally maintained files, libraries, SME or other outside sources of info.	11	no			
5. Ability to prepare layouts	3	yes	11	yes	TRAEX SUPV APP
6. Ability to prepare technical illustrations, drawings of human forms, cartoons and caricatures, landscapes and geometric shapes.	2	yes	1		
7. Knowledge of vu-graphs, camera ready mechanicals.	7	yes	2 & 12		
8. Ability to research various sources of information.	12	no			
9. Ability to establish file or morgue of various subject matter (medical, scientific, technical, anatomical, etc.)	13	no			

Figure 15-5. KSAO Determination Sheet—Continued

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>
<b>Knowledges, skills, abilities, and other characteristics</b>	<b>KSAO Ranking Column</b>	<b>Essential</b>	<b>KSAO Combination</b>	<b>Distinguishes Superior from Barely Acceptable</b>	<b>Measurement Tool</b>
10. Skill with drafting instruments, ozalid machine, typography, Pos One, Zip-a-Tone, etc.	9	yes	3 & 13		
11. Ability to prepare a coordinated layout with certain selected graphics (illustrations, photographs, text, typography, artwork, etc.)	4	yes	5		
12. Knowledge of graphic art reproduction methods.	6	yes	2 & 7	yes	TRAEX SIPV APP
13. Ability to utilize graphic art equipment.	10	yes	3 & 10		
14. Knowledge of the subject matter in order to complete assignment of illustrations.	14	no			

Figure 15-5. KSAO Determination Sheet—Continued

CONSOLIDATION  
**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>
<b>Knowledges, skills, abilities, and other characteristics</b>	<b>KSAO Ranking Column</b>	<b>Essential</b>	<b>KSAO Combination</b>	<b>Distinguishes Superior from Barely Acceptable</b>	<b>Measurement Tool</b>
1. Ability to illustrate factual material in several common art media, etc.	1-1-1	yes	6	yes	TRAEX SUPV APP
2. Ability to apply graphic art reproduction methods in art work required for the reproduction of vu-graphs or other printed material.	4-6-5	yes	7 & 12		
3. Skill in use of technical art equipment.	7-9-8	yes	10 & 13	yes	TRAEX SUPV APP
4. Knowledge of research info such as locally maintained files, libraries, SME or other outside sources of info.	14-11-11	no			
5. Ability to prepare layouts	11-3-3	yes	11	yes	TRAEX SUPV APP
6. Ability to prepare technical illustrations, drawings of human forms, cartoons and caricatures, landscapes and geometric shapes.	2-2-2	yes	1		
7. Knowledge of vu-graphs, camera ready mechanicals.	5-7-7	yes	2 & 12		
8. Ability to research various sources of information.	12-12-12	no			
9. Ability to establish file or morgue of various subject matter (medical, scientific technical, anatomical, etc.)	13-13-13	no			

Figure 15-6. Consolidation KSAO

**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b> Knowledges, skills, abilities, and other characteristics	<b>COLUMN 2</b> KSAO Ranking Column	<b>COLUMN 3</b> Essential	<b>COLUMN 4</b> KSAO Combination	<b>COLUMN 5</b> Distinguishes Superior from Barely Acceptable	<b>COLUMN 6</b> Measurement Tool
10. Skill with drafting instruments, ozalid machine, typography, Pos One, Zip-a-Tone, etc.	8-10-9	yes	3 & 13		
11. Ability to prepare a coordinated layout with certain selected graphics (illustrations, photographs, text, typography, artwork, etc.)	10-4-4	yes	5		
12. Knowledge of graphic art reproduction methods	3-5-6	yes	2 & 7	yes	TRAEX SUPV APP
13. Ability to utilize graphic art equipment.	6-8-10	yes	3 & 10		
14. Knowledge of the subject matter in order to complete assignment of illustrations.	9-14-14	no			

Figure 15-6. Consolidation KSAO—Continued

- 
1. Ability to illustrate factual material in several common art media.
  2. Knowledge of graphic art reproduction methods.
  3. Skill in use of technical art equipment.
  4. Ability to prepare layouts.

Figure 15-7. Final KSAO

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(Title and paragraph not used.) This paragraph contains no entries.

**Section III**  
**RATING GUIDE**

**15-5. Rating Guide.**

This section contains the rating guide.

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**KSAO NO. 1. ABILITY TO ILLUSTRATE FACTUAL MATERIAL IN SEVERAL COMMON ART MEDIA**—Includes Illustrator's understanding of subject and ability to select appropriate media for completion of assignment. (Samples of various illustrations will be submitted)

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

<b>4 pts</b>	Has prepared illustrations of special artistic effects by deviating from traditional methods to develop new methods, techniques and styles for execution of illustrations with no models to work from.
<b>3 pts</b>	Has developed illustrations from rough sketches or verbal information of proposed illustrations and has been responsible for working out detail of final illustration to include determining style technique and choice of medium.
<b>2 pts</b>	Has produced realistic illustrations by applying specific guidelines (cartoons, or commercial artists preparing illustrations for advertisements).
<b>1 pt</b>	Prepared illustrations that have been traced or paste-up with limited use of media.

Figure 15-8. Rating Guide

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**KSAO NO. 2.** KNOWLEDGE OF GRAPHIC ART REPRODUCTION METHODS—Includes understanding of common use of graphic art reproduction methods to produce camera ready art and mechanicals.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Has prepared artwork for multicolor reproductions of three or more colors requiring the knowledge of halftones, percentage screens, typography, over-burns, duo-tones or tint blocks. |
| <b>3 pts</b> | Has prepared artwork for multicolor reproductions of at least two colors requiring the knowledge of halftones, percentage screens, typography and duo-tones.                          |
| <b>2 pts</b> | Has prepared artwork for single color reproduction requiring the knowledge of halftones, percentage screens and paste-up of type.   |
| <b>1 pt</b>  | Prepared line art for single color reproduction and paste-up of type.   |

**Figure 15-8. Rating Guide—Continued**

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**KSAO NO. 3. SKILL IN USE OF TECHNICAL ART EQUIPMENT**—Involves Illustrator's knowledge of advantages and limitations of various technical equipment to produce best and most easily understood illustrative material.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Has operated at least four of the following items: Diazo processor, headliner, cold type, automatic stat camera, mechanical lettering device, airbrush.  |
| <b>3 pts</b> | Has operated at least three of the following items: Diazo processor, headliner, cold type, automatic stat camera, mechanical lettering device, airbrush. |
| <b>2 pts</b> | Has operated at least two of the following items: Diazo processor, headliner, cold type, automatic stat camera, mechanical lettering device, airbrush.   |
| <b>1 pt</b>  | Has operated one of above or passed a course in lettering and advertising or advanced typography.  |

**Figure 15-8. Rating Guide—Continued**

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**KSAO NO. 4. ABILITY TO PREPARE LAYOUTS**—Requires use of perspective angle of views or artistic effect to achieve desired objectives while keeping with styles of presentation familiar to intended audiences.

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

<b>4 pts</b>	Has prepared and developed layouts from concept derived from information received from requestor by working out detail in the size of finished product, typography, photos, illustrations, etc.
<b>3 pts</b>	Has prepared layouts from instruction from requestor and guidelines from supervisor, using established methods and techniques in working out details for the illustration.
<b>2 pts</b>	Has prepared layouts from style format medium and color treatment under established procedures with no deviation, has passed a course in Problems in Visual Communication or Art Structure, Color and Design.
<b>1 pt</b>	Has prepared layouts which consisted of retouching photographs or copying previous layouts with minor changes, has passed a Course in basic art.

Figure 15-8. Rating Guide—Continued

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV  
RATING FORMS**

**15-6. Rating Forms**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 15-9)
- b. Supplemental Questionnaire for Supervisors. (Fig 15-10)
- c. Supervisory Rating. (Fig 15-11)
- d. Individual SME Panel Rating Form. (Fig 15-12)
- e. Final Rating Form. (Fig 15-13)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice	
Individuals asked or required to furnish personal information are advised of the following:	
AUTHORITY:	5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, nonselection, and procedural adequacy of the selection and training and promotion processes.	
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.	

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number

RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 15-9. Supplemental Applicant Questionnaire

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**KSAO NO. 1. ABILITY TO ILLUSTRATE FACTUAL MATERIAL IN SEVERAL COMMON ART MEDIA**—Includes Illustrator's understanding of subject and ability to select appropriate media for completion of assignment. (Attach illustrations which will depict your expertise, and samples which will reflect ability to draw realistically and knowledge of perspective, composition, and skill in common art)\*

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
4. *Education Courses* relevant to this knowledge (include description of course content as well as title and date).

\*Samples may be 35 mm slides etc. and must include a wide range of subject matter. Each illustration must be documented with specific information to show if work is free hand and state if aids were used, i.e., projection devices, tracing, or models. **SAMPLES WILL BE RETURNED TO YOU.**

Figure 15-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2. KNOWLEDGE OF GRAPHIC ART REPRODUCTION METHODS**—Includes understanding of common use of graphic art reproduction methods to produce camera ready art and mechanicals.

1. *Work Experience*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards*: (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.*: (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
4. *Education Courses* relevant to this knowledge (include description of course content as well as title and date.)

Figure 15-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3.** SKILL IN USE OF TECHNICAL ART EQUIPMENT—Involves Illustrator's knowledge of advantages and limitations of various technical equipment to produce best and most easily understood illustrative material. (Identify below the technical equipment you have used).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the names and locations where you did this.)
  
4. *Education Courses* relevant to this knowledge (include description of course content as well as title and date.)

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Figure 15-9. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4.** ABILITY TO PREPARE LAYOUTS—Required use of perspective angle of view or artistic effect to achieve desired objectives, while keeping with styles of presentation familiar to intended audiences.

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training and/or awards described. Include the narrative description of the acts for which you received the awards, if available.)
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this.)
  
4. *Education Courses* relevant to this knowledge (include description of course content as well as title and date.)

Figure 15-9. Supplemental Applicant Questionnaire—Continued

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★ ★ ★ ★ This is not a Performance Appraisal ★ ★ ★ ★

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The person identified below is being considered for the position of Illustrator, GS-1020-7.

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this Form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_ Immediate Supervisor: \_\_\_\_\_

\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each Knowledge or Ability, please place an "X" in the box beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know". Sample tasks provided with each level description are derived from the vacant job or similar jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 15-10. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1. ABILITY TO ILLUSTRATE FACTUAL MATERIAL IN SEVERAL COMMON ART MEDIA—(Includes Illustrator's understanding of subject and ability to select appropriate media for completion of assignment.)**

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- a. Has prepared illustrations of special artistic effects by deviating from traditional methods to develop new methods, techniques and styles for execution of illustrations with no models to work from.
- b. Prepared illustrations that have been traced or paste-up with limited use of media.
- c. Has developed illustrations from rough sketches or verbal information of proposed illustrations and has been responsible for working out detail of final illustration to include determining style technique and choice of medium.
- d. Has produced realistic illustrations by applying specific guidelines (cartoons, or commercial artists preparing illustrations for advertisements).
- e. Don't Know.

**Figure 15-10. Supplemental Questionnaire for Supervisors—Continued**

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---

**KSAO NO. 2. KNOWLEDGE OF GRAPHIC ART REPRODUCTION METHODS—(Includes understanding of common use of graphic art reproduction methods to produce camera ready art and mechanicals).**

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- \_\_\_ a. Has prepared artwork for multicolor reproductions of three or more colors requiring the knowledge of halftones, percentage screens, typography, over-burns, duo-tones or tint blocks.
- \_\_\_ b. Prepared line art for single color reproduction & paste-up of type.
- \_\_\_ c. Has prepared artwork for single color reproduction requiring the knowledge of halftones, percentage screens and paste-up of type.
- \_\_\_ d. Has prepared artwork for multicolor reproductions of at least two colors requiring the knowledge of halftones, percentage screens, and typography and duo-tones.
- \_\_\_ e. Don't Know.

Figure 15-10. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3. SKILL IN USE OF TECHNICAL ART EQUIPMENT—(Involves Illustrator's knowledge of advantages and limitations of various technical equipment to produce best and most easily understood illustrative material)**

*(Note: Sample tasks provided with each level description are derived from vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- \_\_\_ a. Has operated at least four of the following items: Diazo processor, headliner, cold type, automatic stat camera, mechanical lettering device, airbrush.
- \_\_\_ b. Has operated at least two of the following items: Diazo processor, headliner, cold type, automatic stat camera, mechanical lettering device, airbrush.
- \_\_\_ c. Has operated one of the above or passed a course in lettering and advertising or advanced typographics.
- \_\_\_ d. Has operated at least three of the following items: Diazo processor, headliner, cold type, automatic stat camera, mechanical lettering device, airbrush.
- \_\_\_ e. Don't Know.

Figure 15-10. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4. ABILITY TO PREPARE LAYOUTS**—(Requires use of perspective angle of views or artistic effect to achieve desired objectives while keeping with styles of presentation familiar to intended audiences.)

*(Note: Sample tasks provided with each level description are derived from vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant)*

**Level Descriptions**

- \_\_\_ a. Has prepared layouts which consisted of retouching photographs or copying previous layouts with minor changes.
- \_\_\_ b. Has prepared layouts from style format medium and color treatment under established procedures with no deviation.
- \_\_\_ c. Has prepared and developed layouts from concept derived from information received from requestor by working out detail in the size of finished product, typography, photos, illustrations, etc.
- \_\_\_ d. Has prepared layouts from instruction from requestor and guidelines from supervisor, using established methods and techniques in working out details for the illustration.
- \_\_\_ e. Don't Know.

**Figure 15-10. Supplemental Questionnaire for Supervisors—Continued**

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Name of Employee	Title & Grade	Organization Unit
Prepared By	Title & Grade	Organization Unit

Working Relationship to Employee:

\_\_\_ Immediate Supervisor

\_\_\_ Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

---

The person identified above is being considered for Illustrator, GS-1020-7.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

---

#### INSTRUCTIONS ON COMPLETING APPRAISAL

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

4. The employee has demonstrated superior quality of performance in this KSAO.
3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
2. The employee has demonstrated acceptable quality of performance in this KSAO.
1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision.

