

**OFFICE MANAGER GUIDELINES
FOR NAWCWD
June 2002**

In October 1994, the Competency Aligned Organization (CAO) was implemented throughout the Naval Air Systems Command. This new organizational structure changed the designation of many parts of our organization; some departments became divisions while others became Level 1 competencies. One of the effects of this change was that the wording in the Demonstration Project classification standards that referred to various organizational levels no longer applied. For example, we now had "Divisions" with as many as 450 employees or as few as five (5). Therefore, where the standards referred to a "division secretary," they no longer had consistent meaning in terms of the scope and complexity of the job. A task team was formed in April 1995 to review the standards as they were applied to secretarial positions to ensure that we were grading positions consistently for the work actually performed.

Almost immediately the task team recognized that the organizational structure was not the only thing that had changed. The whole secretarial and administrative support occupation was significantly different than it had been a few years previously, due to automation, downsizing, a geographically dispersed organization and the decentralization of specialized functions. The task of rewriting the classification standards was broadened to include a redefinition of the occupation. The result was a new classification standard for Office Managers, in the 303 series was issued in June 1995.

The NAWCWD Office Manager classification standard, enclosure (1) is used to classify Demonstration Project "administrative support work" that is performed in an organization. Administrative support work is defined as assistant/clerical work that facilitates and supports the primary mission of the organization. Thus, to the extent that a position in a technical competency performs budget work, the performance of that work is administrative support work in nature.

Administrative support work performed in a line organization is distinguished from administrative support work performed in organizations that are primarily responsible for the administrative function (Comptroller, Contracts, Human Resources, etc.). Work performed by positions in organizations that are responsible for the administrative function is classified by using the specific occupation for that administrative field (Accounting Technician, Purchasing Agent, Human Resources Assistant, etc.). It is important to note that each of the organizations primarily responsible for administrative functions may also have their own administrative support work that facilitates and supports the primary mission of their organization. Thus, budget support work performed in the Human Resources Department is covered by the DG-303, Office Manager classification standard, while personnel support work performed in the Human Resource Department is covered by the DG-203, Human Resources Assistant classification standard.

Enclosure (2) has samples of the positions (series, title) that have been included in the Office Manager classification standard. There is also a sample of positions that would be excluded from the Office Manager classification standard.

OFFICE MANAGER TITLES

The chart below identifies the appropriate classification titles to be used for each of the Demo grade levels under the Office Manager classification standard.

DG-A	OFFICE ASSISTANT
DG-1	OFFICE ASSISTANT
DG-2	OFFICE MANAGER
DG-3	SENIOR OFFICE MANAGER
DG-4	EXECUTIVE OFFICE MANAGER
DG-5	EXECUTIVE ASSOCIATE

SPECIALTY AREA CODE (SAC)

A Specialty Area Code (SAC) describes the paramount or predominant job requirements of a position. A SAC description is intended to be representative of a NAWCWD area of work. An employee does not have to perform every item mentioned in a SAC description. The SAC selected by the supervisor will reflect the current requirements of the job, not the qualifications of the employee in the position.

NAWCWD Office Managers will generally be classified to the 08 Specialty Area Code.

Code 08 - Administrative Support: Performs any or all of the following tasks: filing, pick up and delivery of mail, duplication and/or routing of documents, serves as receptionist, or accomplishes other general support work. Duties may involve the use of office equipment, such as copiers, adding machines, computers, or typewriters (services of a skilled typist are not required). Prepares, reviews, and edits standard correspondence, reports, and other documents ensuring proper grammar, spelling, punctuation, format, and presentation of information. Makes small purchases using abbreviated procedures. Assigns action due dates and cognizant department. Maintains tickler system of action due items.

DG/GS PAY EQUIVALENCIES

Each DG grade level represents a range of duties and responsibilities. Because each DG level is a band encompassing two or more GS pay level equivalents, jobs that meet the low end of the range may differ significantly from those at the top end of the pay band.

DG-A	GS-11213
DG-1	GS-415
DG-2	GS-516
DG-3	GS-6/7
DG-4	GS-819
DG-5	GS-10111

APPROVAL LEVELS

Line managers who have been delegated Position Classification and Management to Payroll authority for Demonstration Project positions may be authorized by their Level 1 Competency Manager to approve new positions, proposed promotions, reassignments or realignments for DG-303-A, DG-303-1, or DG-303-2 Office Manager. The Level 1 Competency Manager must approve all other DG-303 Office Manager actions.

