



UNITED STATES MARINE CORPS

MARINE CORPS BASE

QUANTICO, VIRGINIA 22134-5001

MCBO-12510.2

C 017/p

17 Jul 89

MARINE CORPS BASE ORDER 12510.2

From: Commanding General
To: Distribution List

Subj: POSITION CLASSIFICATION AND WAGE ADMINISTRATION PROGRAM

Ref: (a) FPM 312 (NOTAL)
(b) FPM 511 (NOTAL)
(c) CPI 511 (NOTAL)
(d) FPM 532 (NOTAL)
(e) CMMI 532 (NOTAL)

Encl: (1) Classification Principles and Philosophy
(2) Preparation of Position or Job Descriptions
(3) Position Evaluation
(4) Position Evolution

1. Purpose. To define the Command's program for classifying General Schedule positions and Federal Wage System jobs. Additional information is contained in the references and in the enclosures.

2. Cancellation. MCCDCO 12510.2.

3. Legal Basis. The General Schedule classification system, as established under Title 5, U. S. Code, Chapter 51, is a comprehensive, orderly system for classifying positions according to similarities and differences in duties, responsibilities, and knowledge requirements. The Federal Wage System, as set forth in Title 5, U. S. Code, Chapter 53, provides common policies, systems, practices, and job-grading criteria for wage positions. Under this Code, as amended by Public Law 92-392, the Department of Defense (DoD) Wage Fixing Authority has sole responsibility for fixing rates of pay for all DoD wage employees.

4. Authority. The Commanding General is responsible for directing the establishment and maintenance of a General Schedule and Federal Wage System Position Classification Program founded on legal and regulatory principles and requirements. Commensurate with this responsibility, the Secretary of the Navy has delegated to the Commanding General the authority to classify all Federal Wage System jobs and General Schedule positions in grades GS-01

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through GS-15. This authority has been redelegated to the Director of Civilian Personnel Branch (CPB) and to the Head, Classification Section. They are responsible for ensuring strict compliance with governing regulations, laws, and criteria in the allocation of position titles, series, and grades. Differences in classification opinion which may occur between management and any classifier will be resolved by the Director, CPB. The incumbent of a position who believes the position being held is not properly classified may exercise the appeal rights in MCCDCO 12510.1. The Director, CPB has signatory authority on command forwarding endorsements on all classification appeals.

5. Policy. The enclosures identify Command and higher level policies governing the administration of the MCCDC General Schedule Classification and Federal Wage System Job Grading Program. They provide to managers, supervisors, employees, and others involved in the classification process substantive and procedural guidance and information on program requirements.

6. PDWRITER. The automated PDWRITER System is maintained in the CPB and is available to managers and supervisors for developing certain position/job descriptions. Contact the Wage and Classification Section for information on the positions/jobs currently covered and assistance in using PDWRITER.

7. Action

a. Activity Heads

(1) Ensure that subordinate managers, supervisors, and other individuals comply with the policies and procedures in the enclosures, seeking guidance from position management and classification specialists on position establishment and classification actions.

(2) Annually assess the performance of subordinate civilian managerial or supervisory personnel through the official performance evaluation process on their achievement of sound position management objectives and compliance with governing classification policies, regulations and criteria.

(3) Establish a single source of administrative control for the organization or major segments to be responsible for coordinating civilian personnel processes and maintaining position/job descriptions, associated records, and information.

(4) Work with the CPB classification staff when anticipating organizational changes, efficiency reviews, staff reductions, and technology advances.

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b. Managers and Supervisors

(1) Actively participate in and develop an understanding of the Command Classification and Wage Administration Program and its requirements. Comply with policies and procedures in the enclosures, and in other governing laws, regulations and instructions.

(2) Write position descriptions, ensuring that duties, responsibilities, knowledge requirements and other relevant factors, contained in position/job descriptions of subordinate employees, are current and accurate. Certify the position description's accuracy on the annual performance appraisal form of the position's incumbent and on the cover sheet of the official position description.

(3) Ensure that the Classification Section, Civilian Personnel Branch is apprised of changes to positions/jobs per procedural requirements in the enclosures.

(4) Do not rewrite position/job descriptions where changes are purely editorial or where identifiable changes to the position have not occurred.

(5) Seek the assistance of the Manpower Utilization Officer and classifier in structuring sound positions, assessing position changes, and other matters on position management and classification.

c. Director, Civilian Personnel Branch

(1) Manage and direct the Command Classification and Wage Administration Program in compliance with governing laws, regulations, and directives.