Figure 15-11. Supervisory Rating

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**ILLUSTRATOR**  
**GS-1020-7**

- \_\_\_\_\_ 1. Ability to Illustrate Factual Material in Several Common Art Media—Includes Illustrator's understanding of subject and ability to select appropriate media for completion of assignment.
- \_\_\_\_\_ 2. Knowledge of Graphic Art Reproduction Methods—Includes understanding of common use of graphic art reproduction methods to produce camera ready art and mechanicals.
- \_\_\_\_\_ 3. Skill in use of Technical Art Equipment—Involves Illustrator's knowledge of advantages and limitations of various technical equipment to produce best and most easily understood illustrative material.
- \_\_\_\_\_ 4. Ability to Prepare Layouts—Requires use of perspective angle of views or artistic effect to achieve desired objectives while keeping with styles of presentation familiar to intended audiences.

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Figure 15-11. Supervisory Rating—Continued

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**ILLUSTRATOR, GS-1020-7**

Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Ability to illustrate factual material in several common art media.		
2. Knowledge of graphic art reproduction methods.		
3. Skill in use of technical art equipment.		
4. Ability to prepare layouts.		

\_\_\_\_\_  
Panel Member Signature and Date

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Figure 15-12. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

KSAO	TRAEX* Points	Supervisory** Rating Points	Average*** Points	Comments
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

Total Average KSAO Points divided by \_\_\_\_\_ = \_\_\_\_\_  
(# of KSAO) Final Score

(This figure must be 3 or above to be considered "highly qualified")

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 15-13. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## Chapter 16

### MODEL CREDITING PLAN—Equipment Specialist (General), GS-1670-11

#### Section I

#### GENERAL INFORMATION

##### 16-1. MEASUREMENT TOOLS.

The following measurement tools will be used in the rating process:

Training and Experience Ratings  
Supervisory Rating

##### 16-2. RATING FORMS.

Personal Qualifications Statement, SF 171  
Supplemental Applicant Questionnaire. (Fig 16-8)  
Supplemental Questionnaire for Supervisors. (Fig 16-9)  
Supervisory Rating. (Fig 16-10)  
Individual SME Panel Rating Form. (Fig 16-11)  
Final Rating Form. (Fig 16-12)

##### 16-3. CANDIDATE EVALUATION.

*a. Step 1—Review for Basic Eligibility and Minimum Qualifications:* Personnel Staffing Specialist(s) will complete a preliminary review of Official Personnel Folders and/or applications (SF 171) to determine basic eligibility and minimum qualifications in accordance with the standard dated July 1964 for Equipment Specialist, GS-1670, in OPM Handbook X-118. Personnel Staffing Specialists will also check to see that all applicants meet the Selective Placement Factors for this position (i.e., permanent duty station is rotated periodically among CONUS/OCONUS locations, with extended TDY required in response to requirements of the Logistic Assistance Program). This will be accomplished by having each applicant submit a signed World-Wide Mobility Agreement. Applicants found to be eligible for consideration and having minimum qualifications will be considered in steps 2 and 3 below.

*b. Step 2—Rating Procedure:* The following “highly qualifying criteria” which were developed through a job analysis involving three subject matter experts (SME), and will be used to evaluate candidates:

1. **KNOWLEDGE OF TROOP SUPPORT SYSTEMS.** This includes knowledge of the operation and maintenance (including the overhaul and repair of the following Troop Support Systems: Soldier Support Systems, Power Generating Systems, POL/Distribution Systems, LOC/Base Support Systems, Environmental Control Systems, and Combat Support Systems.

2. **ABILITY TO INTERPRET AND APPLY WRITTEN INSTRUCTIONS ON EQUIPMENT MAINTENANCE.** This includes the ability to use/operate special tools and test equipment; to research technical publications; to interpret Army regulations and maintenance bulletins, blueprints, wiring diagrams, etc.

3. **ABILITY TO ANALYZE AND EVALUATE ITEMS OF EQUIPMENT.** This includes the ability to analyze and evaluate the maintainability and reliability to assigned equipment, and to provide technical input to assist in making decisions concerning the repairability or disposition of various components or major items.

4. **ABILITY TO MEET AND DEAL WITH OTHERS.** This includes the ability to meet, deal and communicate with people on all organizational levels—Commanders through shop personnel.

5. **ABILITY TO COMMUNICATE IN WRITING.** This includes the ability to communicate in writing through the preparation of trip/problem reports, maintenance advisory memos, fact sheets, etc.

6. **ABILITY TO PREPARE AND PRESENT A FORMAL COURSE OF INSTRUCTION.** This includes the ability to organize and prepare a course of instruction, and transfer information understandably to individuals and/or groups informally and in classroom situations.

A Rating Guide developed with the technical assistance of the above-mentioned SME will be used to evaluate the degree to which candidates possess the above knowledges, skills, abilities and other characteristics (KSAO).

An ad hoc panel of three subject matter experts (SME) will be convened to rate all candidates determined to be

qualified in Step 1 above. One member of the panel (most experienced as panel member or senior SME) will act as chairman. A Personnel Staffing Specialist will act as CPO advisor to assure regulatory compliance.

(1) *Training & Experience Ratings.* The appropriate points for Training and Experience (TRAEX) will be assigned as indicated in the Rating Guide by considering all information provided on the SF 171, Supplemental Applicant Questionnaire, and Supplemental Questionnaire for Supervisors. Job related self-development, training and awards will be considered at this time in the rating process if they appear to provide some evidence of possession of a higher level of one or more of the KSAO. The following point values will be placed in the TRAEX column of the Individual SME Panel Rating Form: 4—Superior, 3—Highly Acceptable, 2—Acceptable, 1—Barely Acceptable.

Each SME will rate each applicant against each KSAO and will be required to record the basis of rating on each KSAO in the comment section of the Individual SME Panel Rating Form. The basis of rating will document any efficiency that results in less than a superior level rating. No assigned point rating will exceed 4 (superior level).

(2) *Reviewing Ratings.* The ratings derived from the individual SME on each applicant will be reviewed. Any difference in ratings on each KSAO for each applicant will be discussed by the panel members to come up with a consensus rating. This discussion is intended to insure that all SME generally noted the same facts and interpret the Rating Guide in the same manner.

(3) *Scoring Procedures:*

(a) The consensus rating for each KSAO will be recorded on the Final Rating Form for each applicant under the TRAEX Column. If no consensus rating can be reached, the panel chairman will determine the final rating. This will be documented in the comment section of the rating form. The basis for any rating less than 4 (superior) will also be documented.

(b) *Supervisory Rating.* The supervisor's rating for each KSAO will be recorded in the Supervisory Rating Column of the Final Rating Form. The point values are identical to those in (1) above. If the supervisor has indicated "Not Observed" on a KSAO element, the SME consensus rating for that KSAO will be also counted as the supervisor's rating for the KSAO. Therefore, the applicant will not be penalized because their present supervisor has no knowledge about their abilities for a particular KSAO when that experience/training/award was gained elsewhere (e.g., under a former supervisor at a different installation/private industry).

(c) The TRAEX points and the supervisor's rating will be averaged and the result will be recorded in the "Average Points" column. Average points for all KSAO will be summed and recorded as the applicant's overall raw score ("Total Average KSAO Point").

c. *Step 3—Rating to Determine "Highly Qualified".* All candidates with an overall raw score of 18 or greater will be considered "highly qualified".

d. *Step 4—Ranking to determine "best qualified".* Any obvious or clear break in the total scores of the "highly qualified" candidates will serve as a cutoff point for the "best qualified" candidates. Tie breaking methods (if required) will be applied in accordance with local procedures/regulations.

All documentation, to include basis for determining job relatedness and basis for tie breakers or other judgmental factors applied, will be fully documented and made a permanent part of the promotion record.

## **Section II**

### **KSAO DETERMINATION (JOB ANALYSIS)**

#### **16-4. KSAO Determination (Job Analysis).**

This appendix contains the following documents:

- a. Memorandum Documenting the Job Analysis Process. (Fig 16-1)
- b. SME Participating in KSAO determination. (Fig 16-2)
- c. Statement of Duties—Equipment Specialist (General), GS-1670-11. (Fig 16-3)
- d. Job Analysis Interview. (Fig 16-4)
- e. KSAO consolidation. (Fig 16-5)
- f. Final KSAO. (Fig 16-6)

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MEMORANDUM FOR RECORD

SUBJECT: Job Analysis for Equipment Specialist (General), GS-1670-11

1. Three subject matter experts met with a Personnel Staffing Specialist to conduct a job analysis interview in accordance with guidelines presented in the "Turpenoff" method.
2. Results of the job analysis interview are attached. Rating levels presented in the Rating Guide define definite tasks that the applicants have to meet since the SME determined that applicants had to show this type of duties/experience for this position.

/signed/  
Personnel Staffing Specialist

Figure 16-1. Memorandum for Record

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<i>Name</i>	<i>Title, Series, Grade</i>
SME Number 1	Equipment Specialist (General), GS-1670-12
SME Number 2	Equipment Specialist (General), GS-1670-12
SME Number 3	Equipment Specialist (General), GS-1670-12

**Technical Support**

<i>Name</i>	<i>Title</i>
Personnel Specialist Number 1	Personnal Staffing Specialist

Figure 16-2. Subject Matter Experts (SME) Participating in KSAO Determination

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<b>DEPARTMENT OF THE ARMY JOB DESCRIPTION</b> <small>For use of this form, see CPR 501, the proponent agency is DCSPER</small>		1. JOB NUMBER <b>16,672</b>	
2. INSTALLATION OR HEADQUARTERS OFFICE		3. ORGANIZATIONAL LOCATION <i>(Complete on organization copy only)</i>	
4. CITATION TO APPLICABLE STANDARD AND THE DATE OF ISSUANCE  FLSA Exempt		5. TITLE <b>Equipment Specialist (General)</b>	
		6. PAY SCHEDULE <b>GS</b>	7. OCC CODE <b>1670</b>
		8. GRADE <b>11</b>	
		9. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	
		10. COMP LEVEL	
11. EVALUATION APPROVAL			
TITLE, PAY SCHEDULE, OCC CODE, AND GRADE OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND GRADE-LEVEL STANDARDS			
_____ <i>(Signature)</i>		_____ <i>(Date)</i>	
12. JOB CONTENT APPROVAL <i>(COMPLETE ON ORGANIZATION COPY ONLY)</i>			
a. I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE MAJOR DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSES RELATING TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR IMPLEMENTING REGULATIONS.			
_____ <i>(Signature of Approving Supervisor)</i>		_____ <i>(Date)</i>	
b. THIS JOB DESCRIPTION WITH SUPPLEMENTAL MATERIAL IS ADEQUATE FOR PURPOSE OF EVALUATION.			
_____ <i>(Signature of Position Classification Specialist)</i>		_____ <i>(Date)</i>	
13. STATEMENT OF DUTIES AND RESPONSIBILITIES			
<u>SUPERVISORY CONTROLS</u>			
Works under the general supervision of the Chief or an Equipment Specialist of higher grade. Consults supervisor or team leader when appropriate, on unusual problems or controversial issues encountered, otherwise, plans and accomplishes most work independently within the framework of established policies, schedules, and objectives. Work is largely reviewed and evaluated through reports submitted and results achieved.			
<u>MAJOR DUTIES</u>			
Serves as an equipment specialist subject to frequent temporary (TDY) assignment at various units, posts, camps, stations, or installations within CONUS as directed. In accordance with an established rotational system, is required to serve in overseas areas on TDY and/or permanent change of station (PCS) assignments in response to overseas requirements. Is primarily responsible for providing a variety of technical assistance to users of TSARCOM equipment regarding the proper operation, usage, and maintenance of assigned end-items. The TSARCOM Technical Assistance Program includes responsibility for the full range of this equipment.			
1. <u>TECHNICAL ASSISTANCE VISITS:</u> Follows schedules provided of units to be visited based on equipment population, operational or maintenance problems reported, previous schedules, etc. Visits various units (i.e., direct, general support maintenance units,			

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Figure 16-3. Job Description

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installation supply activities, etc.) to assist in the improvement of repair parts, supply, and maintenance support of TSARCOM equipment provided to using organizations. Reviews logs and supply records for accuracy and completeness and advises on new, revised, or existing procedures for maintenance of assigned unit equipment. Checks out basic parts and support loads for authorized TO&E equipment and makes inventories and comparisons of repair parts, tools, and technical publications against the records. Observes operators for proper handling and maintenance of equipment and discusses training needs with responsible officers or non-coms. Reviews equipment on hand against TO&E serviceability criteria, modification work order and other support requirements. Provides feedback data on the operational reliability and maintainability of TSARCOM equipment assigned to units visited. Assists users in preparation of QDR's by classifying exact nature of defects and malfunctions. Prepares reports of visits, briefs the commander on adequacy of support and operation, and advises him of the need and availability of equipment training for subordinates. On team assignments, prepares reports covering assigned areas of responsibility for incorporation into overall report.

2. STANDARDIZATION AND MODERNIZATION OF EQUIPMENT: Advises and assists unit and organizational commanders concerning standardization and modernization or service-ability of equipment, and prompt requisitioning of a modern replacement. Assists in the evacuation of obsolete and uneconomical equipment. When requested advises support activities on proper procedures for inspecting and reporting equipment reaching no repair criteria.

3. TRAINING: Sets up or participates in the development of schedules for equipment training courses by subject matter (supply procedures, operation, maintenance techniques, administration, command maintenance, etc.), on specific and general types of TSARCOM equipment either from knowledge of training needs or requests of troop units or installations. Through the appropriate staff office (G3, G4, S3, S4) requests units to submit rosters of individuals who will attend with designations of those who will train others. Recommends elimination of those from whom the service will receive little benefit because of lack of experience, interest, or time remaining in the service. Using TSARCOM training material, technical manuals, own technical knowledge and type of instruction to be given, prepares planned course of instruction. Develops any supplementary training material required to meet unusual or high priority requirements. Most of the training given follows a planned course outline and may be given in a classroom or at an equipment operation or maintenance site. Prepares reports of training to include subject taught, rosters of participants, and certificates issued. Gives on-the-job training by advising on and explaining directives and procedures during assistance visits.

4. MANEUVERS, EXERCISES, AND MOVEMENT: As assigned, and on assignments for which individually responsible, advises maneuver and exercise directors and troop commanders on serviceability of TSARCOM equipment which will accompany units to the field or overseas and on the adequacy and completeness of the organization's supply of repair parts, tool and publications. Visits units in the field to determine adequacy of instructions given on operation and maintenance and keeps notes on training, noting areas where emphasis is needed when units return from field. Answers technical questions arising on the operation, use and maintenance of the equipment. Checks units being readied for overseas movement for equipment operating efficiency, completeness, current modification work orders for designated equipment and adequacy of supply of prescribed repair parts, records, and publications. Discusses deficiencies with commanders and recommends action needed to bring the units up to equipment operational readiness. When required, serves as a member of Mobile Training Teams and Maintenance Assistance Teams.