Level 1 Competency Managers will review the application of the Office Manager classification standards for all DG-303-3 or DG-303-4 personnel actions (i.e., new position, proposed promotions, reassignments or realignments). In addition, a NAWCWD ad hoc board will review **all** new positions, proposed promotions, reassignments or realignments for **any** DG-303-4 position supporting an organization of less than 300 people.

Note: The ad hoc board will review a DG-303-3/4 position, even if the position will currently be filled only at the DG-303-3 grade level (a DG-303-4 grade level position is being established). If a DG-303-3/4 position is authorized to be established by the ad hoc board and the position is filled at the DG-303-3 grade level, the position must be reviewed again by the ad hoc board when the incumbent is recommended for promotion to the DG-303-4 grade level.

The purpose of the board is to ensure consistency across NAWCWD for DG-303-4, Office Manager positions. Membership on this review board will vary depending on the nature and organizational location of the position to be reviewed. Each board will be composed of, as a minimum, the NAWCWD Principal Position Classifier, servicing Personnel Management Advisor (PMA), a subject matter expert who understands the substantive work of the position and a DG-303-5, Executive Associate or member of the Secretarial Task Team (SST) that developed the DG-303, Office Manager classification standard. The supervisor will recommend the subject matter expert(s) and the Executive Associate/SST member. The PMA will collect data about the position from the

supervisor (list of duties, performance plan, etc.), supplementing that with organizational information (organizational structure, grade levels of other positions in the organization, etc.), and schedule the panel. The board will make a classification recommendation to the Level 1 Competency Manager, who has final classification and promotion approval authority.

See enclosure (3) for current listing of SST members.

Positions performing work covered by the DG-303 Office Manager classification standard that are proposed for Executive Associate, DG-303-5, grade level require review and full concurrence of the Division Executive Board.

PACKAGE REQUIREMENTS

Packages for Office Manager positions will include:

1. A one-page Fact Sheet for DG Positions, enclosure (4).
2. A completed PAC and coversheet (OF-8).
3. If promotion is a career promotion for an incumbent employee, include a justification statement for promotion that compares the incumbent's qualifications to the DG-303 Office Manager classification standards. This justification can take any form: a memo describing the position in terms that cross-reference the standards; a justification using the same format as the classification standards that addresses each element of the classification standard and gives specifics of the incumbents performance and the requirements of the position; or any other method that gives all the required information. Do not include memos that sound like "letters of appreciation" or general "boiler-plate" reference letters that do not give specific information about the employee or the position.
4. Any additional information that may support the request. In the past, packages have included proposed performance plans, training plans, etc. However, this is not a requirement.
5. Refer to your Level 1 Competency guidelines for any additional requirements.

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OFFICE MANAGER DG-303

Coverage

Throughout this standard, the work described is limited to administrative support work that is performed in any organization. The work performed directly supports the management of the office, either to provide general administrative support, specific technical support (e.g., tracking budget, personnel or facilities data) or as a personal assistant to an executive level manager. The titles for this occupation reflect this tie to the management of the office.

OFFICE MANAGER TITLES

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Application

To evaluate a position, determine the appropriate grade level for each of the five Factors:

Factor 1 • Organizational Scope and Complexity: must meet either A or B in order to be credited for that grade level.

Factor 2 • Administrative Support Processes: must meet either A or B in order to be credited for that grade level. Meeting C or D alone is not enough to receive credit for Factor 2.

Factor 3 • Administrative Responsibility and Level of Supervision: must meet A, B, C, and D. E and F are optional.

Factor 4 • Interface Complexity and Representing: must meet all criteria

Factor 5 • Communications and Networking: must meet all criteria.

In order to be graded at a specific grade level, the work must meet the definition for the grade level in all of the factors. Consider only work that is regularly performed as a part of the employee's assigned duties; "sitting in" for a higher graded Office Manager is not creditable (just as a supervisor is not given credit for "acting for" the next level manager when that person is absent). The position does not have to meet each word of the definition; the user must apply sound judgment to ensure that the position fully meets the intent of the factor definition. After grading each of the factors, ensure that the grade level decision is compatible with the concept

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expressed in the standard. The job, as a whole, should match the criteria in the standard for the grade level selected.