(2) Serve as liaison between the Command and the Office of Personnel Management (OPM), DoD, Department of the Navy (DON), or other higher headquarters on classification matters.

(3) Conduct special studies and position reviews necessary to ensure the integrity and effectiveness of classification and related functions.

(4) Determine the status of positions under the Fair Labor Standards Act (FLSA) and the Performance Management and Recognition System.

(5) Provide guidance and assistance to activity heads, managers, supervisors, employees, and union representatives in

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position classification matters. Maintain the OPM standards and guides and permit access by employees and supervisors.



C. N. PASTINO
Acting Deputy Commander for Support

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CLASSIFICATION PRINCIPLES AND PHILOSOPHY

Federal position classification originated with the Classification Act of 1923. That Act, which was later replaced by the Classification Act of 1949, as amended and supplemented, serves as the primary legal authority for classifying positions in the Federal Government. Four basic principles of position classification are identified:

- Equal pay is provided for substantially equal work.
- Differences in assigned grade levels are proportional to the differences in difficulty, responsibility, and knowledge requirements.
- Only the position, not its incumbent, is evaluated.
- Position classification serves as the foundation for and facilitates all other areas of personnel management.

The orderly grouping of positions which results from the Federal classification plan provides a system for controlling salaries which is important to management for fiscal integrity and for providing a systematic salary structure equitable to employees. Inequitable salary relationships can adversely affect employee motivation and morale, resulting in an adverse impact to the economy and effectiveness of operations.

Classification provides a necessary vehicle for effective personnel management. By segmenting positions within an organization into groups of similar positions, or classes, the job of managing people is simplified. Position grouping is essential, for example, in programs for recruitment, examination, placement, promotion, reduction in force, performance evaluation, and determination of training requirements. A systematic classification plan can provide statistical information useful in budget and manpower forecasting and in assisting management in organizational planning. Information developed by the classification process can aid management in identifying overlapping duties, unnecessary levels of supervision, excessively broad spans of control, and insufficient or unclear delegations of authority. Because classification facilitates a variety of managerial functions and activities, it is essential that managers and supervisors actively participate in and develop an understanding of the associated policies, practices and procedures.

ENCLOSURE (1)

PREPARATION OF POSITION OR JOB DESCRIPTIONS

A position description (or job description, if Federal Wage System) is an official written statement of the major duties, responsibilities, knowledge requirements, and supervisory relationships of a position. It is an official record of the responsible management official's decision that certain work is to be performed by an employee or group of employees. The description of duties also serves as a basis for other managerial or administrative actions. These include:

- Determining position qualification requirements and assessing the qualifications of individuals through the examination, placement, selection and/or promotion processes;
- Determining rates of pay;
- Identifying the critical performance factors of the position and evaluating the incumbent's performance;
- Analyzing recommendations for incentive awards;
- Establishing career ladders and developmental programs;
- Analyzing training needs and developing training agreements;
- Establishing competitive levels for reductions-in-force;
- Providing evidence in appeal cases;
- Developing and studying work flow patterns and organizational structures;
- Detecting duplication of work or overlapping responsibilities; and,
- Planning manpower, budgeting, and other resource requirements.

In order to serve these purposes effectively and to meet legal and regulatory requirements, position and job descriptions must be current and factually correct. Determining the duties associated with a given position rests fully with the cognizant line supervisor, who is responsible for ensuring that the position description is brought up-to-date as changes in position requirements occur.

There are three methods established for documenting such changes:

(1) A position should be redescribed when the major duties and responsibilities, supervisory controls or other key

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factors governing the manner in which a position operates are altered significantly. Redescribing a position to get a higher grade level (or to a higher basic rate of pay) for purposes of retaining, rewarding or recognizing an employee is prohibited.

(2) A position description should be amended when modifications are less significant (e.g., when a minor duty is added or deleted). In general, if more than five sentences are required to address such changes, the position should be redescribed. An amendment is not appropriate when a change in series or grade would result or when the position is being moved from one organization to another. Position descriptions may be amended twice.

(3) A pen change corrects information contained in a position description, when only a few words are involved and such changes do not impact upon the major duties and responsibilities or other position controlling factors. To request a pen change, the supervisor should submit a brief memorandum to the Head, Wage and Classification Section, specifically citing desired changes.

MCCDCO 12500.1 sets forth procedural requirements relative to the above actions. Questions on the proper method of recording changes should be directed to the Classification Section.