Figure 16-3. Job Description—Continued

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5. REPAIR ELIGIBILITY DETERMINATION: Trains DSU and GSU inspectors in the inspection evaluation of excess and unserviceable equipment and components and that reported as approaching end of repair eligibility as reported by user or installation, prior to transfer disposal or evacuation to depot repair facility. Assists in prompt evacuation of unserviceable equipment which cannot be efficiently or readily repaired by field maintenance personnel to depot shop for repair. When justified and requested, assists in obtaining replacements and evacuating items which are not repairable when replacement is received. Determines class, FSN, make, model, serial number, nomenclature, and review costs by physical check of the equipment and research of technical manuals, manufacturers catalogues, pricing guides, and DMWR's.

Performs other duties as assigned.

NOTE: Works as an individual or member of a team, or may assist a senior Equipment Specialist on special assignments involving new and extremely complex equipment being introduced into the field.

Figure 16-3. Job Description—Continued

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**JOB TITLE:** Equip Spec (Gen), GS-1670-11

**SIGNATURE:** 16,672

**JOB ANALYSIS INTERVIEW**

**COLUMN 1**

**A. What are the four or five major functions to be performed on this job?**

1. Offers advice and answers technical questions on the operation, use and maintenance of TSARCOM equipment (i.e., air conditioning, power generation, bridging, gas turbines, etc.) on a worldwide basis.

2. Prepares and presents formal courses of instruction and on-the-job training to operators and maintenance personnel on TSARCOM equipment; to include introducing new equipment in the field.

3. Serves as the TSARCOM representative in the field, disseminating information to all levels at supported units; feed backs information to TSARCOM with clear, concise reports, both written and telephonic.

4. Researches publications, reviews log books and supply records for accuracy and completeness, and uses technical knowledge to assist supported units with maintenance and supply problems.

5. Checks authorized TO&E equipment and makes inventories and comparisons of repair parts, tools, and technical publications available; advises Commanders regarding disposition of equipment, evacuation of equipment to repair facilities, or replacement of equipment.

**COLUMN 2**

**B. For each function, what KSAO are required to perform this?**

1. See Figure 16-4(a)

KSAO 1 a-e

2. See Figure 16-4(a)

KSAO 2 a-h

3. See Figure 16-4(a)

KSAO 3 a-d

4. See Figure 16-4(a)

KSAO 4 a-c

5. See Figure 16-4(a)

KSAO 5 a-e

Figure 16-4. Job Analysis Interview

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## Listing of KSAO

### *KSAO*

1.
  - a. Knowledge and experience on 2 or more items of TSARCOM equipment.
  - b. Ability to use tools and operate test equipment.
  - c. Ability to determine reparability of mechanical/electrical equipment.
  - d. Knowledge of EIR's and 2028 submissions and information required.
  - e. Ability to interpret drawings, blueprints, etc.
2.
  - a. Ability to reduce technical terms to easily understood words.
  - b. Knowledge of basic tools and standard hardware—basic vocational skills.
  - c. Ability to prepare lesson plans, POI's, exams, etc.
  - d. Ability to use prepared training kits and instruct a group of people, presenting information in a manner of level easily understandable to students in training.
  - e. Ability to field questions in a classroom atmosphere with confidence.
  - f. Ability to organize an instruction course.
  - g. Ability to communicate orally.
  - h. Ability to simplify/reduce technical problems to a short simple question.
3.
  - a. Knowledge of equipment and ability to transfer information in an understandable manner.
  - b. Knowledge of basic military correspondence.
  - c. Ability to brief commanders, G-4, maintenance officers, etc.
  - d. Ability to meet and deal with people.
4.
  - a. Ability to research technical publications, read blueprints, wiring diagrams, etc.
  - b. Knowledge of maintenance manuals, illustrated part breakdowns, overhaul manuals, etc.
  - c. Knowledge of supply systems and how it works.
5.
  - a. Ability to operate and maintain equipment.
  - b. Ability to make decisions regarding equipment disposition.
  - c. Knowledge and understanding of technical manuals and manufacturers' publications.
  - d. Knowledge of structure of levels of maintenance and repair facilities.
  - e. Knowledge of support activities and their functions.

Figure 16-4(A). Job Analysis Interview

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**KSAO DETERMINATION SHEET**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>	<b>COLUMN 4</b>	<b>COLUMN 5</b>	<b>COLUMN 6</b>
<b>Knowledges, skills, abilities, and other characteristics</b>	<b>KSAO Ranking Column</b>	<b>Essential</b>	<b>KSAO Combination</b>	<b>Distinguishes Superior from Barely Acceptable</b>	<b>Measurement Tool</b>
20. Ability to interpret drawings, blueprints, etc.	11, 6, 18	Yes	See #2 above	--	
21. Knowledge and understanding of technical manuals and manufacturers publications.	18, 8, 13	Yes	See #2 above	--	
22. Knowledge of structure of levels of maintenance and repair facilities	23, 19, 14	No			
23. Knowledge of support activities and their functions	22, 19, 15	No			
24. Ability to determine repairability of mechanical/electrical equipment.	19, 20, 8	Yes	# 25, 26 reworded	Yes	TRAEX & Supv Rating
25. Ability to analyze and evaluate	14, 14, 4	Yes	See #24	--	--
26. Ability to make decisions regarding equipment disposition.	21, 20, 21	Yes	See #24	--	==

**SIGNATURE:**     SME     **DATE:** \_\_\_\_\_

Figure 16-5. KSAO Determination Sheet—Continued

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## X-118 Requirements

The KSAO listed in OPM Handbook X-118 were considered in the job analysis (Equipment Specialist Series, GS-1670, dated July 1964). Those considered essential are inherent/combined in the KSAO depicted on the KSAO Determination Sheet noted below. (Letters relate to X-118 paragraphing.)

### GENERAL EXPERIENCE:

- (a) KSAO - 2, 17, 20, 21
- (b) KSAO - 1, 7, 20, 21
- (c) KSAO - 1, 4, 5, 9, 16, 17, 24
- (d) KSAO - 1, 9, 24
- (e) KSAO - 3, 6, 7, 8, 11

### SPECIALIZED EXPERIENCE:

- a. KSAO - 2, 17, 21, 24
- b. KSAO - 2, 7, 17, 21
- c. KSAO - 1, 2, 7, 16, 24
- d. Not essential - Not indicated in position description
- e. KSAO - 1, 4, 17, 21, 24, 26
- f. KSAO - 1, 4, 7, 16, 17, 24
- g. KSAO - 1, 4, 7, 16, 17, 24
- h. KSAO - 3, 6, 7, 8, 10, 11, 13, 14
- i. KSAO - 1, 2, 4, 17, 21
- j. KSAO - 1, 4, 9, 16, 17, 21, 24
- k. KSAO - 1, 2, 4, 16, 17, 21, 24, 26
- l. Not essential - Not indicated in position description
- m. Not essential - Not indicated in position description
- n. KSAO - 3, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16

### ANALYTICAL OR ADVISORY EXPERIENCE:

- A. KSAO - 2, 9, 16, 17, 20, 21, 24
- B. KSAO - 2, 4, 7, 8, 10, 14, 16, 17, 21
- C. KSAO - 1, 4, 7, 8, 10, 14, 16, 21, 24
- D. Not essential - Not indicated in position description
- E. KSAO - 1, 2, 4, 7, 8, 10, 16, 17, 21, 24, 25, 26

### GUIDE FOR EVALUATING SPECIALIZED EXPERIENCE:

- A. Skill in interpersonal relationships, in the position, is required in briefing of military and Civilian Personnel from Command level to individual workers; conducting courses of instruction; providing on-site assistance to supervisors and workers pertaining to equipment maintenance, repair, replacement, etc., contained in KSAO - 1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 16.
- B. KSAO - 1, 2, 4, 7, 10, 16, 17, 21, 26
- C. Duties require evaluation of maintenance problems and supply problems (related to repair parts) only. KSAO - 1, 9, 16, 17, 21, 24

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Figure 16-5. KSAO Determination Sheet—Continued

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- 
- D. Level of performance for rating cannot be determined from written documents.
  - E. KSAO - 3, 6, 7, 10, 15, 16, 25
  - F. Level of performance for rating cannot be determined from written documents.

Figure 16-5. KSAO Determination Sheet—Continued

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- 
1. Knowledge of troop support system.
  2. Ability to interpret and apply written instructions on equipment maintenance.
  3. Ability to analyze and evaluate items of equipment.
  4. Ability to meet and deal with others.
  5. Ability to communicate in writing.
  6. Ability to prepare and present a formal course of instruction.

Figure 16-6. Final KSAO

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*(Title and paragraph not used.)* This paragraph contains no entries.

### **Section III RATING GUIDE**

#### **16-5. Rating Guide.**

This section contains the rating guide.

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**KSAO No. 1**    **KNOWLEDGE OF TROOP SUPPORT SYSTEMS.** (Knowledge of the operation and maintenance (including the overhaul and repair) of the following Troop Support Systems: Soldier Support Systems, Power Generating Systems, POL/Distribution Systems, LOC/Base Support Systems, Environmental Control Systems, and Combat Support Systems).

**Level Description**

- 4 pts**            Maintains and repairs equipment. *Sample Tasks:* (1) overhauls/rebuilds engines, transmissions, and major components; (2) uses diagnostic testors; understands theory of operation of equipment; (3) performs system troubleshooting and proposes corrective actions; (4) performs teardown, inspection, repair of complex components.
- 3 pts**            Maintains and repairs equipment. *Sample Tasks:* (1) removes and replaces engine, transmission; (2) makes major equipment adjustments; (3) makes minor repairs.
- 2 pts**            Maintains and repairs equipment. *Sample Tasks:* (1) performs daily operational maintenance on equipment; (2) cleans, makes minor adjustments; (3) replaces fuses, switches; preservation for storage.
- 1 pt**             Maintains and repairs a limited number of minor items. *Sample Task:* checks fluid levels on specific equipment.

Figure 16-7. Rating Guide

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**KSAO NO. 2.** ABILITY TO INTERPRET AND APPLY WRITTEN INSTRUCTIONS ON EQUIPMENT MAINTENANCE. (Ability to demonstrate use and operation of special tools and test equipment, to research technical publications, to interpret Army Regulations and maintenance bulletins, blueprints, wiring diagrams, etc.).

**Level Description**

- |              |   |
|--------------|---|
| <b>4 pts</b> | (1) Uses tools, test equipment, e.g., dynamometer testing; final testing of major components of equipment prior to returning to stock or field; production control testing inspection of rebuilt major equipment components; (2) Comprehends and assimilates written technical data to control repair functions to specifications, comprehends and assimilates written supply data to obtain correct repair parts; (3) Comprehends written regulations/maintenance directives; (4) Utilizes diagrams/schematics, blueprints/sketches to isolate operational deficiencies, maintain, repair and/or modify equipment. |
| <b>3 pts</b> | (1) Uses tools, test equipment (e.g., use of some special tools; use of diagnostic test equipment to determine the extent of adjustments to major equipment/components and required minor repairs; (2) Uses and understands parts manuals, wiring and hydraulic diagrams).  |
| <b>2 pts</b> | Uses tools, test equipment to service and perform minor adjustments to engines and transmissions in day-to-day maintenance and servicing of items of equipment.   |
| <b>1 pt</b>  | Uses basic tools/test equipment (such as air pressure gauges, tachometers, thermostats) in the inspection of equipment items.   |

Figure 16-7. Rating Guide—Continued

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**KSAO NO. 3.** ABILITY TO ANALYZE AND EVALUATE ITEMS OF EQUIPMENT. (Ability to analyze and evaluate the maintainability and reliability of assigned equipment, and to provide technical input to assist in making decisions concerning the repairability of disposition of various components or major items).

**Level Description**

- 4 pts** Analyzes/evaluates serviceability/repairability of end items/major components of equipment. *Sample Tasks:* (1) works with Depot Modification Work Order publications; (2) completes rehabilitation or rebuild of assigned equipment; (3) calculates or estimates cost of rehabilitation of equipment.
- 3 pts** Analyzes/evaluates serviceability/repairability of less complex components of equipment. *Sample Tasks:* (1) analyzes Maintenance Expenditure Limits for supported equipment; (2) performs component repair, component overhaul and replacement on assigned equipment; (3) tests assigned equipment in environment or performs special tests.
- 2 pts** Analyzes/evaluates serviceability/repairability of types of equipment or components that are typified by day to day maintenance and adjustments. *Sample Tasks:* (1) analyzes equipment capabilities/usage; (2) repairs/services/evaluates for repair, performs preservation of assigned equipment.
- 1 pt** Performs simple repair/service of assigned equipment.

Figure 16-7. Rating Guide—Continued

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**KSAO NO. 4.** ABILITY TO MEET AND DEAL WITH OTHERS. (Ability to meet, deal, and communicate with people on all organizational levels—Commanders through shop personnel).

**Level Description**

- |              |   |
|--------------|---|
| <b>4 pts</b> | Briefs key personnel (Military and Civilian) on services to be provided by specialized/technical training for employees/troops on maintenance/replacement on component of equipment; advice to supervisors of alternative methods of maintenance and supply items; identification and interpretation of appropriate technical data sources. |
| <b>3 pts</b> | Provides advice to maintenance officers, supervisors, key shop personnel on problems pertaining to interpretation of technical data, work requirements; preparation of documents to retrieve information from higher headquarters; preparation of documents for submission of equipment into depot programs.                                |
| <b>2 pts</b> | Provides assistance to shop personnel/troops on operational problems; interpretation of technical terminology contained in technical manuals; identification and use of special tools and test equipment; advice relating to sound maintenance policies and practices.  |

Figure 16-7. Rating Guide—Continued

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**KSAO NO. 5.** ABILITY TO COMMUNICATE IN WRITING. (Ability to communicate in writing through the preparation of trip/problem reports, maintenance advisory memos, fact sheets, etc.).

**Level Description**

- |              |  |
|--------------|--|
| <b>4 pts</b> | Prepares fact sheets, staff input, intercommand correspondence, or comparable reports/data. <i>Sample Task:</i> Prepares training schedules and maintenance operations.  |
| <b>3 pts</b> | Prepares trip reports, DFs, memos, intra-command correspondence, or comparable reports/data. <i>Sample Task:</i> Prepares training schedules and maintenance operations. |
| <b>2 pts</b> | Prepares maintenance advisory memos to recommend methods/actions to improve maintenance and supply posture.  |

Figure 16-7. Rating Guide—Continued

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**KSAO NO. 6**    **ABILITY TO PREPARE AND PRESENT A FORMAL COURSE OF INSTRUCTION.** (Ability to organize and prepare a course of instruction, and transfer information understandably to individuals and/or groups informally and in classroom situations).