Definitions: Throughout this standard, the term "competency" refers only to the NAWCWD portion of that competency. It does not include any portion of the competency located outside of NAWCWD.

The term "own organization" means the employee's own code **plus** any subordinate organizations. This has been expressed as "where you sit, on down." Thus, for the Office Manager at Level 1, the terms "own organization" or "own office" means the entire competency within NAWCWD.

The term "external organization" means any organization outside of NAWCWD including NAWCAD, NAVAIR, PEOs as well as any other Navy or other Federal agencies.

IPT means Integrated Project Team; EDT means Externally Directed Team. Within NAWCWD various support situations exist. For purposes of applying this standard, IPT/EDT refers to the employees who are supported by the Office Manager, whether they are actually assigned to the ZPT or EDT or whether they are assigned to a competency and matrixed to the team. It does not include employees who are assigned to a competency and receive their support from another Office Manager who is assigned to the competency.

1. Organizational Scope and Complexity

The difficulty of the administrative support work of any organization is related to the scope, mission diversity and complexity of that organization. This is not a function of having more work to do because there are more people in the organization, but is affected by the necessity for formal structures to deal with the administrative support work.

At the higher grade levels, the work becomes more complex because of the increased scope of the work. The size of the organization is not the sole focus. Larger organizations must have diverse missions and customers to be credited with a broader scope of factors. For some positions at higher grade levels, the work becomes more difficult because it requires coordination of diverse processes and performing work supporting substantive administrative decisions.

At the lowest levels, organizations are simple with the supervisor directing the staff primarily through face-to-face contacts. Internal procedural controls and coordination are simple and informal. At higher grade levels, the organization is organized into subordinate elements which may be further subdivided. This requires a system of formal internal procedure and administrative controls such as suspense systems, standardized procedures and financial controls. Every organization has to deal with procedures and standardized requirements; the key is whether the organization's scope and complexity requires imposing such controls internally, in addition to those resulting from external requirements.

We have omitted organizational references such as "Level 1", "Department" or "Division." This is because there is such variance throughout NAWCWD in the scope and complexity of organizations that are similarly named. Careful application of the criteria below is necessary to evaluate the correct grade level. **Must meet either A or B in order to be credited at the grade level shown.**

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DG-A

a. Provides general office services to an organization. Serves as a trainee or provides support to others who perform office services work.

DG-1

a. Provides routine office services (such as receptionist duties, answering the telephone, typing and office automation support, and filing). The work is characterized by routine, step-by-step procedures for identifying, sorting, marking, verifying and recording documents and information.

DG-2

a. Provides office services to an organization of limited organizational complexity. The organization is small (typically less than 50 employees) and of limited complexity in terms of internal administrative processes. This includes organizations with no subordinate organizational layers, those with subordinate layers all accomplishing a technically focused mission or a small program team (typically less than 50 people) with a few sponsors and funding sources. It may include several subordinate organizational levels but the work is directed primarily through face-to-face meetings. Internal administrative and procedural controls are informal.

OR

b. Provides administrative support services of a specialized nature. This may include budget tracking, facilities management support, personnel and manpower management support, personnel or physical security or ADP systems controls. The work involves reviewing data, preparing documents and providing information about required processes; it may be complicated by variety of processes or procedural requirements.

DG-3

a. Provides office or administrative support services to an organization of moderate organizational complexity. This includes small to midsize organizations (typically 50 to 300 employees), which have at least two subordinate organizational layers. It also includes a large to mid-size program team (typically more than 50 people) with multiple funding sources and sponsors. The staff is organized into subordinate segments, which may in turn be further subdivided. The subordinate organizations differ in terms of functions, subject matter and administrative requirements. Direction of the staff by the supervisor is done through intermediate supervisors. IPT/EDT teams at this level are required to interface with multiple processes across organizational lines. The impact is that greater demands are placed upon the office manager. There are formal internal procedures and progress reporting systems.

OR

b. Provides substantial administrative support services of a specialized nature. This may include budget tracking, facilities management support, personnel and manpower management support, personnel or physical security operations or ADP systems controls. The organizational elements

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are geographically separated, have diverse missions and customers and have diverse procedures and expectations. The work requires knowledge of specialized administrative processes and procedures (e.g., reviewing input from officials and contacting them to revise data which does not conform to requirements, notifying organizations of new or revised procedures, providing guidance on procedures and documentation requirements).