Neither the law nor OPM requires lengthy, extremely detailed descriptions. A good description states the duties and responsibilities of the position in clear, simple language. The process of describing a position with growth potential may be simplified by citing only those distinctions and conditions which differentiate the position from the next higher grade level. This is known as a "Statement of Difference" position description. Sufficient information must be provided to promote sound classification and to enable employees to fully understand the duties, responsibilities, and controlling conditions associated with their performance. The responsibility for writing a position description may be assigned to whomever is most knowledgeable of the work being or to be performed - the incumbent, the supervisor, or a higher level manager. Every effort should be made to restrict its length. This may be done by avoiding repetition, use of statistics, or superfluous program information. Instead, attention should focus on the major duties and responsibilities of the position. Minor duties (those which occupy less than 10% of the time) can be described in one or two sentences.

General Schedule Position Description Format

Positions, the primary duties of which involve the performance or supervision of professional, technical, administrative, or clerical work, are described in the Factor Evaluation System (FES) format. The FES has a precise structure which is consistent throughout the General Schedule classification system, regardless

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of the particular occupation involved. Following is an outline of the FES format with the nine FES factors. These factors and the concepts upon which they are based should be fully addressed in the position description.

I. Introduction

Identify fully the organizational setting of the position (e.g., This position is located in the Storage Section, Equipment Branch, Logistics Division, MCCDC.) and the functional responsibility of the designated component in which the position is located.

Specify the primary purpose of the position (e.g., "The primary purpose of the position is to be a full supervisor over the staff of the Storage Section" or "The primary purpose of the position is to provide clerical and typing support to the staff of the Equipment Branch").

II. Major Duties and Responsibilities

Duties should be described in groups of related functions/activities such as program management, supervision, administration, typing, or other categories of duties which together comprise the total responsibilities of the position. Each functional grouping should cite an approximate percentage of time spent by the employee and should be arranged in order of importance.

III. Factors

Knowledge Required by the Position

- This factor addresses the type and extent of knowledges, skills, or information the employee must possess to perform assigned duties. For example: theories, concepts, principles, policies, processes, procedures, regulations, or work practices with which the employee must be familiar to execute the duties of the position, and the degree of expertise required in their application. Knowledge requirements cited must be consistent with the major duties and responsibilities in the position description.
- Do not describe personal characteristics such as patience, adaptability, integrity or creativity. These are more properly credited under other factors.
- Include any specialized knowledge or skill which would constitute a selective placement factor in recruiting for the position.

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- Do not specify how such knowledge and skill should have been obtained. The OPM X-118 Qualifications Handbook establishes education and experience criteria for applicants for general schedule positions of all series and grade levels.

Supervisory Controls

- The first sentence under this factor should identify by organizational title the immediate supervisor of the position.
- Identify how the supervisor assigns work to the employee. For example: with detailed instructions concerning how to do the work; with instructions for new, difficult, or unusual aspects of the work; with suggestions for procedures; or with information in terms of the objective to be achieved, priorities, and deadlines.
- Determine the degree of independence with which the employee operates. For example: performs as instructed with no deviation; performs routine assignments independently, without specific instruction; refers situations not covered by instruction to supervisor; handles all work independently according to policies, previous training, or accepted practices; or resolves conflicts which arise, determines approach to be taken, and methodology to be used.
- State how the work is reviewed. For example: work is reviewed in detail for accuracy, adequacy, and compliance with instructions; review is in the form of comments from recipients of the work; the work is spot-checked in progress; or work is reviewed to determine appropriateness, soundness of decisions, and attainment of objectives.

Guidelines

- State what guides are used in performing the work. For example: desk manuals, established procedures and policies, or traditional practices. Guides are described in terms of their availability, specificity, and extensiveness.
- Identify the degree of difficulty associated with the application of guidelines, described in terms of the extent of judgment used in following procedures, in deviating from or interpreting the guides, and adapting or developing new guides.

Complexity

- Describe the nature of assignment: The kind, variety, depth and breadth of tasks, steps, processes and assignments.
- State the difficulty involved in performing and completing work assignments: The degree to which the employee must know

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interrelationships and deviations; develop new techniques, criteria, or information; and the variety of functions processes, or tasks associated with the assignments. Complexity may depend on whether assignments are clear-cut and directly related; applicable or comparable; vary according to the phase of work or specific issues involved; or deviate from traditional or previously accepted processes.