**Level Description**

<b>4 pts</b>	(1) Prepares, organizes and carries out Programs of Instructions (POI); (2) Prepares and carries out Instructor Lesson Plans (ILPs); (3) Develops visual training aids; (4) Presents subject matter of POIs and ILPs to Command, Supervisory, Industrial Managers, and/or Administrative levels in formal learning environments; (5) Presents subject matter to immediate supervisory and contemporary levels in informal learning environments; (6) Presents subject matter and methods of preparation to peers in informal/on-the-job environments.
<b>3 pts</b>	(1) Prepares and carries out Instructor Lesson Plans (ILPs), (2) Develops visual training aids; (3) Presents subject matter of POI(s) and ILP(s) to Command, Supervisory, Industrial Managers, and/or Administrative levels in formal learning environments; (4) Presents subject matter to immediate supervisory and contemporary levels in informal learning environment.
<b>2 pts</b>	(1) Prepares and carries out ILP(s); (2) Develops visual training aids; (3) Presents subject matter to supervisory and contemporary levels in informal learning environments; (4) Presents subject matter and methods of preparation to peers in informal on-the-job environments.

**Figure 16-7. Rating Guide—Continued**

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(Title and paragraph not used.)

This paragraph contains no entries.

**Section IV**  
**RATING FORMS**

**16-6. Rating Forms.**

This section contains the following documents:

- a. Supplemental Applicant Questionnaire. (Fig 16-8)
- b. Supplemental Questionnaire for Supervisors. (Fig 16-9)
- c. Supervisory Rating. (Fig 16-10)
- d. Individual SME Panel Rating Form. (Fig 16-11)
- e. Final Rating Form. (Fig 16-12)

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
AUTHORITY: 5 U. S. Code 3302
PURPOSES AND USES: Your completed application will be used by a rating panel of subject matter experts to determine whether you are highly qualified for consideration for positions in the Merit Promotion Plan. It may also be reviewed by selecting officials and other supervisory personnel involved in the selection process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination nonselection and procedural adequacy of the selection and training and promotion processes.
DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this form is to gather more specific and detailed information concerning the degree to which you possess the knowledges, skills, abilities, and other characteristics (KSAO), required by the position(s) for which you applied. Describe accurately the tasks performed that reflect your experience, training received, and awards received, so that the reader can clearly see the level of knowledge, skill, or ability you have exercised.

Under each heading (experience, training, etc.,) answer the questions completely, give the date the KSAO was performed and where it was gained. If you need further assistance, please contact your Civilian Personnel Office.

Your rating will be dependent partially on the thoroughness with which you complete the form. Do not submit Position Descriptions. Please attach additional sheets of paper if you need more room for your answers. Be sure to identify which KSAO you are discussing on any of the extra sheets of paper you may use.

COMPLETE THE FOLLOWING:

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

1. \_\_\_\_\_  
Announcement Number

2. \_\_\_\_\_  
Job Title

3. \_\_\_\_\_  
Applicant's Name (Last name, first name, middle initial)

4. \_\_\_\_\_  
Applicant's Social Security Number

RETURN THIS FORM BY \_\_\_\_\_

5. \_\_\_\_\_  
Applicant's Signature

Figure 16-8. Supplemental Applicant Questionnaire

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**KSAO NO. 1**    **KNOWLEDGE OF TROOP SUPPORT SYSTEMS.** (knowledge of the operation and maintenance (including the overhaul and repair) of the following Troop Support Systems: Soldier Support Systems, Power Generating Systems, POL/Distribution Systems, LOC/Base Support Systems, Environment Control Systems, and Combat Support Systems).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training (including self-development) and/or awards described. Include the narrative description of the acts for which you received the awards, if available).
  
3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 16-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 2.** ABILITY TO INTERPRET AND APPLY WRITTEN INSTRUCTIONS ON EQUIPMENT MAINTENANCE. (Ability to demonstrate use and operation of special tools and test equipment, to research technical publications, to interpret Army regulations and maintenance bulletins, blueprints, wiring diagrams, etc.).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training (including self-development) and/or awards described. Include the narrative description of the acts for which you received the awards, if available).
  
3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 16-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 3. ABILITY TO ANALYZE AND EVALUATE ITEMS OF EQUIPMENT.** (Ability to analyze and evaluate the maintainability and reliability of assigned equipment, and to provide technical input to assist in making decisions concerning the repairability or disposition of various components or major items).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training (including self-development) and/or awards described. Include the narrative description of the acts for which you received the awards, if available).
  
3. *Volunteer Experience, Hobbies, etc.:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 16-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 4. ABILITY TO MEET AND DEAL WITH OTHERS.** (Ability to meet, deal, and communicate with people on all organizational levels—commanders through shop personnel).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and location where you did this).
  
2. *Training and/or Awards:* Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training (including self-development) and/or awards described. Include the narrative description of the acts for which you received the awards, if available).
  
3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 16-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 5. ABILITY TO COMMUNICATE IN WRITING.** (Ability to communicate in writing through the preparation of trip/problem reports, maintenance advisory memos, fact sheets, etc.).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training (including self-development) and/or awards described. Include the narrative description of the acts for which you received the awards, if available).
  
3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 16-8. Supplemental Applicant Questionnaire—Continued

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**KSAO NO. 6. ABILITY TO PREPARE AND PRESENT A FORMAL COURSE OF INSTRUCTION.** (Ability to organize and prepare a course of instruction, and transfer information understandably to individuals and/or groups informally and in classroom situations).

1. *Work Experience:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).
  
2. *Training and/or Awards:* (Describe any training and/or awards you have received which demonstrate the above ability. Include the dates and where you received any training (including self-development) and/or awards described. Include the narrative description of the acts for which you received the awards, if available).
  
3. *Volunteer Experience, Hobbies, etc:* (Describe the tasks you have performed which demonstrate the above ability. Give the dates and locations where you did this).

Figure 16-8. Supplemental Applicant Questionnaire—Continued

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**★ ★ ★ This is not a Performance Appraisal ★ ★ ★**

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The person identified below is being considered for the position of Equipment Specialist (General), GS-1670-11

To help us determine the degree to which this applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required, please complete this questionnaire as fully and specifically as you can. The information you provide will not be held in confidence should the applicant request to see it.

Applicant's Name: \_\_\_\_\_

Job for Which Being Considered: \_\_\_\_\_

Announcement Number: \_\_\_\_\_

Return this form by: \_\_\_\_\_

Prepared by: \_\_\_\_\_ Title & Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Inclusive Dates: \_\_\_\_\_

Telephone: \_\_\_\_\_

**INSTRUCTIONS FOR COMPLETING FORM**

For each knowledge or ability, please place "X" on the line beside the one level description which most closely represents the activities required of the applicant in his/her job. If you have not observed any level of a KSAO being performed, mark "Don't Know." Sample tasks provided with each level description are derived from the vacant job or jobs. They are included only to clarify the level descriptions and need not specifically match tasks currently performed by the applicant.

The information you furnish on this form will be an important element in determining whether the applicant is a highly qualified candidate. Please return the form by the date indicated above in order to assure that the applicant receives full consideration.

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Figure 16-9. Supplemental Questionnaire for Supervisors

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**KSAO NO. 1.** Knowledge of Troop Support Systems. (Knowledge of the operation and maintenance (including the overhaul and repair) of the following Troop Support Systems: Soldier Support Systems, Power Generating Systems, POL/Distribution Systems, LOC/Base Support Systems, Environmental Control Systems, and Combat Support Systems).

(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

#### Level Descriptions

- Maintains and repairs equipment. *Sample Tasks:* (1) removes and replaces engine transmissions; (2) makes major equipment adjustments; (3) makes minor repairs.
- Maintains and repairs a limited number of minor items. *Sample Tasks:* checks fluid levels on specific equipment.
- Maintains and repairs equipment. *Sample Tasks:* (1) overhauls/rebuilds engines, transmissions, and major components; (2) uses diagnostic testors; understands theory of operation of equipment; (3) performs system troubleshooting and proposes corrective actions; (4) performs teardown, inspection, repair of complex components.
- Maintains and repairs equipment. *Sample Tasks:* (1) performs daily operational maintenance on equipment; (2) cleans, makes minor adjustments; (3) replaces fuses, switches; preservation for storage.
- Don't Know.

Figure 16-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 2.** Ability to interpret and apply written instructions on equipment maintenance. (Ability to demonstrate use and operation of special tools and test equipment, to research technical publications, to interpret Army regulations and maintenance bulletins, blueprints, wiring diagrams, etc.).

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).*

#### Level Descriptions

- Uses basic tools/test equipment (such as air pressure gauges, tachometers, thermostats) in the inspection of equipment items.
- (1) Uses tools, test equipment (e.g., use of some special tools; use of diagnostic test equipment to determine the extent of adjustments to major equipment/components and required minor repairs); (2) Uses and understands parts manuals, wiring and hydraulic diagrams.
- (1) Uses tools, test equipment, e.g., dynamometer testing; final testing of major components of equipment prior to returning to stock or field; production control testing inspection of rebuilt major equipment components; (2) Comprehends and assimilates written technical data to control repair functions to specifications, comprehends and assimilates written supply data to obtain correct repair parts; (3) Comprehends written regulations/maintenance directives; (4) Utilizes diagrams/schematics, blueprints/sketches to isolate operational deficiencies, maintain, repair and/or modify equipment.
- Uses tools, test equipment to service and perform minor adjustments to engines and transmissions in day-to-day maintenance and servicing of items of equipment.
- Don't Know.

Figure 16-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 3.** Ability to analyze and evaluate items of equipment. (Ability to analyze and evaluate the maintainability and reliability of assigned equipment, and to provide technical input to assist in making decisions concerning the repairability or disposition of various components or major items).

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

#### Level Descriptions

- Performs simple repair/service of assigned equipment.
- Analyzes/evaluates serviceability/repairability of less complex components of equipment. *Sample Tasks:* (1) analyzes Maintenance Expenditure Limits for supported equipment; (2) performs component repair, component overhaul and replacement on assigned equipment; tests assigned equipment in environment or performs special tests.
- Analyzes/evaluates serviceability/repairability of type of equipment or components that are typified by day to day maintenance and adjustments. *Sample Tasks:* (1) analyzes equipment capabilities/usage; (2) repairs/services/evaluates for repair, performs preservation of assigned equipment.
- Analyzes/evaluates serviceability/repairability of end items/major components of equipment. *Sample Tasks:* (1) worked with Depot Modification Work Order publications; (2) completes rehabilitation or rebuild of assigned equipment; (3) calculates or estimates cost of rehabilitation of equipment.
- Don't Know.

Figure 16-9. Supplemental Questionnaire for Supervisors—Continued

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**KSAO NO. 4.** Ability to meet and deal with others. (Ability to meet, deal and communicate with people on all organizational levels—Commanders through shop personnel.

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- \_\_\_\_\_ Briefs key personnel (Military and Civilian) on services to be provided by specialized/technical training for employees/troops on maintenance/replacement on component of equipment; advice to supervisors of alternative methods of maintenance and supply items; identification and interpretation of appropriate technical data sources.
- \_\_\_\_\_ Provides advice to maintenance officer, supervisors, key shop personnel on problems pertaining to interpretation of technical data, work requirements; preparation of documents to retrieve information from higher headquarters; preparation of documents for submission of equipment into depot programs.
- \_\_\_\_\_ Provides assistance to shop personnel/troops on operational problems; interpretation of technical terminology contained in technical manuals; identification and use of special tools and test equipment; advice relating to sound maintenance policies and practices.
- \_\_\_\_\_ Don't Know.

**Figure 16-9. Supplemental Questionnaire for Supervisors—Continued**

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**KSAO NO. 5.** Ability to communicate in writing. (Ability to communicate in writing through the preparation of trip/problem reports, maintenance advisory memos, fact sheets, etc.)

(*Note:* Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).

**Level Descriptions**

- \_\_\_\_\_ Prepares maintenance advisory memos to recommend methods/actions to improve maintenance and supply posture.
- \_\_\_\_\_ Prepares fact sheets, staff input, intercommand correspondence, or comparable reports/data. *Sample Tasks:* Prepares training schedules and maintenance operations.
- \_\_\_\_\_ Prepares trip reports, DF's, memos, intra-command correspondence, or comparable reports/data. *Sample Task:* Prepares training schedules and maintenance operations.
- \_\_\_\_\_ Don't Know.

**Figure 16-9. Supplemental Questionnaire for Supervisors—Continued**

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**KSAO NO. 6.** Ability to prepare and present a formal course of instruction. (Ability to organize and prepare a course of instruction, and transfer information understandably to individuals and/or groups informally and in classroom situations).

*(Note: Sample tasks provided with each level description are derived from the vacant job or other jobs. They are included only to clarify the level descriptions and need not specifically match tasks performed by the applicant).*

**Level Descriptions**

- (1) Prepares, organizes and carries out Programs of Instructions (POI)  
(2) Prepares and carries out Instructor Lesson Plans (ILPs);  
(3) Develops visual training aids; (4) Presents subject matter of POIs and ILPs to Command, Supervisory, Industrial Managers, and/or Administrative levels in formal learning environments; (5) Presents subject matter to immediate supervisory and contemporary levels in informal learning environments; (6) Presents subject matter and methods of preparation to peers in informal/on-the-job environments.
- (1) Prepares and carries out Instructor Lesson Plans (ILPs),  
(2) Develops visual training aids; (3) Presents subject matter of POI(s) and ILP(s) to Command, Supervisory, Industrial Managers, and/or Administrative levels in formal learning environments; (4) Presents subject matter to immediate supervisory and contemporary levels in informal learning environment.
- (1) Prepares and carries out ILP(s); (2) Develops visual training aids;  
(3) Presents subject matter to supervisory and contemporary levels in informal learning environments; (4) Presents subject matter and methods of preparation to peers in informal on-the-job environments.
- Don't Know.

**Figure 16-9. Supplemental Questionnaire for Supervisors—Continued**

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Name of Employee	Title & Grade	Organization Unit
Prepared by	Title & Grade	Organization Unit

Working Relationship to Employee:

\_\_\_\_ Immediate Supervisor

\_\_\_\_ Other (Explain): \_\_\_\_\_

Dates of Employment: (From) \_\_\_\_\_ (To) \_\_\_\_\_

Firm Telephone Number: \_\_\_\_\_ Return this form by \_\_\_\_\_

The person identified above is being considered for Equipment Specialist, (General), GS-1670-11.