DG-4

a. Provides office or administrative support services to an organization with significant organizational complexity. This includes large (typically more than 300 employees), complex (with two or more subordinate layers) organizations. The organization normally contains three or more subordinate levels and several staff specialists. The work of the office is interlocked on a continuing basis with other organizations requiring constant attention to formal procedural controls.

OR

b. Provides expert administrative support services of a specialized nature. This may include budget tracking, facilities management support, personnel and manpower management support, personnel or physical security operations or ADP systems controls. The organization has numerous missions and customers that require different procedures. The work presents exceptionally complex administrative challenges in coordination and problem solving (e.g., identifies problems and determines the corrective action to be taken, identifies task interrelationships and coordinates procedures with external organizations, determines the need to redefine or reconstruct records when a change occurs, prepares schedules and adjusts priorities as required).

DG-5

a. Provides office management and administrative support services for an extremely large and complex organization (typically with more than 2000 employees and with four to five subordinate layers). The subordinate components that make up the organization are themselves characterized by the scope and complexity described at the DG-4 level. The mission of the organization is diversified and complex. The size and scope of the organization requires formally interlocking processes with both subordinate organizations and with organizations outside of NAWCWPNS. Formal procedural controls are required to ensure that all parts of the organization are responsive to internal and external requirements.

2. Administrative Support Processes

The work requires knowledge of administrative support procedures and practices. The work performed directly supports the operation of the organization by performing, coordinating, and/or reviewing work in administrative support functions. The incumbent performs as a generalist, involved in a wide variety of administrative support processes. A list of typical processes is shown below. This list is not all inclusive (nor will every position perform all, or even a majority, of these functions).

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- Prepares, reviews and/or edits documents, forms, reports and correspondence ensuring proper format and presentation.
- Provides assistance and support to others in installing and utilizing a variety of software tools including word processors, spreadsheets, database managers, electronic mail and electronic calendars.
- Develops and /or maintains databases to manage data pertaining to budgets, financial data, equipment, facilities, training, Rule 2 10 or purchases.
- Makes travel reservations (including foreign travel as required), prepares travel orders, picks up travel orders and/or advances.
- Performs time keeping functions. Ensures charges to leave and job orders are recorded.
- Makes purchases using abbreviated purchase procedures (e.g., bank card, SPEDI, TelMart/ServMart).
- Develops and maintains computer-generated or manual records and files to control information, equipment or property. Retrieves information as requested.
- Schedules meetings, VTCs, and conference rooms.
- Prepares presentations including viewgraphs and handouts.
- Coordinates movement of office furniture, telephone lines and computer equipment.
- Utilizes established data base systems to collect and organize data relating to personnel, budget, financial management, security, facilities and safety.
- Screens incoming mail, determines appropriate recipient and routes to the individual or office for action, in accordance with standard procedures and security regulations.
- Provides advice on requirements for various awards, prepares required documentation, tracks awards in process.
- Receives visitors and/or telephone calls and refers caller to correct person if unable to respond personally.
- Initiates distribution, ensures appropriate routing and follow-up.
- Composes routine or non-technical correspondence.

Each grade level requires the ability to use computer software applications such as word processors, data base management software, spreadsheets, software to develop presentations or communications software to connect to networks and bulletin boards.

NAWCWD CLASSIFICATION STANDARD

Must meet either A or B in order to be credited for that grade level. Meeting C or D alone is not enough to receive credit for Factor 2.

DG-A

a. Completes specific administrative support tasks.

OR

b. Completes specific assignments related to administrative support processes.

DG-1

a. Implements one or more administrative support processes for own office.

OR

b. Processes routine administrative support documents in support of own office.

DG-2

a. Implements a variety of administrative support processes in support of the work unit, which has essentially singular missions and functions.

OR

b. Processes moderately complex administrative support documents by researching and applying instructions, policies or procedures of the specialty area.

c. Applies knowledge of own office and its functions in order to provide the administrative support services required.

DG-3

a. Implements a variety of administrative support processes in support of multiple work units, which have differing administrative support processes. Ensures implementation of changes to administrative support processes within own organization (including subordinate units, if any). Reviews administrative support processes for improvement.

OR

b. Processes complex administrative documents by researching and applying instructions, regulations, and laws of the specialty area. Reviews complex records or reports and corrects discrepancies. Independently contacts functional staff codes to resolve unusual or precedent setting problems.

c. Applies a working understanding of the organization structure and functions in order to make decisions, distribute work and refer problems for solution.