Scope and Effect

- The purpose of the work concerns the end objective such as conclusions reached or decisions/recommendations made; treatment or service provided; reports written; results of tests or research performed; and authority to approve or deny proposed courses of action.
- Impact of the work or service performed identifies who or what benefits from the performance of assignments. For example: does it facilitate the work of others; affect accuracy, reliability, or acceptability of further work processes; or affect the planning or execution of operations or programs?

Personal Contacts

- Identify the kind of people with whom the employee deals in carrying out assignments. For example: workers in related support units; recipients of services; members of the general public; or representatives of other organizations, headquarters, or field offices; managers, executives, or professionals from other agencies; or national leaders. (Do not address contacts with the immediate supervisor since those are described under Supervisory Controls.)

Purpose of Contacts

- Describe the purpose of personal contacts. For example: to exchange information; to resolve problems; to provide a specific service; to motivate, influence, or interrogate persons; or to justify, defend, or negotiate program matters. Other considerations which affect the nature of the contacts should also be addressed: dealing with persons who are skeptical, uncooperative, hostile; settling controversial issues; or arriving at compromise solutions with persons who have different viewpoints, goals, or objectives.

Physical Demands

- Identify the nature of physical activity involved in the work, such as prolonged standing or lifting of heavy materials.

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- Determine the frequency and/or intensity of the physical activity and any special abilities required, such as agility or dexterity.

Work Environment

- The kind of setting in which the employee works, for example: office, library, laboratory, hospital or coal plant. Include any risks, discomforts, or unpleasantness to which the employee is exposed and the nature of safety precautions used, as appropriate.

General Schedule Supervisory Position Descriptions

General Schedule positions involving supervision follow the above prescribed format. These descriptions must also contain information on the range and scope of supervisory functions performed (i.e., technical and/or administrative supervisory responsibilities, as well as subordinate staff size and composition).

The following is a sample of that portion of a supervisory position description which delineates full technical and administrative accountability for the personnel and work products of the organization. Other supervisory position descriptions may reflect significantly fewer responsibilities, consistent with organizational level, staff composition, or position requirements.

Major Duties and Responsibilities

A. Supervisory Responsibilities

60%

The incumbent performs the full range of administrative and technical supervisory duties including: work planning, assignment, and review; evaluating performance; providing guidance and instruction on technical and administrative matters; interviewing and/or selecting individuals for subordinate positions; establishing performance standards; recommending training, promotion, and reassignment of subordinate personnel; hearing and resolving grievances, complaints, and problems of subordinate supervisors and employees; initiating and/or effecting disciplinary measures; and fostering employee support for and participation in such management programs as safety, cost reduction, and beneficial suggestions.

As a supervisor, the incumbent must understand and actively support the Command's Affirmative Action/Equal Employment Opportunity (EEO) program; ensure EEO principles are reflected in all aspects of personnel management for current employees and applicants for employment; establish and maintain a work environment free of intimidation, harrassment, and

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discrimination; coordinate actions with EEO and Civilian Personnel Specialists to improve representation among women, minorities, the handicapped, and disabled veterans throughout all occupations and grade levels; and cooperate fully in the EEO counseling process, formal investigation and/or resolution of EEO issues arising in the organization.

The incumbent is responsible for providing supervision to a staff comprised of: (By organizational breakdown identify all established subordinate division, branch, section, and/or unit positions.) Subordinate positions identified should reflect only the established full performance level, if a career ladder exists.

The knowledge requirements in a supervisory position description should also reflect supervisory and/or managerial skills commensurate with the assigned responsibilities. For example, for a senior position the following may be appropriate under Factor 1, Knowledge Required by the Position:

Knowledge of theories, principles, and practices associated with management and personnel administration, including position management and classification; employee selection, training, and motivation; work planning, organization, assignment, and review; establishment of performance standards and assessment of employee performance thereunder; EEO/Affirmative Action; and employee-labor-management relations.

Federal Wage System Job Description Format

The Federal Wage System (FWS) format applies to trades, crafts, and laboring positions. There are three major pay plans, with rates of pay varying with geographical locations:

- Wage Grade (WG) - nonsupervisory positions. There are 15 WG grade levels.
- Wage Leader (WL) - positions which involve leading and performing work, but do not entail the full range of technical and administrative supervisory responsibilities. There are 15 WL grade levels.
- Wage Supervisor (WS) - positions which entail the full range of supervisory responsibilities. There are 19 wage supervisor grade levels.

Following is a description of the standardized FWS format.