The information you furnish on this form will be an important element in determining the degree to which the applicant possesses the knowledges, skills, abilities, and other characteristics (KSAO) required for the position. Please complete this rating promptly and return it by the due date. The information you provide will be disclosed to the applicant.

**INSTRUCTIONS ON COMPLETING APPRAISAL**

Mark each KSAO with the number of the statement that best describes your observation of the applicant's performance with respect to that KSAO.

- 4. The employee has demonstrated superior quality of performance in this KSAO.
- 3. The employee has demonstrated highly acceptable quality of performance in this KSAO.
- 2. The employee has demonstrated acceptable quality of performance in this KSAO.
- 1. The employee has demonstrated barely acceptable quality of performance in this KSAO.
- X. The employee has not been required to demonstrate this KSAO while under my supervision

Figure 16-10. Supervisory Rating

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## EQUIPMENT SPECIALIST (GENERAL)

### GS-1670-11

- Knowledge of Troop Support Systems. (knowledge of the operation and maintenance (including the overhaul and repair) of the following Troop Support Systems: Soldier Support Systems, Power Generating Systems, POL/Distribution Systems, LOC/Base Support Systems, Environmental Control Systems, and Combat Support Systems).
- Ability to interpret and apply written instructions on equipment maintenance. (Ability to demonstrate use and operation of special tools and test equipment, to research technical publications, to interpret Army regulations and maintenance bulletins, blueprints, wiring diagrams, etc.).
- Ability to analyze and evaluate items of equipment. (Ability to analyze and evaluate and maintainability and reliability of assigned equipment, and to provide technical input to assist in making decisions concerning the repairability or disposition of various components or major items).
- Ability to meet and deal with others. (Ability to meet, deal, and communicate with people on all organizational levels—Commanders through shop personnel).
- Ability to communicate in writing. (Ability to communicate in writing through the preparation of trip/problem reports, maintenance advisory memos, fact sheets, etc.).
- Ability to prepare and present a formal course of instruction (Ability to organize and prepare a course of instruction, and transfer information understandably to individuals and/or groups informally and in classroom situations).

Figure 16-10. Supervisory Rating—Continued

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Name of Applicant \_\_\_\_\_

*Instructions:* Panel rater will review all information available on each applicant and assign a point value of from 1 to 4 for each KSAO in accordance with the guidance provided in the crediting plan for this position. A brief explanation will be given to support the point value assigned for each KSAO.

<i>KSAO</i>	<i>Evaluation</i>	<i>Explanation</i>
1. Knowledge of troop support systems.		
2. Ability to interpret and apply written instructions on equipment maintenance.		
3. Ability to analyze and evaluate items of equipment.		
4. Ability to meet and deal with others.		
5. Ability to communicate in writing.		
6. Ability to prepare and present a formal course of instruction.		

\_\_\_\_\_  
Panel Member Signature and Date

Figure 16-11. Individual SME Panel Rating Form

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**FINAL RATING FORM**

Name of Candidate: \_\_\_\_\_

Position Applied for: \_\_\_\_\_  
(Title, Series, Grade, and Job No.)

Announcement No.: \_\_\_\_\_

<b>KSAO</b>	<b>TRAEX* Points</b>	<b>Supervisory** Rating Points</b>	<b>Average*** Points</b>	<b>Comments</b>
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

Total Average KSAO Points \_\_\_\_\_

- \* 1,2,3, or 4 based on candidate and supervisory questionnaires.
- \*\* 1,2,3, or 4 based on supervisory rating of candidate.
- \*\*\* Mathematical average of TRAEX and Supervisory Rating.

Figure 16-12. Final Rating Form

(Title and paragraph not used.) This paragraph contains no entries.

## **Chapter 17**

### **MODEL CREDITING PLAN—Interns**

#### **Section I**

#### **GENERAL**

##### **17-1. Purpose of plan.**

The purpose of this plan is to provide a reliable and accurate method of evaluating candidates to ascertain their ability to enter and successfully complete formal training in Army Career Program Internships. This crediting plan has been developed to rate candidates recruited under the Army's Mobility, Opportunity, and Development (AMOD) Program as well as candidates for entry into the regular intern program positions listed below. Target jobs covered by the plan area?

- a. Safety Management Specialist
- b. Equal Employment Specialist
- c. Management Analyst (Manpower)
- d. Computer Specialist
- e. Public Affairs Specialist
- f. Contract Specialist
- g. Housing Management Specialist
- h. Equipment Specialist
- i. General Supply Specialist
- j. Traffic Management Specialist
- k. Personnel Management Specialist
- l. Management Analyst (Comptroller)
- m. Budget Analyst

##### **17-2. Minimum qualifications.**

a. Minimum qualifications for AMOD internships. Entry level AMOD Intern positions covered by this crediting plan are classified in the GS-301 series. This series provides a transition from other lines of work into career program occupations. Minimum qualifications for the GS-301 entry level position will be evaluated under Office of Personnel Management (OPM) Handbook X-118, Qualification Standards for Positions under the General Schedule, Multi-Group Standard for Administrative Positions, GS-5/15. This standard will be extended to include qualifications for the GS-4 entry level in accordance with the pattern of length and kind of experience required for the grades for which qualifications are specifically stated. In other words, two years of general experience as described under General Experience in OPM Handbook X-118, Multi-Group Standard for Administrative Positions, GS-5/15 will be required for the GS-301-4 entry level.

b. Minimum qualifications for regular career internships. Candidates' qualifications will be evaluated under the appropriate career program series in the OPM Handbook X-118 when the AMOD Program training agreement is not used.

##### **17-3. Criteria to be used for rating:**

a. The following criteria will be used to distinguish highly qualified candidates from qualified candidates:

- (1) *Analytical ability*. This is the ability to identify and absorb relevant data or factors in job-related (paid or volunteer) situations.

- (2) *Judgment*. This is the ability to look at all possible courses of action and make appropriate decisions.

*Note.* Job Descriptions for entry jobs and career ladder jobs may be found in AR 690-500, chapter 502.

- (3) *Planning and organizing*. This is the ability to organize tasks and achieve goals according to priority and set deadlines.

- (4) *Reading comprehension*. This is the ability to read and understand written material such as instructions or regulations. Further, it is the ability to relate the principles and concepts in the written material to specific situations or problems.

(5) *Oral communications.* This is the ability to orally express ideas clearly, logically, and in the correct grammatical form.

(6) *Written communications.* This is the ability to express ideas in writing clearly, logically, and in the correct grammatical form.

(7) *Stress tolerance.* This is the ability to perform effectively and maintain composure in tension-filled situations.

(8) *Human relations.* This is the ability to get along with supervisors, coworkers and the public and work effectively with them.

(9) *Mechanical ability.* This is the ability to visualize, understand, and identify elements of systems. (This trait applies only to Equipment Specialists.)

b. These criteria may have been gained through all types of experience, paid or volunteer work, or through formal training.

#### **17-4. Rating instruments to be used.**

a. *Appraisals.* Appraisals (Supplemental Applicant Questionnaire (SAQ), Supervisory Appraisal and Rating Worksheets) will be completed by the candidate, the supervisor, and raters, respectively. The appraisals are virtually identical in format. There are minor grammatical changes appropriate to the person who is completing the appraisal. (Sample Appraisals are at Section II at figures 17-1, 17-2 and 17-3, respectively.) The appraisals contain the worker traits (WT) derived from the job analysis. The WT are defined in terms of the abilities they represent. A rating scale from one to seven has been provided. The scale has been anchored to behavioral conclusions at four of the seven levels of achievement. Values one, two, and three represent levels of attainment too low to infer confidence that the candidates could successfully complete AMOD training. Value four represents an acceptable level of attainment inferring reasonable confidence that the candidates could successfully complete the training. Five and above represent a high level of confidence that the candidate can successfully complete AMOD training. Thus, they represent the highly qualifying level. The rating scale contains extreme and intermediate values because supervisors, candidates and raters usually find a range of decision points more comfortable to use.

b. *How Appraisals are to be completed.* Candidates must complete the SAQ. They must support self-rating at value four and above with examples of achievements and activities. Supervisors must complete the Supervisory Appraisal and must support their ratings at value four and above. Supervisors may mark a block titled "Not Observed" to indicate they have not observed the candidate demonstrating a WT. This block is essential since candidates may not have demonstrated all WT on their current jobs. Supervisors should not give ratings where they have not observed any supporting behavior. Information on completion of Rating Worksheets is in paragraph 17-5.

c. *Other information documents.* The SF 171 or Official Personnel File (OPF) will be used to determine basic eligibility and minimum qualifications. Neither the SF 171 nor OPF serves well as the sole source of information about behavior and activities of candidates whose training and experience are not closely related to the professional series. However, they are important supplemental sources of information. They will be used by the panel of raters to help draw behavioral conclusions.

#### **17-5. Method of rating candidates.**

a. A panel of 3-5 persons experienced in evaluating candidates will do the rating. Subject matter experts (SME) in each occupation covered by the vacancy announcement are not necessary. The candidates in the applicant pool will generally have a variety of work experience. Some of the experience will not be directly related to the specific occupations. Since the WT are defined in broad terms, raters need only be experienced in rating candidates. The raters must be consistent, objective and interested in completing the rating and in the goals of the intern program. Raters must be above GS-9. They should be generally knowledgeable about professional, technical, or administrative work. As much as possible, minorities and women will be represented on panels.

b. The SAQ (self-rating) and Supervisory Appraisal (supervisory rating) and the SF 171 or OPF for each applicant will be reviewed by raters who will also assign ratings (panel rating).

c. Before starting the rating process, raters will review a representative sample of candidates' SAQ. The raters should prepare benchmark samples of achievements for each level of the rating scale. This will further insure consistency in rating applicants when the eligibles exceed 30 candidates. (See Section III for a method of preparing benchmarks.) Although raters may rate without using benchmarks if 30 or fewer candidates are rated, benchmarks are considered very important to achieve objective ratings. Therefore, benchmarks should be developed for each level of the rating scale for each occupational series under this crediting plan. This may be accomplished over two or more announcement periods, if necessary, to acquire a representative sample of achievements.

d. Raters will be given the Instructions to Rater (Section III) at the start of the rating panel meeting. Raters will read and sign the instructions, review the benchmarks and discuss any other procedures that might help them in the rating process. Raters will not be told which WT are key to the jobs for which the candidates are being considered.

e. Using the Rater Worksheet, raters will assign independent ratings by reviewing SAQ, Supervisory Appraisal and an SF 171 or the candidate's OPF. Raters should apply the rating guide benchmarks when there are more than 30

candidates. Raters will write an explanation for their ratings on each WT. They should cite achievements and activities that support their conclusions.

f. A personnel staffing specialist will review the ratings to insure consistency among raters. If ratings are more than one point value apart, or vary by more than two points above or below the supervisory appraisal and self appraisal, the personnel staffing specialist will talk to the raters to identify the cause of the variation. This discussion should help the raters reach a closer agreement. The discussion should also explain differences about an achievement warranting a specific point value. If one rater remains inconsistent and discussions do not help, the rater will be replaced.

#### **17-6. Scoring.**

a. Add the rater scores for Analytical Ability and divide by the number of raters. This produces average score on that WT.

b. Add the rater scores for Judgment and divide by the number of raters. This produces average score on that WT.

c. Continue this procedure for each of the remaining WT.

*Note.* The numerical ratings assigned by the applicant and the supervisor will not be counted in the rating process.

#### **17-7. Determining highly qualified candidates.**

Work in the Secretary of the Army Mobility, Opportunity, and Development (SAMOD) program confirmed that rarely do knowledges, skills, abilities, and other characteristics (KSAO) have equal relevance to superior performance. A study tested the relevance of the WT to each of the 13 jobs in the AMOD program. A Metric Matrix Hierarchical Analysis was conducted. Six SME from each occupation completed pairwise comparison questionnaires. These were analyzed. The resulting weights are at fig 17-4. The WT differed in weight from one target job to another. For example, Analytical Ability ranged from .0506 for Housing Management Assistant to .1848 for Budget Analysis. In each job four or five WT received a higher weight than others. These have been identified as the key WT. (See Fig 17-5).

#### **17-8. Ranking Candidates to Determine Those Who will be Referred to the Selecting Official.**

Candidates who have achieved an average score of 5.0 points on each key WT for the job(s) for which they are being considered and no less than 4.0 points on the remaining WT receive a rating of highly qualified. (See fig 17-5). In determining which of the highly qualified candidates will be referred to the selecting official, one of the following methods may be used.

a. Refer all candidates who received a highly qualified rating. (Selecting officials should have a reasonable number of highly qualified candidates from which to select but should not be burdened with an excessive number of candidates to consider).

b. Add the average score for each WT for each highly qualified candidate. Place candidates in rank order. If obvious distinctions can be made in the final scores, refer those candidates with the higher scores provided that this method produces a reasonable number of candidates. If a reasonable number of candidates is not produced or if differences in scores are infinitesimal, the method outlined in paragraph c below may be used.

c. Rank highly qualified candidates by a tie breaking procedure. Rank will be decided by using a number from 0 to 9 obtained by random chance. The number may be chosen using a computer program usually available as part of computer software packages, or by other means, such as a drawing. The number must be chosen at random. The method for producing the rank order using this random number is at figure 17-6. Length of experience will not be used. It is not considered to be as fair as a system which shows no correlation with other nonmerit factors such as age.

#### **17-9. Procedure for referring candidates.**

The purpose of the program is to select individuals who will successfully complete the program regardless of current grade held. Because of a tendency for evaluator's judgment to be contaminated by the assumption that those who have worked at a higher graded job (such as GS-7) automatically are better qualified than those who have worked at a lower grade (such as GS-4 or GS-5), the referral list will be in alphabetical order regardless of current grade level or grade for which qualified. A reasonable number of candidates will be referred. One of the goals of the program is to support affirmative action. Therefore, referring a large number of candidates will insure that a better sample of minorities and women will be considered by the selecting officials.

#### **17-10. Job analysis documentation.**

Job analysis documentation and other information about the development of this crediting plan is on file at the US Army Civilian Personnel Center (PECC-CMS), 200 Stovall Street, Alexandria, VA 22332.

