

DEGREES OF CONTROL

IMMEDIATE SUPERVISION

Nature and Scope

The work of a class of positions is typically under immediate supervision when it is closely controlled. This close control may occur either through the operational inflexibility or structured nature of the work itself or by the circumstances in which it is performed. Clear, specific, and detailed instructions (written/oral), guidelines, procedures, and/or rules exist which thoroughly describe nearly all points of task performance.

Work determinations are based on clearly applicable procedures or instructions or on well-defined and unmistakably applicable decisions, rules, and policies. Directly relevant controlling precedents are found without difficulty. The supervisor provides continuing or individual assignments by indicating what is to be done, what quality and quantity is expected, and what are the limitations, deadlines, and priority of the assignments. It would not be unusual for the work to include repetitive tasks or consist primarily of one kind of duty.

Procedural Limitations

The application of work techniques and methods neither requires nor permits any substantive discretion in execution. There is strict adherence to these guidelines with no authority per se to select alternative work procedures. Any deviations from the original instructions or established guidelines must be authorized by the supervisor. Since judgments of any consequence can not be made independently, any decisions made without consulting the supervisor are basically inconsequential.

Review of Work

The expected results of work performance are specified explicitly before hand. Work in progress is checked and results of all operations reviewed for accuracy, adequacy, completeness, and adherence to instructions and established guidelines. The rate of performance may also be checked.

Comprehension Level

Only an awareness of the terminology, processes, materials, tools, equipment, and/or sources of information are expected of an employee working under this level of supervision. The knowledge of work expected at this level is so basic that little or no previous specialized experience or training in it is required.

GENERAL SUPERVISION

Nature and Scope

The work of a class of position is typically under general supervision when it is controlled with some finiteness but not with explicit detail in work instructions and guidelines. This less explicit control occurs since a choice of methods or sources of information may be made by an incumbent from among several suggested by the supervisor or by the nature of the work. Only the major points of task performance are thoroughly described in procedures or by the supervisor.

Work determinations are based on technical practices, precedents, and authorities in the field of activity for which the agency and/or program is responsible. The employee uses initiative in carrying out recurring assignments independently without specific instructions, but deviations, problems, and unfamiliar situations not covered by instructions are referred to the supervisor for decision or guidance. The work may include varied but occupationally similar duties.

Procedural Limitations

The number and utility of guidelines and varying work assignments require an employee to use judgment in locating and selecting the most appropriate techniques and procedures for application and in making non-precedent setting deviations to adapt the guidelines in specific cases. At this level the employee might have to determine which of several established alternatives to use. Employees usually receive some instructions with respect to the details and priority of most assignments, but are free to develop their own work sequences within established guidelines and policies.

Situations to which the existing guidelines cannot be applied or which involve significant proposed deviations from the guidelines are referred to the supervisor. The supervisor will provide additional specific instructions for new, difficult, or unusual assignments including suggested work methods or advice on available source material.

Since an employee is confronted with various duties susceptible to different methods of resolution and for implementation, a correspondingly higher demand is placed on the employee's resourcefulness and concentration.

Review of Work

The expected results are indicated by agency policy, administrative rules, program guidelines and standards, and the goals and objectives of the agency. The supervisor ensures that the methods used and the work finished are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.

Comprehension Level

The knowledges expected of an employee under this level of supervision fall within a narrow functional/program area. The employee should be capable of carrying out an assignment after being briefed as to the purpose of the project and receiving general guidance on time, money, policies, priorities, and staffing.

LIMITED SUPERVISION

Nature and Scope

The work of a class of positions is typically under limited supervision when it is controlled more by advisory guidance than supervisory instruction or established guidelines during the planning and carrying out of work assignments. An employee will report periodically to a supervisor, typically by means of consultive meetings, to discuss modifications in or progress toward work goals, or to review new problems which require advice from others with higher authority or more technical expertise. The major points of task performance are merely outlined by policies or precedents, or by the supervisor, with details chosen by the employee.

Work determinations are based on regulations, laws, rules, and instructions which may not be directly applicable. Controlling precedents and decisions are not immediately apparent and can not be readily applied; thereby requiring some interpretation and adaptation. The work is self-generated by the employee who plans and carries out the successive steps and handles problems and deviations in the work assignments in accordance with instructions, policies, previous training, or accepted practices of the occupation. The work would normally include a variety of both similar and dissimilar duties. It is not unusual for the work to involve the scheduling/assigning, coordinating, and/or redistributing the work assignments of others or it may even involve direct supervision of a group of employees. Moreover, the work may often be physically removed from the immediate supervisor.

Procedural Limitations

Guidelines are available but are not specifically applicable to the work or may have gaps in coverage. At this level an employee usually receives a general outline of the work responsibilities and objectives to be accomplished and is generally free to develop the necessary sequences and adapt methods within the scope of established policies. Judgment is required in interpreting and adapting guidelines such as established policies, rules, precedents, and work instructions for application to specific cases or problems.

Unique or complex work situations are typically referred to a superior for review and comment. Though the employee has no authority to change, modify, or commit the agency to a policy without concurrence of a superior, immediate decisions and actions may be taken when necessary, subject to later review and approval. The employee also analyzes the effects of the guidelines and instructions on work performance and recommends and implements changes.

Review of Work

The expected results of work performance are indicated in general terms of the end products which must be attained. Major work results of each project assignment are usually evaluated for soundness of technical judgment, appropriateness, and conformity to policy and legal/administrative requirements but typically not for accuracy or completeness. If novel problems or issues not normally characteristic of the work are involved, the work is critically examined for accurate and effective application of those policies, rules, or precedents which govern the immediate field of work.