NAWCWD CLASSIFICATION STANDARD

DG-4

a. Plans, coordinates, develops and implements administrative support processes for own organization, which consists of subordinate units with differing administrative support processes or requirements. As an IPT/EDT member, must understand and effectively integrate process interfaces across competency lines. Receives, approves, signs, controls or reviews administrative documents for a large group.

OR

b. Originates and processes complex administrative support actions, including one-of-a-kind precedent setting actions, by researching and applying instructions, laws, rules and regulations of a specialty area. Interpolates when there is no specific guidance applicable to the situation.

c. Applies an understanding of the competency functions, goals and priorities and of the administrative support processes as a whole. Applies an in-depth knowledge of and interpretation of administrative support policies and procedures. Must apply a general understanding of the corporate process and how changes in own area of responsibility affect the overall process.

d. Serves as the primary personal assistant to a senior manager (SES/0-6 level) and his or her immediate staff.

DG-5

a. Plans, coordinates and develops administrative support for own organization, including subordinate units with widely differing missions and requirements. Integrates processes within own organization and with other NAWCWPNS organizations. Receives, approves, signs, or reviews administrative documents for the organization.

b. Serves as the principal personal assistant to a senior executive manager at the SES or flag level.

3. Administrative Responsibility and Level of Supervision

The independence and authority that the employee exercises affects the grade level of the work performed. The employees must exercise judgment in performing tasks, coordinating with other organizations and ensuring performance of administrative support processes. At the lower levels, the employee primarily implements established procedures and may have no choice about the required course of action. At the higher grade levels, employees must understand the goals of the supervisor and the competency, adapt or even develop processes and make decisions about how to get the work done.

NAWCWD CLASSIFICATION STANDARD

Must meet A, B, C and D; E and F are optional.

DG-A

- a. Completes assignments as instructed and consults with supervisor or higher graded employee as required.
- b. Performs routine or repetitive administrative tasks. Work is checked in progress and upon completion.
- c. Completes assignments as provided or with specific directions on priority of tasks.
- d. Follows specific instructions provided with work assignment or tasking.

DG-1

- a. Work is assigned in terms of procedures for doing the work, work methods and guidelines to be followed. Changes in work methods or procedures are discussed in advance.
- b. Independently completes recurring assignments. New work assignments include detailed specific instructions. Routine work is accomplished within established guidelines. Refers unusual situations to higher graded employee or supervisor.
- c. Completes assignments within established priorities. New assignments are provided with instructions about overall priority.
- d. Accomplishes specific tasks or functions assigned following specific instructions or procedures.

DG-2

- a. Follows directions from supervisors or employees within own office to whom support is provided. May also receive direction from office managers at higher levels in the organization. Performs most assignments with instructions generally describing the results expected. Direction is received relative to objectives, deadlines, unusual or complex situations, and policy matters.
- b. Performs operational and hands-on processing. Follows direction and carries out established work procedures. Implements established policy within own organization (including subordinate units, if any). Uses judgment in selecting and applying appropriate guidelines. Seeks direction when required. Requests guidance when unusual or non-routine situations are encountered.
- c. Exercises initiative in completing recurring assignments according to established priorities. Obtains supervisor's approval on proposed new work assignments.
- d. Provides administrative support services for own organizational unit. Implements established written procedures.
- e. Provides training to lower graded employees.

NAWCWD CLASSIFICATION STANDARD

DG-3

- a. Works independently without close supervision (or guidance from higher-graded employee who has functional responsibility) and performs most assignments with instructions as to general results. Receives direction in terms of overall objectives, critical issues, new concepts and policy matters.
- b. Seeks permission before taking action or implementing processes that will set precedents. Exercises judgment as to when decisions will be precedent setting. Makes recommendations for problem resolution or process improvements.
- c. Interprets and prioritizes work based on knowledge of internal requirements.
- d. Reviews, organizes, performs and directs administrative services processes within defined scope. Implements and interprets established policies within the context of own organization. Determines when new procedures are needed. Studies clerical activities of the office and subordinate offices (if any) and recommends a specific way of restructuring the way activities are carried out.
- e. Functions as liaison in areas of assigned responsibility. Serves as an informal team leader Provides training to lower graded employees.