Section II. SUPPLEMENTAL APPLICANT QUESTIONNAIRE

Privacy Act Notice
Individuals asked or required to furnish personal information are advised of the following:
<p>AUTHORITY: 5 U.S. Code 3302</p> <p>PURPOSE AND USES: Your completed questionnaire will be used to rate your qualifications for positions in Army Intern programs. It may also be reviewed by selecting officials and other supervisory personnel involved in the selecting process, in developing training plans, and in other phases of the program. Information you supply may also be used for preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such questions as qualification determination, non-selection and procedural adequacy of the selection and training and promotion processes.</p> <p>DISCLOSURE: Disclosure of the Social Security Number (SSN) and other personal information is voluntary. Omission of an item means that you might not receive full consideration for a position in which this information is needed.</p>

HOW TO COMPLETE SUPPLEMENTAL APPLICANT QUESTIONNAIRE

1. Self Rating. This describes and measures each ability on a rating scale of 1-7. Mark an X in the box which most closely describes how you rate yourself on the ability. The boxes under number one indicate the lowest possible rating and number seven the highest possible rating. Four of the seven levels in the rating scale contain descriptions of what represents a person's ability at that level. A mark in the box under number five in Analytical Ability would indicate that you "have the ability to quickly and easily understand and identify the necessary elements of what is to be done." Number two, four and six indicate that you have a level of the ability which is not explained by the number preceding or succeeding the undefined box. You may feel that you possess an ability beyond what is identified under box number five but not to the extent as that described under box number seven. In such a case, you would mark an X in the box under number six. (NOTE: the ninth ability (Mechanical Ability) will be completed only by candidates who apply for Equipment Specialist.)

Figure 17-1. Supplemental Applicant Questionnaire

2. Explanation. If you rate yourself at the four level or higher for an ability, explain why you decided on the rating for the ability. Give examples of accomplishments or achievements which show that you possess the ability at that level. Look for examples in all aspects of your life. You may not have had the opportunity to do them on the job or in school so don't overlook such things as volunteer work, hobbies, or church and social activities. Mention awards you have received which show you demonstrated a high level of the ability. Describe training, formal education and other types of self-development in a way that will show the level of ability you achieved as a result. Include names of activities and organizations, types of awards, dates of experience, training or awards and course titles. You will receive no further consideration if you fail to explain any self-ratings at the four level or above. Be specific, precise and accurate in relating the experience to each ability so that a judgment can be made based on what you have said. If there is not enough room at the bottom of the page, turn it over and write on the back. Do not send job descriptions with the questionnaire or use the phrase "see SF 171" to complete this part.

COMPLETE THE FOLLOWING:

\_\_\_\_\_  
Applicant's Name (Last, First, MI)

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Applicant's Social Security Number

\_\_\_\_\_  
Date

QUESTIONNAIRE MUST BE RETURNED BEFORE  
FURTHER CONSIDERATION.

\_\_\_\_\_  
IN ORDER TO RECEIVE

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
ANALYTICAL ABILITY - Ability to identify and assimilate relevant data/factors in job-related (paid or volunteer) situations.						
<input type="checkbox"/> When given an assignment, I have great difficulty understanding and identifying the necessary elements of what is to be done.	<input type="checkbox"/>	<input type="checkbox"/> When given an assignment, I have slight difficulty in understanding and identifying the necessary elements of what is to be done.	<input type="checkbox"/>	<input type="checkbox"/> I have the ability to quickly and easily understand and identify the necessary elements of what is to be done.	<input type="checkbox"/>	<input type="checkbox"/> I possess an exceptional capacity to not only identify and understand the necessary elements of what is to be done, but also can independently identify and assimilate other data that may aid in an easier and faster approach to accomplishment of a job.
Explanation:						

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
<p>JUDGMENT - Ability to look at all possible courses of action and make appropriate decisions.</p>						
<input type="checkbox"/> I am frequently unable to make decisions appropriate to the situation.	<input type="checkbox"/>	<input type="checkbox"/> My decisions at times are less than appropriate to the situation.	<input type="checkbox"/>	<input type="checkbox"/> I make decisions consistently appropriate to the situation and usually consider alternatives.	<input type="checkbox"/>	<input type="checkbox"/> I look at various courses of action and make the best possible judgment appropriate to the situation even when information is conflicting or incomplete.

Explanation:

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
<p>PLANNING AND ORGANIZING - Ability to organize tasks and accomplish goals according to priority and established deadlines.</p>						
<input type="checkbox"/> I have great difficulty determining work priorities; frequently unable to meet suspense dates.	<input type="checkbox"/>	<input type="checkbox"/> I must frequently be reminded of proper order of priorities and suspense dates.	<input type="checkbox"/>	<input type="checkbox"/> I have the ability to logically organize work and seldom miss established deadlines.	<input type="checkbox"/>	<input type="checkbox"/> I possess exceptional understanding of work priorities and ability to plan ahead. I always meet established deadlines.
<p>Explanation:</p>						

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
<p>READING COMPREHENSION- Ability to read and understand written material such as instructions or regulations. Ability to relate the principles and concepts in the written material to specific situations or problems.</p>						
<p><input type="checkbox"/> I have great difficulty reading and understanding basic written principles, concepts and instructions and relating them to specific situations or problems.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> I have some difficulty understanding basic principles, concepts or instructions in written material and some difficulty in relating these principles and concepts to specific situations or problems.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> I can read and understand the basic concepts and principles in written material and instructions and can relate them to specific situations or problems.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> I can read and understand complex principles, concepts and instructions even if written in specialized terminology. I have no trouble relating them to specific situations or problems.</p>

Explanation:

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
<p>ORAL COMMUNICATIONS - Ability to express ideas clearly, logically and in the correct grammatical form.</p>						
<input type="checkbox"/> I have great difficulty speaking in a clear, understandable manner.	<input type="checkbox"/>	<input type="checkbox"/> I speak in a fairly clear and understandable manner but experience some grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> I speak in a clear and understandable manner and experience little grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> I demonstrate excellent speaking ability and can express ideas clearly, logically and in the proper grammatical form.

Explanation:

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
WRITTEN COMMUNICATIONS - Ability to express ideas clearly, logically, and in the correct grammatical form.						
<input type="checkbox"/> I have great difficulty writing in a clear, understandable manner.	<input type="checkbox"/>	<input type="checkbox"/> I write in a fairly clear and understandable manner but experience some grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> I write in a clear, concise, understandable manner and experience little grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> I have excellent ability in writing clearly, concisely, logically and in the proper grammatical form.

Explanation:

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
STRESS TOLERANCE - Ability to perform effectively and maintain composure in tension-filled situations.						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have difficulty performing in pressure situations.		I sometimes lose my composure when placed under stress.		I almost always maintain my composure and logic when required to perform under pressure.		I possess an exceptional capacity to perform under stress, while maintaining composure and logical thought processes.
Explanation:						

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
<p>HUMAN RELATIONS - Ability to get along with supervisors, co-workers and/or the public and work effectively with them.</p>						
<input type="checkbox"/> I do better when I work alone and do not have to interact with other people too often. I avoid potentially unpleasant interpersonal situations.	<input type="checkbox"/>	<input type="checkbox"/> I experience some difficulty in getting along with others and in performing effectively in conflicting situations.	<input type="checkbox"/>	<input type="checkbox"/> I get along well with others and usually respond in a thoughtful manner to them. I can perform effectively in conflicting situations.	<input type="checkbox"/>	<input type="checkbox"/> I get along excellently with others, am tactful and always considerate of the other person's point of view. I am good at working in conflicting or difficult situations.

Explanation:

Figure 17-1. Supplemental Applicant Questionnaire—Continued

SUPPLEMENTAL APPLICANT QUESTIONNAIRE

NAME: \_\_\_\_\_

1	2	3	4	5	6	7
MECHANICAL ABILITY - Ability to visualize, understand and identify elements of systems.						
<input type="checkbox"/> I am unable to visualize the final product when looking at blueprints, patterns or diagrams. I do not understand the interrelationship and functions of the various parts or devices.	<input type="checkbox"/> I have some difficulty visualizing and understanding how devices function from blueprints, patterns or sketches.	<input type="checkbox"/> I usually am able to visualize the final product by examination of blueprints, diagrams or patterns and understand the interrelationship and functioning of the various parts of devices.	<input type="checkbox"/> I easily visualize the final product through examination of blueprints, patterns, diagrams or sketches. I understand how devices work and can often diagnose malfunctions.			
Explanation: Indicate any experience you have had with such things as: electronic kits, amateur radio, clothing construction, automotive mechanics, jewelry design and construction (or other arts and crafts), computer games, etc.						

Figure 17-1. Supplemental Applicant Questionnaire—Continued



- 
- c. If you have not had the opportunity to observe the candidate using that ability, mark an "X" in the "Not Observed" box at the left of the level description for that ability.
  2. Ratings at value four and above must be justified in the space provided.
  3. Return the appraisal in the inclosed self-addressed envelope before \_\_\_\_\_.

Figure 17-2. Supervisory Appraisal—Continued

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SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

	1	2	3	4	5	6	7
ORAL COMMUNICATIONS - Ability to express ideas clearly, logically and in the correct grammatical form.							
<input type="checkbox"/>	Unable to speak in a clear, understandable manner.	<input type="checkbox"/>	Can speak in a fairly clear and understandable manner but experiences some grammatical difficulty.	<input type="checkbox"/>	Speaks in a clear and understandable manner and experiences little grammatical difficulty.	<input type="checkbox"/>	Excellent speaking ability in expressing ideas clearly, logically and in the proper grammatical form.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

1	2	3	4	5	6	7
<p>HUMAN RELATIONS - Ability to get along with supervisors, co-workers and/or the public and work effectively with them.</p>						
<input type="checkbox"/> Does better working alone when interaction with other people is not necessary. Avoids potentially unpleasant interpersonal situations.	<input type="checkbox"/>	<input type="checkbox"/> Experiences some difficulty getting along with others and in performing effectively in conflicting situations.	<input type="checkbox"/>	<input type="checkbox"/> Gets along well with others, usually responds in a thoughtful manner. Performs effectively in conflicting situations.	<input type="checkbox"/>	<input type="checkbox"/> Gets along excellently with others, is tactful and always considers the point of view of other persons. Is good at working in conflicting or difficult situations.
<input type="checkbox"/> Not Observed						

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

1	2	3	4	5	6	7	
STRESS TOLERANCE - Ability to perform effectively and maintain composure in tension-filled situations.							
<input type="checkbox"/>	Unable to perform in pressure situations.	<input type="checkbox"/>	Sometimes loses composure when placed under stress.	<input type="checkbox"/>	Almost always maintains composure and logic when required to perform under pressure.	<input type="checkbox"/>	Exceptional capacity to perform under stress, while maintaining composure and logical thought processes.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

1	2	3	4	5	6	7
WRITTEN COMMUNICATIONS - Ability to express ideas clearly, logically, and in the correct grammatical form.						
<input type="checkbox"/> Unable to write in a clear, understandable manner.	<input type="checkbox"/>	<input type="checkbox"/> Can write in a fairly clear and understandable manner but experiences some grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> Writes in a clear, concise, understandable manner and experiences little grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> Excellent ability in writing clearly, concisely, logically and in the proper grammatical form.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

	1	2	3	4	5	6	7
ANALYTICAL ABILITY - Ability to identify and assimilate relevant data/factors in job-related (paid or volunteer) situations.							
	<input type="checkbox"/> When given an assignment, demonstrates a complete inability to understand and identify the necessary elements of what is to be done.	<input type="checkbox"/>	<input type="checkbox"/> When given an assignment demonstrates slight difficulty in understanding and identifying the necessary elements of what is to be done.	<input type="checkbox"/>	<input type="checkbox"/> Demonstrates an ability to quickly and easily understand and identify the necessary elements of what is to be done.	<input type="checkbox"/>	<input type="checkbox"/> Demonstrates an exceptional capacity to not only identify and understand the necessary elements of what is to be done, but also can independently identify and assimilate other data that may aid in an easier and faster approach to accomplishment of a job.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

1	2	3	4	5	6	7
<p>JUDGMENT - Ability to look at all possible courses of action and make appropriate decisions.</p>						
<input type="checkbox"/> Unable to make decisions appropriate to the situation.	<input type="checkbox"/>	<input type="checkbox"/> Decisions at times are less than appropriate to the situation.	<input type="checkbox"/>	<input type="checkbox"/> Makes decisions consistently appropriate to the situation and usually considers alternatives.	<input type="checkbox"/>	<input type="checkbox"/> Looks at various courses of action and makes the best possible judgment appropriate to the situation, even when information is conflicting or incomplete.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

1	2	3	4	5	6	7
<p>Ability to read and understand written material such as instructions or regulations                      Ability to relate the principles and concepts in the written material to specific situations or problems.</p>						
<p><input type="checkbox"/> Has great difficulty reading and understanding basic written principles, concepts and instructions and relating them to specific situations or problems.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Has some difficulty understanding basic principles, concepts or instructions in written material and some difficulty relating these principles and concepts to specific situations or problems.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Can read and understand the basic concepts and principles in written material and instructions and can relate them to specific situations or problems.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Can read and understand complex principles, concepts and instructions even if written in specialized terminology. Has no trouble relating them to specific situations or problems.</p>

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

1	2	3	4	5	6	7
PLANNING AND ORGANIZING - Ability to organize tasks and accomplish goals according to priority and established deadlines.						
<input type="checkbox"/> Unable to determine work priorities; unable to meet suspense dates.	<input type="checkbox"/>	<input type="checkbox"/> Must frequently be reminded of proper order of priorities and suspense dates.	<input type="checkbox"/>	<input type="checkbox"/> Has ability to logically organize work; seldom misses deadlines.	<input type="checkbox"/>	<input type="checkbox"/> Has exceptional understanding of work priorities and ability to plan ahead; always meets established deadlines.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

SUPERVISORY APPRAISAL - INTERN PROGRAM

Name of Employee \_\_\_\_\_

APPRAISAL OF MECHANICAL ABILITY WILL BE FILLED OUT ONLY FOR THOSE APPLICANTS APPLYING FOR THE TARGET POSITION OF EQUIPMENT SPECIALIST, GS-1670-9.

MECHANICAL ABILITY - Ability to visualize, understand and identify elements of systems.

1	2	3	4	5	6	7
<input type="checkbox"/> Unable to visualize the final product when looking at blueprints, patterns or diagrams. Does not understand the interrelationship and functions of the various parts of devices.	<input type="checkbox"/>	<input type="checkbox"/> Has some difficulty visualizing and understanding how devices function from blueprints, patterns or sketches.	<input type="checkbox"/>	<input type="checkbox"/> Usually is able to visualize the final product by examination of blueprints, diagrams or patterns and understands the interrelationship and functioning of the various parts of devices.	<input type="checkbox"/>	<input type="checkbox"/> Easily visualizes the final product through examination of blueprints, patterns, diagrams or sketches. Understands how devices work and can often diagnose malfunctions.