Comprehension Level

The knowledges expected of an employee under this level of supervision should be either a broad subject matter understanding of most of the phases of the occupational field concerned, or a very in-depth understanding of a narrow subject matter area. The employee should possess and be capable of independently interpreting and applying a great amount of information pertinent to the theories, principles, concepts, practices, equipment, materials, and standards of the field.

ADMINISTRATIVE DIRECTION

Nature and Scope

The work of a class of positions is typically under administrative direction when technical instruction is typically neither sought from nor provided by a superior. The work's primary structure is found in the general objectives and boundaries of the functions to be performed as defined by a superior.

Work determinations are based upon a wide group of specialized knowledges, technical practices, and administrative precedents and decisions in the field of activity which can be interpreted and applied only through the use of judgment based on extensive in-depth training and experience. The managerial superiors set the overall objectives. The employee, in consultation with superiors/specialists, develops and modifies the work assignments/projects, the budget/staffing criteria and other available resources, and the deadlines to meet the established objectives.

The work may require new approaches and previously non-existent procedures, rules, and standards to be developed to handle varying and dissimilar duties and goals. The work typically involves the planning, assigning, directing, and evaluating the work assignments of subordinate staff or the advising on, and administering and coordinating of the functions and activities of others.

Procedural Limitations

Limitations at this level are typically much more managerial than technical in nature. Usually positions under this level of control are limited by the requirement to plan, develop, and coordinate operations and direct groups of people. Also, there does exist both a freedom and a limitation in having the authority and responsibility to adapt/modify agency policy or practice and to make commitments for the agency on individual cases. This technical freedom and control, because of the many factors to consider and weigh before making a commitment, requires a high degree of awareness and accountability of a decision's administrative impact.

Any technical policies, precedents, and standards applicable to the work are stated in general terms, and generally are scarce or of limited use. Most of the guidance received deals with long-range goal and program development and is exercised through general staff conference-type discussions and reviews of project/activity summary reports.

At this level an employee is free to plan, develop, and organize all phases of the work necessary for its completion, within the broad program guidance provided. Therefore, the employee must have initiative and resourcefulness to deviate from traditional approaches or operational trends and patterns to develop new methods, criteria, or proposed new policies; not just to meet technical standards but to meet project goals and overall objectives.

Review of Work

The expected results are indicated only in general terms of overall objectives. The determination of the methods to be used is left completely to the discretion of the employee being directed. The employee keeps the managerial superior informed of changes in or attainment of goals, of potentially controversial issues or activities, and/or of far reaching implications of developments in work. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work projects, and/or effectiveness in meeting requirements or expected results.

Comprehension Level

The knowledges expected of an employee under this level of supervision should be less an emphasis on a practical grasp of procedures in a technical field and more a thorough understanding of the principles, concepts, and methodology of an administrative function/activity and of the interactions between a technical field and an administrative function/activity.

GENERAL DIRECTION

Nature and Scope

The work of a class of position is typically under general direction when it is fundamentally free of any technical control and receives a minimal amount of managerial control. The structure of the work is dictated by the overall purposes and operations of organizational elements, the need to coordinate organizational and program processes and systems, and the need to meet statutory requirements. Most points of task performance are undefined except in terms of the fulfillment of overall organizational missions and goals.

Work determinations are based on the specialized knowledges and technical practices of others. Administrative policies or precedents are obscure or non-existent and when available are not applicable without interpretation and adaptation based on a well-honed form of administrative/professional creativity and judgment. This is acquired through extensive managerial training and experience in the higher levels of the general field or in an immediate branch of specialization within the field.

A superior provides objective directions in terms of broadly defined program missions or priorities. The work requires accountability in efficient and economical management, the coordination of varying and diverse operations within an organization, and the establishment of broad program priorities, organizational frameworks, and resource allocations. Frequently the employee is recognized as an authority in the development and interpretation of specific managerial/administrative directives/stipulations.

Procedural Limits

Available guidelines are broadly stated and non-specific, including broad mission statements and/or legislation, and require extensive judgment and ingenuity in interpreting their operational intent and in developing applications to specific program areas. There is maximum freedom to act in the determination of final results, the operational philosophy to be applied, the development and interpretation of mission and organizational objectives, and the setting of system or program policies. Freedom also exists to make commitments with final authority, which is limited only by major government-wide established policies and administrative rules and by the nature and scope of an organization's mission and functions.

The limits on an employee include receiving guidance on goal or precedent-setting matters from a higher authority. Also, the basic nature of the work requires the exercising of considerable executive/managerial, administrative, and/or professional/scientific capabilities and an unusual amount of concentration and analytical ability within the managerial function. This involves the performing of several unrelated activities, the meeting of deadlines, the negotiating with other high-level executives, and the planning, organizing, and coordinating of large-scale functions/programs.

Review of Work

The expected results are indicated in terms of the overall mission and program goals with policies, rules, and procedures left to the discretion of the employee. The results are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review should concern such matters as fulfillment of mission/program objectives, effect of advice on the overall organization, or the contribution to the advancement of technology. Recommendations for new programs and modified objectives are usually evaluated for such considerations as availability of funds and other resources, broad governmental missions, goals, or priorities.

Comprehension Level

The knowledges expected of an employee under this level of guidance transcends the practical aspects of developing and implementing strategies for policy goal attainment. A clear understanding of the principles, objectives, and underlying purposes of organizational and policy management is necessary. A firm grasp of the nature, content, and utility of the functions of short-term and long-term goal establishment and attainment is essential for the employee. Typically technical comprehension of the makeup of programs/functions directed is not demanded.