I. Job Summary - The job summary is a brief statement identifying the scope of work performed, principle work methods used, and purpose of the work.

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II. Typical Work Performed - This gives a brief list of the major duties associated with the position. Indicate the approximate percentage of time to be spent on each duty. Exclude assignments of a temporary or emergency nature outside the normal scope of the job being described.

III. Factor Statements - To adequately address each factor, information included under "Typical Work Performed" is described in greater detail.

Knowledge and Skill

- Knowledge: The extent of information or facts employees must know to do acceptable work. Knowledge includes procedures, processes, rules, regulations, theories, concepts and/or principles with which the employee must be familiar.

- Skills: Skill is the degree of expertise required to do a task and meet acceptable work standards.

Responsibility

The first sentence under this factor should identify by organizational title the immediate supervisor of the position.

- Level of supervision or instruction required for the job:

- The level of supervision or instruction an employee receives, and/or,

- The level of supervision or instruction the employee gives subordinate employees, if applicable. The number and job classification of employees supervised is identified under this factor, and,

- Any special conditions of supervision, for example, physical dispersion of subordinate employees or presence of shift work.

- Guidelines - Describe the type of guidelines available and the extent to which the employee uses these to successfully accomplish work. Some guidelines specify the methods of work accomplishment while other guidelines provide general instructions and require the employee to use judgment in determining appropriate methodology.

- Accountability - Describe the extent of the employee's responsibility for accomplishing assignments, including any review of work performed by others.

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Physical Demands

- Strenuous bodily exertion - Describe the amount and type of strenuous bodily exertion required by the employee to successfully accomplish work, including:
 - average and heaviest weights handled;
 - how the weight is handled (e.g., by dollies, cranes);
 - how frequently such weights are handled;
 - if the work is an individual or group effort;
 - strenuous work positions or conditions (e.g., stooping, kneeling, holding vibrating tools); and
 - special physical attributes required (e.g., color vision, dexterity).

- Hazards - Describes the specific or unique dangers the employee is exposed to, including the frequency or duration of exposure to danger and potential injuries which can result from such exposure (e.g., cuts, bruises, occupational diseases).

Working Conditions

This factor includes a description of the typical environment (e.g., indoors, outdoors, weather conditions) and any unusual conditions encountered (e.g., temperature extremities, smoke, poor ventilation).

IV. Explanatory Statements

If desired, the immediate supervisor may provide any additional job related information such as work locations, explanation of technical terms, unique tools or equipment used, or similar facts.

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POSITION EVALUATION

Position classification is a systematic process of determining the pay plan, title, occupational series, and grade associated with a specified set of duties and responsibilities. Thorough fact-finding and analysis are required to gather and examine information about positions so that sound determinations are made. Position classification is a progressive process; once the pay plan has been determined, the number of applicable series is limited; upon selection of the appropriate series, the title is generally prescribed. Grade level determination is the final step in the comprehensive process.

The OPM and DON develop classification standards which provide the criteria for titling and grading positions. For positions not covered directly by published standards, grades are determined by comparison with classification standards for related occupations. Because of the diversity in duties, skills, knowledges and responsibilities, most classification standards are developed along occupational lines. OPM issues broad standards called Guides which are common to many occupations. These are used in evaluating positions performing work within a functional specialization. Among the Guides currently utilized are the Supervisory Grade Evaluation Guide, Typing and Stenography Grade Evaluation Guide, and Equipment Development Grade Evaluation Guide. A comparison of position/job evaluation systems and relevant factors is provided on the following page.

All General Schedule positions and Federal Wage System jobs will be evaluated using relevant OPM and DON classification criteria. Written evaluation statements will minimally consist of determination of pay plan, series, title, and grade level, citing examples of consistency with criteria contained in applicable classification standards and/or guides. The status of positions and jobs with respect to the Fair Labor Standards Act and applicability of performance management and review systems (PMR's) will be determined by classification specialists within the CPB.