Not Observed

Figure 17-2. Supervisory Appraisal—Continued

RATER WORKSHEET

APPLICANT'S NAME \_\_\_\_\_ (Last, First, MI)  
 RATER'S NAME \_\_\_\_\_  
 DATE \_\_\_\_\_

- SAFETY MGT SPEC
- EQUIP SPEC
- EEO SPEC
- SUPPLY MGT SPEC
- COMPUTER SPEC
- TRAFFIC MGT SPEC
- MGT ANALYST (MANPOWER)
- PERSONNEL MGT SPEC
- PUB INFO SPEC
- MGT ANALYST (COMPTR)
- CONTRACT SPEC
- BUD ANALYST
- HOUSING SPEC

	1	2	3	4	5	6	7
ANALYTICAL ABILITY - Ability to identify and assimilate relevant data/factors in job-related (paid or volunteer) situations.							
Self-Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supv Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	When given an assignment demonstrates a complete inability to understand and identify the necessary elements of what is to be done.	When given an assignment demonstrates a slight difficulty in understanding and identifying the necessary elements of what is to be done.	When given an assignment demonstrates an ability to quickly and easily understand and identify the necessary elements of what is to be done.	Demonstrates an exceptional capacity to not only identify and understand the necessary elements of what is to be done, but also can independently identify and assimilate other data that may aid in an easier and faster approach to accomplishment of a job.			

DOCUMENTATION:

Figure 17-3. Rater Worksheet

1	2	3	4	5	6	7
JUDGMENT - Ability to look at all possible courses of action and make appropriate decisions.						
<input type="checkbox"/> Self-Rating <input type="checkbox"/> Supv Rating <input type="checkbox"/> Documentation:	<input type="checkbox"/> Unable to make decisions appropriate to the situation.	<input type="checkbox"/> Decisions at times are less than appropriate to the situation.	<input type="checkbox"/>	<input type="checkbox"/> Makes decisions consistently appropriate to the situation and usually considers alternatives.	<input type="checkbox"/>	<input type="checkbox"/> Looks at various courses of action and makes the best possible judgment appropriate to the situation, even when information is conflicting or incomplete.

1	2	3	4	5	6	7
PLANNING AND ORGANIZING - Ability to organize tasks and accomplish goals according to priority and established deadlines.						
<input type="checkbox"/> Self-Rating <input type="checkbox"/> Supv Rating <input type="checkbox"/> Documentation:	<input type="checkbox"/> Unable to determine work priorities; unable to meet suspense dates.	<input type="checkbox"/> Must frequently be reminded of proper order of priorities and suspense dates.	<input type="checkbox"/>	<input type="checkbox"/> Has ability to logically organize work; seldom misses deadlines.	<input type="checkbox"/>	<input type="checkbox"/> Has exceptional understanding of work priorities and ability to plan ahead; always meets established deadlines.

Figure 17-3. Rater Worksheet—Continued

1	2	3	4	5	6	7
<p>Ability to read and understand written material such as instructions or regulations. Ability to relate the principles and concepts in the written material to specific situations or problems.</p>						
<p>Has great difficulty reading and understanding basic principles, concepts and instructions, relating them to specific situations or problems.</p>	<p>Has some difficulty understanding basic principles, concepts of instructions in written material and some difficulty relating these principles and concepts to specific situations or problems.</p>	<p>Can read and understand the basic concepts and principles in written material and instructions and can relate them to specific situations or problems.</p>	<p>Can read and understand complex principles, concepts and instructions even if written in specialized terminology. Has no trouble relating them to specific situations or problems.</p>			

Self-Rating

Supv Rating

DOCUMENTATION:

1	2	3	4	5	6	7
<p>Ability to express ideas clearly, logically and in the correct grammatical form.</p>						
<p>Unable to speak in a clear understandable manner.</p>	<p>Can speak in a fairly clear and understandable manner but experiences some grammatical difficulty.</p>	<p>Speaks in a clear and understandable manner and experiences little grammatical difficulty.</p>	<p>Excellent speaking ability in expressing ideas clearly and in the proper grammatical form.</p>			

Self-Rating

Supv Rating

DOCUMENTATION:

Figure 17-3. Rater Worksheet—Continued

1	2	3	4	5	6	7
WRITTEN COMMUNICATIONS - Ability to express ideas clearly, logically, and in the correct grammatical form.						
<input type="checkbox"/> Unable to write in a clear, understandable manner.	<input type="checkbox"/>	<input type="checkbox"/> Can write in a fairly clear and understandable manner but experiences some grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> Writes in a clear, concise, understandable manner and experiences little grammatical difficulty.	<input type="checkbox"/>	<input type="checkbox"/> Excellent ability in writing clearly, logically and in the proper grammatical form.

Self-Rating   
 Supv Rating

DOCUMENTATION:

1	2	3	4	5	6	7
STRESS TOLERANCE - Ability to perform effectively and maintain composure in tension-filled situations.						
<input type="checkbox"/> Unable to perform in pressure situations.	<input type="checkbox"/>	<input type="checkbox"/> Sometimes loses composure when placed under stress.	<input type="checkbox"/>	<input type="checkbox"/> Almost always maintains composure and logic when required to perform under pressure.	<input type="checkbox"/>	<input type="checkbox"/> Exceptional capacity to perform under stress, while maintaining composure and logical thought processes.

Self-Rating   
 Supv Rating

DOCUMENTATION:

Figure 17-3. Rater Worksheet—Continued

1	2	3	4	5	6	7
HUMAN RELATIONS - Ability to get along with supervisors, co-workers and/or the public and work effectively with them.						
<p>Self-Rating <input type="checkbox"/></p> <p>Supv Rating <input type="checkbox"/></p>	<p><input type="checkbox"/> Does better working alone when inter-action with other people is not necessary. Avoids potentially un-pleasant interpersonal situations.</p>	<p><input type="checkbox"/> Experiences some diffi-culty getting along with others and in per-forming effectively in con-flicting situations.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Gets along well with others, usually res-ponds in a thoughtful manner. Performs effective-ly in conflicting situations.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Gets along excellent-ly with others, is tactful and always considerate or other per-son's point of view. Is good at working in con-flicting or difficult situations.</p>
DOCUMENTATION:						
MECHANICAL ABILITY - Ability to visualize, understand and identify elements of systems.						
<p>Self-Rating <input type="checkbox"/></p> <p>Supv Rating <input type="checkbox"/></p>	<p><input type="checkbox"/> Unable to visualize the final product when looking at blueprints, patterns or diagrams. Does not un-derstand the interrela-tionship and functions of the various parts of devices.</p>	<p><input type="checkbox"/> Has some difficulty visualizing and understanding how devices function from blueprints, patterns or sketches.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Usually is able to vi-sualize the final pro-duct by examination of blueprints, diagrams or pat-terns and understands the interrelationship and function-ing of the various parts of devices.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/> Easily visualizes the final product through examination of blue-prints, patterns, diagrams or sketches. Understands how devices work and can often diagnose malfunctions.</p>
DOCUMENTATION:						

Figure 17-3. Rater Worksheet—Continued

TARGET POSITION	WT 1	WT 2	WT 3	WT 4	WT 5	WT 6	WT 7	WT 8	WT 9
Safety	.0922	.1385	.1164	.1906	.1494	.1357	.1037	.1545	
EEO	.0818	.1299	.1045	.1037	.1130	.1293	.1463	.1916	
Computer Spec.	.1698	.1375	.1261	.1392	.0674	.0870	.1654	.1078	
Mgt. Analyst (MNPWR)	.1601	.1618	.1021	.1341	.0832	.1287	.1011	.1289	
Pub Info	.1459	.1321	.1180	.1646	.0950	.1537	.0965	.0941	
Contract Spec	.0854	.1985	.0834	.1773	.1371	.1727	.0752	.0705	
Housing	.0506	.1134	.1283	.0795	.1312	.0964	.1591	.2416	
Equip Spec	.0867	.1373	.1278	.1257	.0787	.1187	.0608	.0655	.1990
SUPPLY	.1060	.1462	.1350	.1294	.1149	.1145	.1291	.1248	
Trans Mgt	.1427	.1595	.1330	.1040	.0944	.1175	.1344	.1147	
Personnel	.1310	.1714	.0825	.1368	.1180	.0954	.0979	.1672	
Mgt Analyst (Comptroller)	.1455	.1789	.1158	.0635	.1507	.1567	.0606	.1283	
Budget Analyst Compt	.1848	.1403	.1316	.1280	.1072	.1319	.1004	.0759	
Analytical Ability									
Judgment									
Planning and Organizing									
Reading Comprehension									
Oral Communication									
Written Communication									
Stress Tolerance									
Human Relations									
Mechanical Ability									

Figure 17-4. Worker Traits Weights

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KEY WORKER TRAITS

<u>CAREER FIELD</u>	<u>KEY TRAITS</u>	<u>KEY TRAIT #</u>
Safety Specialist	Judgment	WT 2
	Planning & Organizing	WT 3
	Oral Communication	WT 5
	Written Communication	WT 6
	Human Relations	WT 8
Equal Employment Specialist	Judgment	WT 2
	Written Communication	WT 3
	Stress Tolerance	WT 7
	Human Relations	WT 8
Computer Specialist	Analytical Ability	WT 1
	Judgment	WT 2
	Planning & Organizing	WT 3
	Reading Comprehension	WT 4
	Stress Tolerance	WT 7
Management Analyst (Manpower)	Analytical Ability	WT 1
	Judgment	WT 2
	Reading Comprehension	WT 4
	Written Communication	WT 6
	Human Relations	WT 8
Public Affairs Specialist	Analytical Ability	WT 1
	Judgment	WT 2
	Planning & Organizing	WT 3
	Reading Comprehension	WT 4
	Written Communication	WT 6
Contract Specialist	Judgment	WT 2
	Reading Comprehension	WT 4
	Oral Communication	WT 5
	Written Communication	WT 6
Housing Specialist	Planning and Organizing	WT 3
	Oral Communication	WT 5
	Stress Tolerance	WT 7
	Human Relations	WT 8
Equipment Specialist	Judgment	WT 2
	Planning and Organizing	WT 3
	Reading Comprehension	WT 4
	Written Communication	WT 6
	Mechanical Ability	WT 9

Figure 17-5. Key Worker Traits

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<u>CAREER FIELD</u>	<u>KEY TRAITS</u>	<u>KEY TRAIT #</u>
Supply Specialist	Judgment	WT 2
	Planning and Organizing	WT 3
	Reading Comprehension	WT 4
	Stress Tolerance	WT 7
	Human Relations	WT 8
Transportation Management	Analytical Ability	WT 1
	Judgment	WT 2
	Planning and Organizing	WT 3
	Written Communication	WT 6
	Stress Tolerance	WT 7
Personnel Specialist	Analytical Ability	WT 1
	Judgment	WT 2
	Reading Comprehension	WT 4
	Oral Communication	WT 5
	Human Relations	WT 8
Management Analyst (Comptroller)	Analytical Ability	WT 1
	Judgment	WT 2
	Planning and Organizing	WT 3
	Oral Communication	WT 5
	Written Communication	WT 6
	Human Relations	WT 8
Budget Analyst	Analytical Ability	WT 1
	Judgment	WT 2
	Planning and Organizing	WT 3
	Reading Comprehension	WT 4
	Written Communication	WT 6

Figure 17-5. Key Worker Traits—Continued

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Select a random number from 0 through 9 (See Para 17-8c in Crediting Plan).

Using last number of candidates' social security number, arrange candidates in order, beginning with the randomly selected number

Example, when random number is 6:

last number is 6	Group/Candidate 1
last number is 7	Group/Candidate 2
last number is 8	Group/Candidate 3
last number is 9	Group/Candidate 4
last number is 0	Group/Candidate 5
last number is 1	Group/Candidate 6
last number is 2	Group/Candidate 7
last number is 3	Group/Candidate 8
last number is 4	Group/Candidate 9
last number is 5	Group/Candidate 10

With a large number of candidates, more than one is likely to have the same number in the last digit of his or her social security number.

To further rank them, go to the second from the last number in their social security number and rank each group internally, again using the random number.

		<u>Rank</u>	
For example:	Group 1 Candidates	2nd from last number is 6	Candidate 1
		2nd from last number is 7	Candidate 2
		2nd from last number is 8	Candidate 3
		2nd from last number is 9	Candidate 4
		2nd from last number is 0	Candidate 5
		2nd from last number is 1	Candidate 6
		2nd from last number is 2	Candidate 7
		2nd from last number is 3	Candidate 8
		2nd from last number is 4	Candidate 9
		2nd from last number is 5	Candidate 10
	Group 2 Candidates	2nd from last number is 7	Candidate 11
		2nd from last number is 8	Candidate 12
		2nd from last number is 9	Candidate 13
		2nd from last number is 0	Candidate 14
		2nd from last number is 3	Candidate 15
		2nd from last number is 5	Candidate 16
	Group 3 Candidates	2nd from last number is 8	Candidate 17
		2nd from last number is 0	Candidate 18
		2nd from last number is 1	Candidate 19

If needed, continue the procedure using the third from the last digit in their social security number and then the fourth from the last number.

This random number procedure will place the candidates in a randomly established rank order. It is now possible to refer the candidates from the top of the newly ranked list.

The result of this type of procedure is that a representative sample of highly qualified candidates by race and sex should be contained on the list.

Figure 17-6. Random Number Procedure for Ranking Candidates

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**Section III**  
**HOW TO DEVELOP THE RATING GUIDE**

**17-11. Achievement benchmarks are developed from the SAQ received.**

It is not feasible to develop benchmarks unless there are an adequate number of good, clear applicant responses. There should be a sufficient sample of SAQ if over 30 eligible candidates apply.