DG-4

- a. Receives assignments in terms of general objectives, guidelines and limits. May modify deadlines and priorities within the scope of the work performed. Completed work is reviewed in terms of meeting requirements and conformance to overall policy and objectives.
- b. Informs the supervisor (or higher-graded employee with functional responsibility) of actions taken. Makes recommendations for changes that are outside the scope of personal authority.
- c. Prioritizes and makes decisions on a broad range of administrative and office support issues based on research and experience.
- d. Reviews, organizes, coordinates and directs administrative support services work in subordinate organizations. Develops and implements guidance and direction on administrative support processes. Interprets or develops policy within own organization (including subordinate units, if any) to facilitate the accomplishment of administrative support services work. Issues procedures for administrative support processes to be implemented in subordinate organizations.
- e. Serves as a lead for administrative support personnel in subordinate organizations. Makes shifts in assignments of employees in subordinate organizations to accommodate shifting workloads. Provides training to lower graded employees.
- f. Relays supervisor's decisions to subordinates and others. In absence of the supervisor, makes decisions and is accountable for those decisions committing the organization. Has authority to use a facsimile stamp and uses judgment about when to use it.

NAWCWD CLASSIFICATION STANDARD

DG-5

- a. Receives work assignments in terms of continuing responsibility for the office management of the organization, general goals and objectives and specific deadlines for completion of actions. Constantly modifies work priorities and deadlines as required to accomplish the work of the office. Completed work is reviewed in terms of overall objectives and to assess the effectiveness in meeting overall requirements for office management for the organization.
- b. Independently takes action on a broad range of administrative support process and office management issues. Recommendations made on office management issues are usually accepted by the supervisor without change. Responsible for informing the supervisor of office management issues with potentially controversial and far-reaching implications.
- c. Establishes priorities and makes decisions that affect the full range of office management functions. Applies knowledge and understanding of the effect of decisions across the entire NAWCWD organization.
- d. Plans, coordinates and directs the administrative support processes within the organization. Develops the policies and procedures for accomplishment of administrative support work within own organization, including subordinate units. Coordinates development of policies and procedures with other organizations to ensure consistency and coordination of work efforts.
- e. In coordinating the day-to-day work of the office, informs others of supervisor's policies, preferences and views using a high degree of discretion and judgment. In the absence of the supervisor, contacts subordinate organizations to coordinate required actions and speaks with the full authority of the organization.

4. Interface Complexity and Representing

The nature and frequency of contacts affects the work of office managers. Regardless of the number or organizational level of the contacts, those made to coordinate, plan or advise on problems are more complex than those made to convey or receive information.

In addition, the degree and type of external coordination affect the grade level. At the lower levels, administrative support work requires limited external contact or contacts requiring exchange of factual information. At the higher levels, support involves more extensive external contacts and more substantive contacts. For example, answering the telephone, determining the nature of the call and taking messages is typical of work at the lower grade level. Answering the phone, making decisions about who needs to return the call and taking responsibility for following up to see required action has been taken is indicative of higher level work.

The degree of knowledge of the supervisor's views or the organization's mission and operations also affects the grade level. As the employee's participation in the management of the organization increases, the amount of knowledge required increases.

At the DG-4 level, some office managers function primarily as personal assistants to the supervisor, who is usually at the SES level. A substantial portion of their external contact involve "speaking for " the supervisor and maintaining the confidentiality involve in their role as personal assistant.

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Other office managers at the DG-4 level perform substantive administrative support functions directly related to the management of their organization. This may involve tracking budget data, personnel and manpower information, facilities information or security requirements. In each case, the office manager functions as the process facilitator or lead in the assigned function(s) for that organization. External contacts are made both inside and outside the employee's own office.

Must meet all criteria specified in order to be evaluated at that grade level.

DG-A

- a. Usually serves in a trainee capacity, responsible for completing specific tasks. Responds to requests for specific information.
- b. Contacts are usually limited to own office with occasional contacts with customers outside the work unit. Contacts are normally structured (e.g., responding to requests for information).
- c. Applies a knowledge of specific task or work assignment.

DG-1

- a. Completes assigned tasks, which are clearly defined. Provides information concerning status of work efforts and procedures for accomplishing the work.
- b. Contacts are usually within own competency or to serviced customers within NAWCWD. Internal contacts are unstructured and are made to facilitate accomplishment of work efforts.
- c. Applies an understanding of own work function(s) in accomplishing work.