ENCLOSURE (3)

COMPARISON OF POSITION AND JOB EVALUATION SYSTEMS	
GENERAL SCHEDULE	FEDERAL WAGE SYSTEM
OCCUPATIONS COVERED	
<input type="checkbox"/> Professional, Technical <input type="checkbox"/> Administrative, Clerical	<input type="checkbox"/> Trades and Labor
PAY PLANS	
<input type="checkbox"/> General Schedule (GS & GM)	<input type="checkbox"/> Wage Grade Supervisory and Nonsupervisory (WG,WL,WS,WD, etc.)
FACTORS USED TO EVALUATE POSITIONS	
<input type="checkbox"/> Knowledge Required by the Position <input type="checkbox"/> Supervisory Controls <input type="checkbox"/> Guidelines <input type="checkbox"/> Complexity <input type="checkbox"/> Scope and Effect <input type="checkbox"/> Personal Contacts <input type="checkbox"/> Purpose of Contacts <input type="checkbox"/> Physical Demands <input type="checkbox"/> Work Environment	<input type="checkbox"/> Skill and knowledge <input type="checkbox"/> Responsibility <input type="checkbox"/> Physical Effort <input type="checkbox"/> Working Conditions
GRADING METHODOLOGY	
<input type="checkbox"/> Positions graded by totaling and converting assigned points to the correlating grade level (if applicable FES Standard issued), or	<input type="checkbox"/> Jobs graded in accordance with highest level of regular and recurring duties assigned.
<input type="checkbox"/> Positions graded to highest level of work performed a substantial amount of the work year.	

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POSITION EVOLUTION

All civilian employees of the Federal government must be assigned to properly established and classified positions, the major duties, responsibilities, and other controlling conditions of which are accurately identified within the associated position or job descriptions. It is the responsibility of the immediate supervisor to ensure that position/job descriptions are accurate and that changes which occur are documented per enclosure (2). No position will be redescribed in order to recognize, retain, reward, or increase the pay of an employee. Redescription of a position is warranted and required only when significant changes have occurred in the major duties, responsibilities, or operating conditions of the position. Less extensive changes are accomplished through the preparation of an amendment or a pen change to a position description.

When a position is redescribed and found to be classifiable to a higher grade than was its predecessor, an accretion of duties promotion may be warranted for the long term incumbent of the position providing all governing criteria are met. Such promotions are intended to be exceptional and, when occurring, are predicated on changes in missions and functions or other operational requirements. The accretion of duties promotion, as described in CPI 335, differs from other advancement methods in that no consideration is given to potentially interested or eligible candidates other than the incumbent of the position. Such promotions recognize both the growth of the position and the resulting incumbent's demonstrated ability to perform the higher level duties.

Promotions based on an accretion of duties are permitted only when all of the following conditions and requirements are met:

- The newly described and higher graded position is a clear successor to the previous position, absorbing the major duties and responsibilities which served as the basis for its establishment. The higher level duties must be valid, represent a substantial portion of the time of the incumbent, and be verifiable by a classifier's audit;
- The predecessor position description is cancelled by the redescribed position description;
- The redescribed position is in the same organizational component as its predecessor and retains the same supervisor;
- The redescribed position does not entail the addition of project leader, team leader, or other supervisory duties;

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- The new position has no known promotion potential;
- No other employee is present in the same organizational component whose position is classified in the same series and at the same grade level as the position which has been redescribed and proposed for upgrading; and
- The employee meets all time-in-grade and X-118 qualification requirements and has served continuously in the position for an extensive period of time, generally at least one year.

Additionally, the following factors must be recognized:

An accretion of duties promotion is intended to be an exception resulting from a natural and gradual outgrowth of the position due to changing operations and requirements. The duties upon which the promotion request is based must be in effect in advance of any promotion. Management cannot create new duties, assign them to a position, and immediately seek to upgrade the position and its incumbent. The addition of duties which substantially alter the nature and purpose of a position does not constitute justification for an accretion of duties promotion. Incumbents whose positions are redescribed and classified to a different occupational grouping may in fact find that they fail to meet prescribed qualification requirements and cannot be placed in the higher graded position.

Management's flexibility in using accretion of duties as the basis for noncompetitive promotions must be exercised with discretion and responsibility. A rational, equitable, and job-related basis must exist in those rare cases where such actions are taken. Legitimate accretions are the result of operational needs and requirements, not the desire to promote a particular employee.

When an accretion of duties promotion is proposed by management, the Request for Personnel Action (SF-52) will be accompanied by a letter from the cognizant activity head to the Commanding General (C 01), identifying the changes which have occurred to the position and certifying that each of the foregoing criteria are met.

The CPB staff shall determine the validity of such requests for promotion based on position related criteria and requirements. The Employment Superintendent shall determine if the employee whose position is proposed for upgrading is fully qualified based on OPM X-118 requirements and other governing regulations. No promotion based on an accretion of duties will be effected without the approval of both the classifier and the Employment Superintendent.

ENCLOSURE (4)