**17-12. The procedure is as follows:**

- a. For each WT, screen the returned SAQ for five to ten low and high achievements and 20 in the middle range. About 30 to 50 responses should survive the screen. Do not use more than 70 achievements for each WT. Use considerable judgment to develop a good sample of complete, clear responses. Select the clearest responses and the best answers to the questions asked in the SAQ. If there are not enough unique, complete responses at any of the levels, responses may be modified to adjust level, clarity or completeness. Paste or staple each achievement to a "5 x 8" card. Prepare a deck of achievement cards for each WT. Number the achievement cards in the deck sequentially.
- b. The rating panel will review the achievement cards and decide the value of each achievement. Use at least three raters to complete this review. Prepare a set of card decks for each rater. (Waiting for achievement card decks wastes rater time.)
- c. When raters first arrive, allow time to get acquainted. Discuss the steps taken to date and explain that raters are to rate the responses on each achievement card deck on a 1 to 7 scale:

---

<i>Inadequate Ability</i>	<i>Very Doubt- ful Ability</i>	<i>Doubtful Ability</i>	<i>Probably Adequate Ability</i>	<i>Fully Ade- quate Ability</i>	<i>More Than Adequate Ability</i>	<i>Exceptional Ability</i>
1	2	3	4	5	6	7

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**Figure 17-12A. Rating on a 1 to 7 Scale**

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- d. The raters should use the Achievement Rating Worksheet to record ratings (See fig 17-7). One worksheet will be used for each WT. The worksheet is followed by instructions for completing it.
- e. Give each rater an achievement card deck for one WT. Have raters record their ratings of each achievement on the Achievement Rating Worksheet. When a rater has completed one deck, shuffle the deck and pass it on to another rater who has not yet reviewed it. Continue this process until all raters have reviewed and rated each deck.
- f. Caution raters to rate only on the achievement presented in the response, not the quality of expression or spelling. Also remind raters that achievement in a job related setting is not necessarily better than an achievement in other settings. When raters finish, review the Worksheets for omissions or errors. Then release the panel.
- g. Tally the ratings given to each response. Compute the average rating for each achievement for each rating.
- h. Select two or three achievements for each point value (0, 1, 2, 3, 4, 5, 6, 7) for each WT. To do this, identify those achievements with average ratings:
  - (1) which are closest to a number on the rating scale and
  - (2) where there is unanimous agreement among raters.
 If this does not produce three achievements for each point on the rating scale for each WT, review the achievements again. Select additional benchmarks in which only one rater disagreed by only one point.
- i. The average will often be a number that includes fractions of a point. Use the following ranges to determine the point value to which the average is closest:
  - .0 - .5=0 points
  - .6 - 1.5=1 point
  - 1.6 - 2.5=2 points
  - 2.6 - 3.5=3 points
  - 3.6 - 4.5=4 points
  - 4.6 - 5.5=5 points
  - 5.6 - 6.5=6 points
  - 6.6 - 7.0=7 points
- j. For each WT prepare a list of the narrative achievements under the appropriate point values, Analyze the

achievements at each point value to find the common factors that result in the achievements being placed at each point level. These factors frequently can be found by asking these five questions about the achievements.

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Performs What Action? (Verb)	To Whom or What? (Object of Verb)	With What Per- sonal Input? (Special Effort)	To Achieve What Result?	Having What Impact?
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**Figure 17-12B. Five achievement questions.**

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(1) Write descriptions of the common factors of the benchmarks at each achievement level for each item.

(2) Organize the final rating guide in the following format:

*First Worker Trait title* (i.e., Analytical Ability)

- Definition of first W. T.
- Description of common factors of the benchmarks for 7 points
- Sample achievements that represent 7 point level
- Description of common factors of the benchmarks for 6 points
- Sample achievements that represent 6 points
- Description of common factors of the benchmarks for 5 points
- Sample achievements that represent 5 points
- Description of common factors of the benchmarks for 4 points
- Sample achievements that represent 4 points
- Description of common factors of the benchmarks for 3 points
- Sample achievements that represent 3 points
- Description of common factors of the benchmarks for 2 points
- Sample achievements that represent 2 points
- Description of common factor of the benchmarks for 1 point
- Sample achievements that represent the 1 point level

Use this format for each worker trait.

(3) Reconvene the panel. Give each rater a copy of the rating guide to review and ask for comments and concurrence. Revise the rating guide where raters have problems with it. Do not finalize the rating guide until all raters agree that the rating guide is realistic, clear and usable. When the panel agrees on the rating guide, it can be used to evaluate candidates.

#1-- 0 1 2 3 4 5 6 7	#24- 0 1 2 3 4 5 6 7	#47- 0 1 2 3 4 5 6 7
#2-- 0 1 2 3 4 5 6 7	#25- 0 1 2 3 4 5 6 7	#48- 0 1 2 3 4 5 6 7
#3-- 0 1 2 3 4 5 6 7	#26- 0 1 2 3 4 5 6 7	#49- 0 1 2 3 4 5 6 7
#4-- 0 1 2 3 4 5 6 7	#27- 0 1 2 3 4 5 6 7	#50- 0 1 2 3 4 5 6 7
#5-- 0 1 2 3 4 5 6 7	#28- 0 1 2 3 4 5 6 7	#51- 0 1 2 3 4 5 6 7
#6-- 0 1 2 3 4 5 6 7	#29- 0 1 2 3 4 5 6 7	#52- 0 1 2 3 4 5 6 7
#7-- 0 1 2 3 4 5 6 7	#30- 0 1 2 3 4 5 6 7	#53- 0 1 2 3 4 5 6 7
#8-- 0 1 2 3 4 5 6 7	#31- 0 1 2 3 4 5 6 7	#54- 0 1 2 3 4 5 6 7
#9-- 0 1 2 3 4 5 6 7	#32- 0 1 2 3 4 5 6 7	#55- 0 1 2 3 4 5 6 7
#10- 0 1 2 3 4 5 6 7	#33- 0 1 2 3 4 5 6 7	#56- 0 1 2 3 4 5 6 7
#11- 0 1 2 3 4 5 6 7	#34- 0 1 2 3 4 5 6 7	#57- 0 1 2 3 4 5 6 7
#12- 0 1 2 3 4 5 6 7	#35- 0 1 2 3 4 5 6 7	#58- 0 1 2 3 4 5 6 7
#13- 0 1 2 3 4 5 6 7	#36- 0 1 2 3 4 5 6 7	#59- 0 1 2 3 4 5 6 7
#14- 0 1 2 3 4 5 6 7	#37- 0 1 2 3 4 5 6 7	#60- 0 1 2 3 4 5 6 7
#15- 0 1 2 3 4 5 6 7	#38- 0 1 2 3 4 5 6 7	#61- 0 1 2 3 4 5 6 7
#16- 0 1 2 3 4 5 6 7	#39- 0 1 2 3 4 5 6 7	#62- 0 1 2 3 4 5 6 7
#17- 0 1 2 3 4 5 6 7	#40- 0 1 2 3 4 5 6 7	#63- 0 1 2 3 4 5 6 7
#18- 0 1 2 3 4 5 6 7	#41- 0 1 2 3 4 5 6 7	#64- 0 1 2 3 4 5 6 7
#19- 0 1 2 3 4 5 6 7	#42- 0 1 2 3 4 5 6 7	#65- 0 1 2 3 4 5 6 7
#20- 0 1 2 3 4 5 6 7	#43- 0 1 2 3 4 5 6 7	#66- 0 1 2 3 4 5 6 7
#21- 0 1 2 3 4 5 6 7	#44- 0 1 2 3 4 5 6 7	#67- 0 1 2 3 4 5 6 7
#22- 0 1 2 3 4 5 6 7	#45- 0 1 2 3 4 5 6 7	#68- 0 1 2 3 4 5 6 7
#23- 0 1 2 3 4 5 6 7	#46- 0 1 2 3 4 5 6 7	#69- 0 1 2 3 4 5 6 7
		#70- 0 1 2 3 4 5 6 7

Figure 17-7. Achievement Rating Worksheet

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INSTRUCTIONS FOR COMPLETING ACHIEVEMENT RATING WORKSHEETS

Review each achievement card in the Worker Trait (WT) card deck. Assign the numerical rating you feel is appropriate for each card, using the scale below:

<u>INADEQUATE</u> <u>ABILITY</u>	<u>VERY</u> <u>DOUBTFUL</u> <u>ABILITY</u>	<u>DOUBTFUL</u> <u>ABILITY</u>	<u>PROBABLY</u> <u>ADEQUATE</u> <u>ABILITY</u>	<u>FULLY</u> <u>ADEQUATE</u> <u>ABILITY</u>	<u>MORE THAN</u> <u>ADEQUATE</u> <u>ABILITY</u>	<u>EXCEP-</u> <u>TIONAL</u> <u>ABILITY</u>
1	2	3	4	5	6	7

Circle the proper rating scale number (0, 1, 2, 3, 4, 5, 6, 7) on the Achievement Rating Worksheet for the same WT. The row numbers on the Worksheet correspond to the numbers on the Achievement Card. The cards are out of numerical sequence, so be careful to mark the row which represents the card number you are reviewing.

Figure 17-7. Achievement Rating Worksheet—Continued

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#### Section IV INSTRUCTIONS TO RATERS

##### 17-13. AMOD program summary

The Army's Mobility, Opportunity, and Development (AMOD) Program is a staffing and training program designed to give high potential individuals both from within and outside DA an opportunity to advance to their highest potential in civilian career program positions. The AMOD program is also intended to provide a way to achieve Army Affirmative Action goals. AMOD is designed to extend opportunities to reach those persons whose past experience and education have not qualified them for entrance in regular Army career intern positions. This program provides exception to normal qualifications through placement in GS-301-4,5, or 7 entry level positions, and advancement into target career program series after successful completion of formal training. Progression into career program series is authorized by an Army-wide Training Agreement.

The training period for AMOD interns may be from 18 to 54 months. The length depends upon entry level and qualifications. When the internship is completed, AMOD interns are noncompetitively promoted to the target position of GS-9 or GS-11. (The target position depends upon the career program.)

##### 17-14. Overall evaluation process

*a.* General. The applicant pool is likely to comprise individuals who have never performed professional, technical or administrative work, and who do not possess a college degree or extensive college education. Therefore, the rating system does not rely on possession of training and experience as the chief means of predicting the candidate's potential. The rating system uses a multiple appraisal approach. That is, the decision on whether a candidate has the potential to enter and successfully complete the training program is based primarily on a combination of opinions about essential traits the worker must possess to successfully complete the program. These include opinions expressed by a supervisor who has observed the candidate at work, the candidates themselves, and the raters. A rating scale from 1 to 7 is provided on the three rating forms. Four general conclusions (benchmarks) about the candidate's level of achievement of the worker trait (WT) have been set at intervals to explain the significance of the values on the scale. (See Supplemental Applicant Questionnaire and Supervisory Appraisal.)

*b.* Rater's procedures for rating candidates.

(1) Rating Forms. The Rater Worksheet (see fig 17-3) contains a rating scale from 1 to 7 and four benchmark conclusions about the candidate's achievement on each WT. You will be given the Supervisory Appraisal, the

Supplemental Applicant Questionnaires, and either an SF 171 or the Candidate's OPF. These sources help you decide what value from the rating scale should be assigned. The rating assigned must be based on the available documentation. Those achievements which are considered to support the rating must be cited in the space provided for the WT on the Rater Worksheet.

(2) Achievements. An achievement is any evidence or combination of evidence that the candidate meets or exceeds one of the value levels on the rating scale. Evidence might be behaviors described, tasks and activities carried out, or opinions given by the supervisor, the applicant, or other persons. Evidence may be observed in work assignments, hobbies, volunteer work, awards, courses, or other activity.

(3) Things to consider in rating. You must decide if the evidence supports assigning a specific level of achievement in the rating scale. Single incidents such as a training course, an award, a single task or activity accomplished, should not be used as a sole reason for assigning a particular rating, especially the highest rating. Ratings should be based upon the combination of evidence. Attitudes, and opinions expressed, as well as the incidents, activities, tasks and forms of education or recognition should be considered.

(4) Awards and Training. The possession of an appropriate award may help to support a high rating, but is not a requirement for a high rating. A candidate whose overall history of achievement on an ability is equally high should not be rated lower because he or she has not received an award. Completion of courses may demonstrate a good level of ability, but this does not detract from another candidate's history of achievement in the ability without having taken courses. Therefore, raters should not give credit for training courses or awards as plus factors. Recency of awards or courses is not a valid reason for assigning a higher rating. Writing ability will not be rated based upon the skill with which the candidate wrote the justifications in the Supplemental Applicant Questionnaire or the SF 171 because there is no way to insure that the candidate was the writer.

(5) Nonmerit Factors. Nonmerit factors include race, sex, age, color, religion, national origin, political affiliation, marital status, physical handicap which does not interfere with the accomplishment of the job, or membership or nonmembership in an employee organization. These factors must not be considered in the candidate evaluation process.

(6) Consistency. You must be objective and consistent. If a rating guide has not been provided, consistency can still be achieved. Notes should be made on combinations of evidence, which represent each rating level assigned, so that these notes can be referred to during the rating process. Rater note sheets for each level are at fig 17-8. These rater note sheets can be used for notetaking. If a rating guide has been provided, it will be easier to be consistent in crediting evidence without keeping notes. The attached sheets may still be used to keep notes if this would help you in being more consistent.

(7) Raters will work independently in assigning ratings. A personnel staffing specialist will review the values assigned to decide if there is too much variance in ratings. Where the variance is too great, the personnel staffing specialist will discuss the ratings with the panel. The discussion should resolve different interpretations of the significance of the candidate's achievements, or the weight given to the supervisor's opinion or the candidate's opinion. Discussion about the candidates and their qualifications must be limited to matters directly related to the positions for which they are being considered. Do not take into consideration or discuss inappropriate matters such as personal characteristics not verified in the record or not directly covered by the WT.

(8) Computing the scores. A Personnel Office Representative will compute scores. The personnel office will decide which candidates should be referred to the selecting official.

(9) Confidentiality. Applications, appraisals, questionnaires, crediting plans, rating guides, and all other materials and information which are used to evaluate the candidates are strictly confidential in nature. It should not be discussed outside of the ad hoc panel setting. Guard against any practices which might tend to undermine employee confidence in the merit system.

(10) Added instructions and assistance will be given by the personnel specialist with whom you will be working.

RATER NOTE SHEET

NAME OF RATER \_\_\_\_\_

TITLE OF ABILITY: \_\_\_\_\_

RATING LEVEL	EXAMPLES OF ACHIEVEMENTS
3	
4	
5	
6	
7	

Figure 17-8. Rater note sheet

---

I have read and understand these instructions, and will comply with them to the best of my ability.

\_\_\_\_\_  
NAME

\_\_\_\_\_  
TITLE, SERIES, GRADE

\_\_\_\_\_  
TELEPHONE NUMBER

\_\_\_\_\_  
DATE

Figure 17-8. Rater note sheet—Continued

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