DG-2

- a. Responsible for own work efforts. Responds to specific problems by providing factual information to customers on moderately complex questions. Issues addressed are generally technical (specific) in nature. Has authority to commit to action within delegated authority and established guidelines.
- b. Contacts are normally within NAWCWD. Occasionally handles requests from outside of NAWCWD. In making external contacts, understands the chain of command and responds appropriately.
- c. Applies knowledge of own office and its functions in order to provide the office services required.

NAWCWD CLASSIFICATION STANDARD

DG-3

- a. Coordinates the administrative support work efforts within own organization (including subordinate units, if any). Determines the nature of requirements and the task, obtains additional information and, as required, refers problems to appropriate resources for solution. Relies on an awareness of the impact of own efforts on other parts of the corporate system. Commits own organization to action within delegated authority. Seeks authority to act outside established parameters.
- b. Occasionally has contacts with organizations outside NAWCWD which require knowledge of protocol. Uses a general knowledge of the status and priorities of own organization to recognize high priority or sensitive issues and refer them to the appropriate person for resolution. Prepares administratively sensitive information.
- c. Applies a knowledge of the duties, priorities, commitments, policies and program goals of the organization and the staff. Uses a general knowledge of the substantive work of own organization (and the sponsor organization , as appropriate) in establishing priorities, answering questions and resolving problems.

DG-4

- a. Responsible for independently coordinating office management support efforts across sites and throughout NAWCWD. Makes frequent and substantive contacts throughout NAWCWD for the purpose of resolving problems. Contacts involve negotiating solutions with individuals from outside own organization.
- b. (1) Functions as a personal assistant to the supervisor. As such, applies a comprehensive view of the supervisor's policies and views on significant matters affecting the organization (e.g., advises staff members or persons outside the office on supervisor's preferences, reviews documents for signature for compatibility with supervisor's views.) Speaks for supervisor and commits own organization to action within established parameters. Routinely makes contacts with other organizations outside NAWCWD which require knowledge of protocol and political implications. Frequently handles administratively sensitive information.

OR

- (2) As a senior employee working in a specific administrative support function in a line organization, identifies problems and takes action to seek resolution. Independently determines who needs to be involved in problem resolution and takes action to ensure proper implementation. Understands the impact of decisions and changes on the corporate system.
- c. Applies a general knowledge of NAWCWD organizations and functions and substantial knowledge of the mission of own competency or IPT/EDT in resolving problems and planning and prioritizing day-to-day work.

NAWCWD CLASSIFICATION STANDARD

DG-5

- a. Serves as a focal point for coordinating office management work efforts throughout NAWCWD and, as appropriate, with external organizations. Independently establishes required external contacts to resolve problems, often requiring negotiation or persuasion.
- b. As the key personal assistant for the supervisor, who is a senior NAWCWD executive, deals extensively with organizations outside NAWCWD. Frequently makes contacts, which require an expert knowledge of protocol; provides guidance to other office managers within NAWCWPNS on protocol requirements.
- c. Applies a substantial knowledge of the NAWCWPNS organization and functions in resolving problems and prioritizing day-to-day work.

5. Communications and Networking

As the grade level of the position increases, the importance of communication, coordination and networking increases. This refers to the contacts initiated by the employee to facilitate accomplishment of the work. **Must meet all criteria specified in order to be evaluated at that grade level.**

DG-A

- a. Coordinates work assignments with co-workers within own office.
- b. Functions primarily as a trainee. Actively seeks work assignments, formal training and on-the-job training to develop knowledge and skills.
- c. Works primarily in a trainee capacity. Seeks guidance from higher-graded employees in order to enhance skills and abilities.

DG-1

- a. Responsible for coordinating work assignments with co-workers within own office and at higher organizational levels. Coordinates with external organizations as required by procedures. Responsible for integrating information received into own work efforts. Actively seeks guidance to resolve issues as they are identified.
- b. Functions as a member of the team formed by own organizational unit. **As such,** is responsible for performing duties to support the mission of own office. Seeks appropriate training and learning experiences to improve own capabilities.
- c. Networks within own organization with peers and higher-graded office managers to obtain information and identify issues.

NAWCWD CLASSIFICATION STANDARD

DG-2

- a. Fully responsible for coordinating the work of own office with other offices at similar organizational levels. Recognizes the need for such coordination in various circumstances. Participates in meetings both within own organization and with other administrative support employees at the working level. Ensures that information is properly disseminated through own organization. Advises office services employees in subordinate organizations of the appropriate procedures to use.
- b. Functions as a member of the team formed by own organizational unit. As such, is responsible for identifying issues and working to resolve them, seeking appropriate training and learning experiences to improve own capabilities, and facilitating the work of own office.
- c. Networks within own competency and with peers across the command to exchange information.

DG-3

- a. Fully responsible for coordinating the work of own office (including subordinate elements, if any) with other offices and for recognizing the need for such coordination. Participates in or conducts meetings primarily to disseminate information. Takes steps to ensure changes in administrative procedures are known and understood.
- b. In addition to functioning as team member as described at the DG-2 level, provides training for less experienced employees, provides growth experiences, shares knowledge and information, serves as a mentor. Provides training and assistance to others in area of expertise.
- c. Communicates with others throughout NAWCWD, including networking outside of peer group. This usually involves informal communication internal to own organization and with others on-site.

DG-4

- a. Takes action to ensure that the office work in own organization, including any subordinate units (e.g., Departments), is properly coordinated with other offices. Serves as a team builder for office managers in subordinate organizations, if any. Initiates meetings to provide requirements, solve problems or develop new procedures.
- b. In addition to serving as a team member in own Organizational unit, takes action to develop and sustain the morale and job expertise of office managers in subordinate organizations, if any. Serves as a role model and mentor for employees in lower-graded positions.
- c. Communicates with a network of employees across the entire NAWCWD organization. This network includes management and/or senior personnel within the administrative functional organizations (e.g., Comptroller, Human Resources, Contracts, Security). May also establish a network of contacts with individuals outside of NAWCWD.

NAWCWD CLASSIFICATION STANDARD

DG-5

- a. Serves as a coordinator and team leader for office managers throughout the organization. Takes action to resolve administrative support issues with other competencies, as required.
- b. Provides continuing leadership for office managers throughout the organization. Serves as a role model and mentor for employees in lower-graded.
- c. Communicates with a network of employees within NAWCWD and across the NAVAIR organization.

**OFFICE MANAGER
SERIES/TITLES CONSIDERATIONS
(Not a Complete List)**

Series/Titles Included in OFFICE MANAGER Series	Series/Titles Not Included in OFFICE MANGER Series
<ul style="list-style-type: none"> • 303 ADMIN SERVICES ASSISTANT CLERK DATA CLERK/ASSISTANT OFFICE CLERK OFFICE SERVICES ASSISTANT RESOURCES ASSISTANT SCHEDULING CLERK STAFF ASSISTANT • 305 MAIL AND FILE CLERK • 318 SECRETARY • 322 CLERK TYPIST • 326 OFFICE AUTOMATION CLERK • 342 SUPPORT SERVICES SPEC • 344 MANAGEMENT ASSISTANT 	<ul style="list-style-type: none"> • 086 SECURITY ASSISTANT • 203 HUMAN RESOURCES ASST • 204 MILITARY PERSONNEL • 332 COMPUTER OPERATOR • 335 COMPUTER ASSISTANT • 503 FISCAL ACCOUNTING TECH • 525 ACCOUNTING TECHNICIAN • 561 BUDGET TECHNICIAN • 1106 PROCUREMENT TECH • 2005 SUPPLY TECHNICIAN

SECRETARIAL TASK TEAM

Lisa Alonzo	Point Mugu
Carol Barry	China Lake
Carolyn Evans	Point Mugu
Jo Ann Griggers	China Lake
Valarie Vine	Point Mugu
Ann Wagner	China Lake

FACT SHEET for DG POSITION

Proposed Title: _____ Pay Plan/Series/Grade: _____

Supervisor: _____ Code: _____

1. Primary Functions of Position: _____

2. Is this a currently established position? Yes/No _____

a. Title and Grade _____

b. Changes in the position if any: _____

3. Is this a promotion action? Yes/No _____

a. Why is a higher grade level warranted? (Cite specific reasons) _____

4. Is this a new position? Yes/No? _____

a. Why is this position necessary? _____

5. List any comparable positions within the competency:

<u>Title and Grade Level</u>	<u>Code</u>
_____	_____
_____	_____

Level 1 Competency Approval _____